

**OSHTEMO CHARTER TOWNSHIP BOARD
7275 West Main Street
Kalamazoo, MI 49009**

June 23, 2026

Refer to page 3 for Virtual Meeting Information

**REGULAR MEETING
5:30 P.M.
AGENDA**

1. Call to Order
2. Pledge of Allegiance
3. Remote Location Identification (for remote attendance when permitted by statute)
4. Township Mission/Vision/Core Values:
 - *Core Value: Hire staff with strong core competencies within their given profession.*
5. Approval of the Agenda
6. Public Officials and Community Partner Updates
7. Work Session:
 - a. Presentation - Oshtemo Charter Township 2026-2029 Strategic Plan - Peter Dams, PH.D. ([Pg 7](#))
 - b. Presentation - Public Works Construction Update
 - c. Topics for Board Discussion
 - i. PA 233 and other items related to renewable energy
8. Public Comment on Consent Agenda or Non-Regular Session Items
9. Consent Agenda
 - a. Meeting Minutes [[Minutes of Regular Meeting June 9](#)]
 - b. Second Reading – Ordinance 692 Parkview Ave Rezoning Request ([Pg 63](#))
 - c. Election Commission Appointment ([Pg 65](#))
10. Discussion & Consideration – Culture & Connection Committee Policy Update ([Pg 67](#))
11. Discussion & Consideration – AI Usage Policy ([Pg 75](#))
12. Presentation – Fire Department Monthly Report ([Pg 83](#))
13. Discussion & Consideration – Public Sanitary Sewer Hardship Financing or Deferment Policy Text Amendments
14. First Reading – Text Amendments to HARC Ordinance Sections 233.004 & 233.005 ([Pg 84](#))
15. Discussion & Consideration – Oshtemo Charter Township 2026-2029 Strategic Plan
16. Public Comment

17. Board Member Comments & Committee Updates

18. Adjournment

**Policy for Public Comment
Township Board Regular Meetings, Planning Commission & ZBA Meetings**

All public comment shall be received during one of the following portions of the Agenda of an open meeting:

- a. Citizen Comment on Non-Agenda Items or Public Comment – while this is not intended to be a forum for dialogue and/or debate, if a citizen inquiry can be answered succinctly and briefly, it will be addressed or it may be delegated to the appropriate Township Official or staff member to respond at a later date. More complicated questions can be answered during Township business hours through web contact, phone calls, email (oshtemo@oshtemo.org), walk-in visits, or by appointment.
- b. After an agenda item is presented by staff and/or an applicant, public comment will be invited. At the close of public comment there will be Board discussion prior to call for a motion. While comments that include questions are important, depending on the nature of the question, whether it can be answered without further research, and the relevance to the agenda item at hand, the questions may not be discussed during the Board deliberation which follows.

Anyone wishing to make a comment will be asked to come to the podium to facilitate the audio/visual capabilities of the meeting room. Speakers will be invited to provide their name, but it is not required.

All public comment offered during public hearings shall be directed, and relevant, to the item of business on which the public hearing is being conducted. Comment during the Public Comment Non-Agenda Items may be directed to any issue.

All public comment shall be limited to four (4) minutes in duration unless special permission has been granted in advance by the Supervisor or Chairperson of the meeting.

Public comment shall not be repetitive, slanderous, abusive, threatening, boisterous, or contrary to the orderly conduct of business. The Supervisor or Chairperson of the meeting shall terminate any public comment which does not follow these guidelines.

(adopted 5/9/2000)
(revised 5/14/2013)
(revised 1/8/2018)

Questions and concerns are welcome outside of public meetings during Township Office hours through phone calls, stopping in at the front desk, by email, and by appointment. The customer service counter is open from Monday-Thursday, 8 a.m.-1 p.m. and 2-5 p.m., and on Friday, 8 a.m.–1 p.m. Additionally, questions and concerns are accepted at all hours through the website contact form found at www.oshtemo.org, email, postal service, and voicemail. Staff and elected official contact information is provided below. If you do not have a specific person to contact, please direct your inquiry to oshtemo@oshtemo.org and it will be directed to the appropriate person.

Oshtemo Township Board of Trustees		
<u>Supervisor</u>		
Cheri Bell	216-5220	cbell@oshtemo.org
<u>Clerk</u>		
Dusty Farmer	216-5224	dfarmer@oshtemo.org
<u>Treasurer</u>		
Clare Buszka	216-5260	cbuszka@oshtemo.org
<u>Trustees</u>		
Neil Sikora	760-6769	nsikora@oshtemo.org
Kristin Cole	375-4260	kcole@oshtemo.org
Zak Ford	271-5513	zford@oshtemo.org
Michael Chapman	375-4260	mchapman@oshtemo.org

Township Department Information			
<u>Assessor:</u>			
Kristine Biddle	216-5225	assessor@oshtemo.org	
<u>Fire Chief:</u>			
Greg McComb	375-0487	gmccomb@oshtemo.org	
<u>Ordinance Enforcement:</u>			
Alan Miller	216-5230	amiller@oshtemo.org	
<u>Parks Director:</u>			
Vanessa Street	216-5233	vstreet@oshtemo.org	
Rental Info	216-5224	oshtemo@oshtemo.org	
<u>Planning Director:</u>			
Jodi Stefforia	375-4260	jstefforia@oshtemo.org	
<u>Public Works Director:</u>			
Anna Horner	216-5228	ahorner@oshtemo.org	

Zoom Instructions for Participants

Before a videoconference:

1. You will need a computer, tablet, or smartphone with a speaker or headphones. You will have the opportunity to check your audio immediately upon joining a meeting.
2. If you are going to make a public comment, please use a microphone or headphones with a microphone to cut down on feedback, if possible.
3. Details, phone numbers, and links to videoconference or conference call are provided below. The details include a link to “**Join via computer**” as well as phone numbers for a conference call option. It will also include the 11-digit Meeting ID.

To join the videoconference:

1. At the start time of the meeting, click on this link to [join via computer](#). You may be instructed to download the Zoom application.
2. You have an opportunity to test your audio at this point by clicking on “Test Computer Audio.” Once you are satisfied that your audio works, click on “Join audio by computer.”

You may also join a meeting without the link by going to join.zoom.us on any browser and entering this **Meeting ID: 774 238 7802**

If you are having trouble hearing the meeting or do not have the ability to join using a computer, tablet, or smartphone then you can join via conference call by following instructions below.

To join the conference by phone:

1. On your phone, dial the teleconferencing number: **+1 312 626 6799 US (Chicago)**
2. When prompted using your touchtone (DTMF) keypad, enter the Meeting ID number: **774 238 7802#**

Participant controls in the lower-left corner of the Zoom screen:



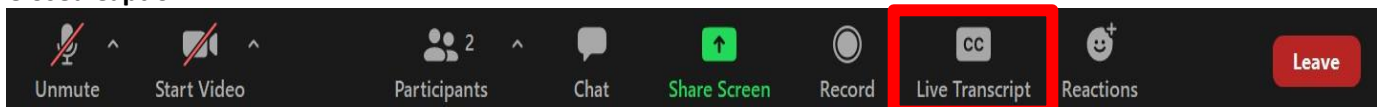
Using the icons at the bottom of the Zoom screen, you can (some features will be locked to participants during the meeting):

- Participants – opens a pop-out screen that includes a “Raise Hand” icon that you may use to raise a virtual hand. **This will be used to indicate that you want to make a public comment.**
- Chat – opens pop-up screen that allows participants to post comments during the meeting.

If you are attending the meeting by phone, to use the “Raise Hand” feature **press *9 on your touchtone keypad.**

Public comments will be handled by the “Raise Hand” method as instructed above within Participant Controls.

Closed Caption:



Turn on Closed Caption:

Using the icons at the bottom of the Zoom screen:

1. Click on the “Live Transcription” button.
2. Then select “Show Subtitle”.

Mission:

To advance the quality of life of all residents through a commitment to responsible growth, and value-driven municipal services that promote the relationships among economic vitality, environmental stewardship, and social equity.

Vision:

A sustainable and innovative community built through a legacy of planned, responsible growth and rural preservation.

Core Values:

PUBLIC SERVICE

- Fair treatment to all people.
 - Each customer is welcomed, and their input is wanted.
 - Difficult questions are not marginalized.
- Allow residents to interact directly with Township staff and officials.
- Decisions are made based on the value to our Township and residents.

SUSTAINABILITY

- Meet the needs of the present without compromising future generations.
 - Consider the environment through practices that reduce impacts.
 - Value-conscious decision-making.
 - Committing to quality fire and police protection.

INNOVATION

- Providing the best value-conscious technology currently available.
- Leverage new technologies and ways of doing business to increase accessibility and improve services.

PROFESSIONALISM

- Hire staff with strong core competencies within their given profession.
 - Commitment to continuous improvement to government operations.
- Dedicated to open communication to improve productivity and effectiveness.

INTEGRITY

- Decisions are made logically through the collection of evidence, facts, and public input.
 - When promises are made, we follow through.
 - We do not obfuscate – we say what we mean and do what we say.
 - Transparent governmental practices are of the highest priority.

FISCAL STEWARDSHIP

- Ensure that taxpayer investments are spent wisely, effectively and efficiently.

This page intentionally left blank.



Memorandum

Date: 6/23/26
To: Township Board
From: Supervisor Bell
Subject: Strategic Planning Process Update and Facilitator Presentation

Objectives

To provide the Township Board with an overview of the strategic planning process to date, introduce the presentation by Strategic Planning Facilitator Dr. Peter Dams summarizing the Board's recent retreat sessions and to obtain Township Board receipt and acceptance of the plan for action.

Background

In 2025, the Township Board engaged in discussions regarding the need for a formal strategic planning process. While individual perspectives varied, the Board ultimately approved funding in the 2026 budget to support the development of a strategic plan.

Following this action, a Request for Proposals was publicly issued in September. The Township received eight proposals. After review and scoring, Dams & Associates was selected and awarded the contract to serve as the Township's strategic planning facilitator.

After initial discussions with Dr. Dams, a Strategic Planning Committee was established consisting of Cheri Bell, Supervisor; Dusty Farmer, Clerk; Kristin Cole, Trustee; and David Kobb, Operations Manager. The purpose of this committee was to work with the facilitator to outline the process and steps necessary to develop a comprehensive strategic plan for Board consideration.

The Strategic Planning Committee met several times with Dr. Dams to develop and finalize the planning process. Following this preparatory work, the full Township Board participated in two strategic planning retreat sessions held on April 16 and May 7. Post retreat, the Strategic Planning Committee met three additional times to work with Dr. Dams on the outcomes of the retreat, review identified goals and set objectives to achieve the goals. The plan presented to the Board is the culmination of this work.

Information Provided

Strategic Retreat Facilitator Presentation

Core Values

Public Service; Professionalism; Integrity



Strategic Plan 2026 - 2029

Final Draft - June 18, 2026



Dams & Associates, Inc.
Experience the power of planning

Table of Contents

Introduction..... 1

Our Guiding Principles 2

Major Township Accomplishments..... 3

Our Strategic Framework 4

Our Goals and Objectives..... 5

 Goal 1: Establish a strong identity that rallies the community, fostering connections, a sense of place, and pride and creating physical spaces that are in alignment with this goal 5

 Goal 2: Oshtemo has an organizational structure that supports the 2045 Comprehensive Plan and improves customer responsiveness, service, and internal operations..... 7

 Goal 3: Oshtemo Township will explore whether the charter township form of government is the most advantageous for residents and governance 8

Board Action Plan for Improving Board Functioning..... 9

Implementation Schedule for Goals 1 - 3 10

Key Performance Indicators for Each Strategic Goal..... 14

Dashboard Templates..... 15

Planning Participants 17

Rollout and Implementation Considerations..... 18

Contact Information 21



Introduction

Dear Residents, Board Members, and Community Partners,

Our township is at an important moment that requires clear thinking, open dialogue, and a shared plan for the future. Over time we've advanced many important initiatives, but too often those efforts were fragmented rather than coordinated around a unified set of priorities. The recent strategic planning process gave us a chance to step back, look at the "big picture," align our work, and set a unified direction for the Township.

A necessary part of that process was creating space for meaningful conversation. We committed to fostering an environment where diverse perspectives were shared openly, and where priorities were discussed honestly and respectfully. That work identified key goals that require board attention and will guide future objectives.

This strategic plan is more than just a document; it is a roadmap for the community, the board, and staff. It reflects our commitment to responsible stewardship, thoughtful growth, and service to the community. It will guide decision-making, help prioritize investments, and ensure accountability so we can work toward measurable outcomes.

We envision a thriving, resilient township that balances responsible growth with preservation of community character, where infrastructure, public services, and natural resources are thoughtfully managed to enhance quality of life for all residents, now and in the future.

Our mission is to serve the community through focused leadership, transparent decision-making, and strategic investment in people, infrastructure, and services, ensuring that township priorities reflect our shared values and long-term sustainability.

We encourage you to participate with us in this process. By working together, we can ensure our decisions today create a stronger, more resilient township for years to come.

Sincerely,

Cheri Bell
Township Supervisor
Oshtemo Charter Township

Our Guiding Principles

Mission

To advance the quality of life of all residents through a commitment to responsible growth, and value-driven municipal services that promote the relationships among economic vitality, environmental stewardship, and social equity.

Vision

A sustainable and innovative community built through a legacy of planned, responsible growth and rural preservation.

Core Values

Public Service

- Fair treatment to all people.
- Each customer is welcomed and that their input is wanted.
- Difficult questions are not marginalized.
- Allow residents to interact directly with the Township staff and officials.
- Decisions are made based on the value to our Township and residents.

Sustainability

- Meet the needs of the present without compromising future generations.
- Consider the environment through practices that reduce impacts.
- Value conscious decision making.
- Committing to quality Fire and Police protection.

Innovation

- Providing the best value-conscious technology currently available.
- Leverage new technologies and ways of doing business to increase accessibility and improve services.

Professionalism

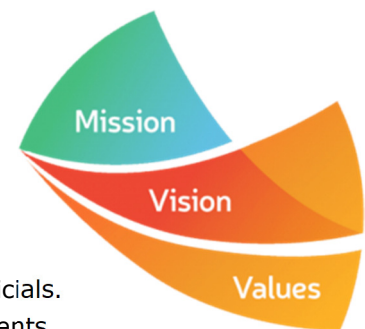
- Hire staff with strong core competencies within their given profession.
- Commitment to continuous improvement to government operations.
- Dedicated to open communication to improve productivity and effectiveness.

Integrity

- Decisions are made logically through the collection of evidence, facts, and public input.
- When promises are made, we follow through.
- We do not obfuscate - we say what we mean and do what we say.
- Transparent governmental practices are of the highest priority.

Fiscal Stewardship

- Ensure that taxpayer investments are spent wisely, effectively and efficiently.



Major Township Accomplishments

Based on pre-retreat interviews with board members

2045 Master Plan

- I'm very proud of the work that went into that.
- It continues our desire to keep Oshtemo a place where everyone feels welcome.
- The 2045 Draft Comprehensive Master Land Use Plan.
- The communication about our master plan - a document that I'm very proud of.

Infrastructure/Sewer

- The infrastructure investments we've been making in the last 10 years are significant and are designed to promote public health and safety.
- Completing phase one of installing sewers in the community.
- Phase two of sewer improvements.
- Getting the sewer installed.

Property Tax Exemption

- Property tax exemption for minimum wage earners.
- The work we've done around our property tax exemption for poverty.

Park System

- We have a pretty nice park system without a dedicated revenue stream.
- Our parks is an area where we've done really well.

Fire / EMS / Police

- We provide good fire, EMS and police services through contracts or our own services.
- Our fire department. As the Township is growing, we're adding fire fighters.

Miscellaneous

- Looking at things from a different perspective with respect to going away from the one house/one acre arrangement to being a little more creative in housing density and housing types that we allow.
- We are always striving to improve how we dispense information to the residents and how we engage them outside of board meetings.
- We hire and have managed to retain some very excellent employees that are key people.
- We moved dump day off Township property and created a voucher that can be used at the local transfer facility. It's highly popular with the residents who can now dump at any time.
- We have consolidated our polling precincts, which is a big deal.
- We're staying fiscally solvent, we're not going into debt, and we have a great reserve fund.

Our Strategic Framework

Our Mission

To advance the quality of life of all residents through a commitment to responsible growth, and value-driven municipal services that promote the relationships among economic vitality, environmental stewardship, and social equity.

Our Goals

1. Establish a strong identity that rallies the community, fostering connections, a sense of place, and pride and creating physical spaces that are in alignment with this goal
2. Oshtemo has an organizational structure that supports the 2045 Comprehensive Plan and improves customer responsiveness, service, and internal operations
3. Oshtemo Township will explore whether the current form of government is the most advantageous for residents and governance

Our Vision

A sustainable and innovative community built through a legacy of planned, responsible growth and rural preservation.

Public Service | Sustainability | Innovation | Professionalism | Integrity | Fiscal Stewardship

Our Core Values

Our Goals and Objectives

The “lead” is the person tasked with implementing the assigned strategic objective. The lead typically works with a team or committee to achieve an objective and may delegate part or all of an objective.

Goal 1: Establish a strong identity that rallies the community, fostering connections, a sense of place, and pride and creating physical spaces that are in alignment with this goal		
Objectives	Target Date	Lead
1. Annual board commitment to allocate general funds toward the identity and hub project	Aug 2026	Board
2. Review the 2045 Comprehensive Plan to identify possible options for creating a strong identity	Jan 2027	Board
3. Create a plan to conduct resident surveys during public events	Jan 2027	Supervisor
4. Obtain support from community partners for the project on an annual basis	Jan 2027	Board
5. Engagement plan to recruit additional stakeholders, such as Parks and Friends of the Park	Mar 2027	Supervisor
6. Hire the community development director to lead in seeking funding	Jun 2027	Supervisor
7. Hire a professional designer to design the hub	Oct 2027	Supervisor
8. Hire a consultant to create a marketing and branding plan	Oct 2027	Supervisor
a. Evaluation of ADA accessibility		
9. Identify what makes the Township unique, utilizing community input	Dec 2027	Supervisor & Board
10. Identify what elements are missing in the county and bring them into the Township	Dec 2027	Supervisor
11. Develop a historical document that shows the Township identity over time	Jun 2028	Supervisor
12. Research potential hub activities, such as farmers market, food trucks, story walk for holidays, scavenger hunt, educational pieces, a festival, and summer and winter events. Include the fire department in events.	Jul 2028	Supervisor

Goal 1: Establish a strong identity that rallies the community, fostering connections, a sense of place, and pride and creating physical spaces that are in alignment with this goal

Objectives	Target Date	Lead
13. Finalize a vision for the hub based on community input and the 2045 Comprehensive Plan	Sep 2028	Supervisor
14. Utilizing master streets plan, identify opportunities for connectivity to the hub (e.g., bike paths)	Sep 2028	Supervisor
15. Create a maintenance analysis for future costs	Dec 2028	Supervisor
16. Decision on type of dedicated funding stream for parks	Dec 2028	Board
17. Create a plan to engage the business community	Dec 2028	Supervisor
18. Decision whether to charge a parks fee for non-residents	Mar 2029	Board
19. The Township will invest in staff and professionals to develop a clear community identity and tie identity to the development of a community hub	Oct 2029	Board
a. Determine the cost of realizing that vision		

Goal 2: Oshtemo has an organizational structure that supports the 2045 Comprehensive Plan and improves customer responsiveness, service, and internal operations

Strategies	Target Date	Lead
1. Conduct an annual staffing needs assessment as part of the annual budget	Jul 2026	Supervisor
2. Schedule board tour of facilities to inform capital improvement decisions	Oct 2026	Supervisor
3. Create a dashboard for tracking strategy implementation	Dec 2026	Supervisor
4. A plan to interview other municipalities with respect to compensation and staffing	Mar 2027	Supervisor
5. Create a plan for conducting regular communications and meetings with officials from other jurisdictions	Mar 2027	Supervisor
6. Utilize historic data and projections of expected commercial and residential growth annually and their impact on future staffing needs	May 2027	Supervisor
7. Review the Asset Management Plan, Facilities Management Plan, Parks Plan, Comprehensive Plan, and the Strategic Plan annually to determine whether to update these plans	Jun 2027	Board
8. Create a master calendar for other Kalamazoo County board meetings	Jun 2027	Supervisor
9. Retool the Capital Improvement Committee to make facilities recommendations to the board	Jun 2027	Supervisor
10. Investigate and create programs or policies that allow for tax assistance to keep residents in their homes	Jun 2027	Legal
11. Third-party confidential survey and interviews of staff to understand their view and their job satisfaction and experience (engagement survey) and to inform organizational improvements	Sep 2027	Supervisor
12. Create a database of businesses with respect to their location, type, owner, etc. to support ordinance enforcement	Jan 2028	Supervisor
13. Comprehensive customer (residents, businesses) survey, conducted internally every three years, included with the tax bill	Jul 2028	Supervisor & Treasurer

Goal 3: Oshtemo Township will explore whether the charter township form of government is the most advantageous for residents and governance

Objectives	Target Date	Lead
1. Conduct annual community input sessions and surveys at various steps in the process	Jul 2026	Supervisor
2. The Township joins professional associations for other forms of government to help inform the decision-making process (e.g., MML)	Oct 2026	Supervisor
3. Create a document that describes the specific definitions and requirements of each option (city or village)	Jan 2027	Legal
4. Describe current factors that affect the autonomy of the Township	Jan 2027	Legal
5. Create a document that describes Michigan townships who made/did not make the switch to another form of government (utilize MTA resources) in the last couple of decades	Apr 2027	Supervisor
6. Form a working committee with various stakeholders (2027) or decision to hire a consultant	Aug 2027	Supervisor
7. Develop an impact report on how each form of government impacts residents, internal operations, and financial position (for example, Police, Fire, Public Works)	Sep 2027	Supervisor
8. Make a decision whether or not to change the type of government	Jan 2028	Supervisor
9. Create a communications plan for internal and external stakeholders	Jun 2028	Supervisor
a. Hold board discussions throughout the process		
10. Conduct a public education campaign after the decision has been made	Oct 2028	Supervisor
11. Conduct a policy review after the decision to become a different form of government	Mar 2029	Legal/Board
12. Develop a strategy roadmap to get to the new form of government if change is determined	Jun 2029	Legal

Board Action Plan for Improving Board Functioning

Improvement Item	Action Steps	Timeline	Lead
Shorten board meeting by	<ul style="list-style-type: none"> Meeting more frequently (e.g., Committee of the Whole) Conducting work meetings (no action taken) before board meetings (where action is taken) 	Decision by: Oct 2026	Supervisor
Receive MTA board training	<ul style="list-style-type: none"> Meeting procedures; open to the public Township board: Clarify roles and clarity Other topics, such as Planning Commission, Zoning Board of Appeals Better understanding of the Open Meetings Act (standalone session) 	Quarterly special meetings	Supervisor
Better communication with residents	<ul style="list-style-type: none"> Shorter version electronic newsletter in off-months For example, hold open houses with no quorum Distribute board packets sooner with implemented with agenda software 	Ongoing	Supervisor

Implementation Schedule for Goals 1 - 3

This schedule may be adjusted based on emerging priorities and budget amendments.

Strategic Objectives (sorted by target completion date)	2026	2027	2028	2029	Leads
2.1. Conduct an annual staffing needs assessment as part of the annual budget	Jul-26	Jul-27	Jul-28	Jul-29	Supervisor
3.1. Conduct annual community input sessions and surveys at various steps in the process	Jul-26	Jul-27	Jul-28	Jul-29	Supervisor
1.1. Annual board commitment to allocate general funds toward the identity and hub project	Aug-26	Aug-27	Aug-28	Aug-29	Board
2.2. Schedule board tour of facilities to inform capital improvement decisions	Oct-26				Supervisor
3.2. The Township joins professional associations for other forms of government to help inform the decision-making process (e.g., MML)	Oct-26				Supervisor
2.3. Create a dashboard for tracking strategy implementation	Dec-26				Supervisor
1.2. Review the 2045 Comprehensive Plan to identify possible options for creating a strong identity		Jan-27			Board
1.3. Create a plan to conduct resident surveys during public events		Jan-27			Supervisor
1.4. Obtain support from community partners for the project on an annual basis		Jan-27	Jan-28	Jan-29	Board
3.3. Create a document that describes the specific definitions and requirements of each option (city or village)		Jan-27			Legal
3.4. Describe current factors that affect the autonomy of the Township		Jan-27			Legal

Strategic Objectives (sorted by target completion date)	2026	2027	2028	2029	Leads
1.5. Engagement plan to recruit additional stakeholders, such as Parks and Friends of the Park		Mar-27			Supervisor
2.4. A plan to interview other municipalities with respect to compensation and staffing		Mar-27			Supervisor
2.5. Create a plan for conducting regular communications and meetings with officials from other jurisdictions		Mar-27			Supervisor
3.5. Create a document that describes Michigan townships who made/did not make the switch to another form of government (utilize MTA resources) in the last couple of decades		Apr-27			Supervisor
2.6. Utilize historic data and projections of expected commercial and residential growth annually and their impact on future staffing needs		May-27	May-28	May-29	Supervisor
1.6. Hire the community development director to lead in seeking funding		Jun-27			Supervisor
2.7. Review the Asset Management Plan, Facilities Management Plan, Parks Plan, Comprehensive Plan, and the Strategic Plan annually to determine whether to update these plans		Jun-27	Jun-28	Jun-29	Board
2.8. Create a master calendar for other Kalamazoo County board meetings		Jun-27			Supervisor
2.9. Retool the Capital Improvement Committee to make facilities recommendations to the board		Jun-27			Supervisor
2.10. Investigate and create programs or policies that allow for tax assistance to keep residents in their homes		Jun-27			Legal
3.6. Form a working committee with various stakeholders (2027) or decision to hire a consultant		Aug-27			Supervisor

Strategic Objectives (sorted by target completion date)	2026	2027	2028	2029	Leads
2.11. Third-party confidential survey and interviews of staff to understand their view and their job satisfaction and experience (engagement survey) and to inform organizational improvements		Sep-27			Supervisor
3.7. Develop an impact report on how each form of government impacts residents, internal operations, and financial position (for example, Police, Fire, Public Works)		Sep-27			Supervisor
1.7. Hire a professional designer to design the hub		Oct-27			Supervisor
1.8. Hire a consultant to create a marketing and branding plan		Oct-27			Supervisor
1.9. Identify what makes the Township unique, utilizing community input		Dec-27			Supervisor & Board
1.10. Identify what elements are missing in the county and bring them into the Township		Dec-27			Supervisor
2.12. Create a database of businesses with respect to their location, type, owner, etc. to support ordinance enforcement			Jan-28		Supervisor
3.8. Make a decision whether or not to change the type of government			Jan-28		Supervisor
1.11. Develop a historical document that shows the Township identity over time			Jun-28		Supervisor
3.9. Create a communications plan for internal and external stakeholders			Jun-28		Supervisor
1.12. Research potential hub activities, such as farmers market, food trucks, story walk for holidays, scavenger hunt, educational pieces, a festival, and summer and winter events. Include the fire department in events.			Jul-28		Supervisor
2.12. Comprehensive customer (residents, businesses) survey, conducted internally every three years, included with the tax bill			Jul-28		Supervisor & Treasurer

Strategic Objectives (sorted by target completion date)	2026	2027	2028	2029	Leads
1.13. Finalize a vision for the hub based on community input and the 2045 Comprehensive Plan			Sep-28		Supervisor
1.14. Utilizing master streets plan, identify opportunities for connectivity to the hub (e.g., bike paths)			Sep-28		Supervisor
3.10. Conduct a public education campaign after the decision has been made			Oct-28		Supervisor
1.15. Create a maintenance analysis for future costs			Dec-28		Supervisor
1.16. Decision on type of dedicated funding stream for parks			Dec-28		Board
1.17. Create a plan to engage the business community			Dec-28		Supervisor
1.18. Decision whether to charge a parks fee for non-residents				Mar-29	Board
3.11. Conduct a policy review after the decision to become a different form of government				Mar-29	Legal/Board
3.12. Develop a strategy roadmap to get to the new form of government if change is determined				Jun-29	Legal
1.19. The Township will invest in staff and professionals to develop a clear community identity and tie identity to the development of a community hub				Oct-29	Board

Key Performance Indicators for Each Strategic Goal

Strategic Goals	Key Performance Indicators
<p>1. Establish a strong identity that rallies the community, fostering connections, a sense of place, and pride and creating physical spaces that are in alignment with this goal</p>	<ul style="list-style-type: none"> • Survey results • Attendance at events • Number of sponsorships • Progress of implementation (quarterly)
<p>2. Oshtemo has an organizational structure that supports the 2045 Comprehensive Plan and improves customer responsiveness, service, and internal operations</p>	<ul style="list-style-type: none"> • Updated Asset Management Plan • Updated Facilities Plan • Updated Capital Improvement Plan • Customer satisfaction metrics • Staff satisfaction metrics • Annual budget falls within the budget policy
<p>3. Oshtemo Township will explore whether the current form of government is the most advantageous for residents and governance</p>	<ul style="list-style-type: none"> • Existence of a pros/cons document (i.e., the impact report) • Decision whether or not to change the form of government by January 2028 • Report that reflects continuing education by the board members • (Social) Media metrics • # of online or television news stories that feature the Township • # and % of survey responses

Dashboard Templates

Oshtemo Monthly Dashboard Template - 2026

Updated: _____

Strategic Goals	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Goal 1. Establish a strong identity that rallies the community, fostering connections, a sense of place, and pride and creating physical spaces that are in alignment with this goal												
Survey results												
Attendance at events												
Number of sponsorships												
Progress of implementation (quarterly)												
Goal 2. Oshtemo has an organizational structure that supports the 2045 Comprehensive Plan and improves customer responsiveness, service, and internal operations												
Updated Asset Management Plan												
Updated Facilities Plan												
Updated Capital Improvement Plan												
Customer satisfaction metrics												
Staff satisfaction metrics												
Annual budget falls within the budget policy												
Goal 3. Oshtemo Township will explore whether the current form of government is the most advantageous for residents and governance												
Existence of a pros/cons document (i.e., the impact report)												
Decision whether or not to change the form of government by January 2028												
Report that reflects continuing education by the board members												
(Social) Media metrics												
# of online or television news stories that feature the Township												
# and % of survey responses												

Explanations

1. Text here
2. Text here

Oshtemo Township Annual Dashboard Template

Updated: _____

Strategic Goals	2026	2027	2028	2029	2030	Target	Status
Goal 1. Establish a strong identity that rallies the community, fostering connections, a sense of place, and pride and creating physical spaces that are in alignment with this goal							
Survey results							
Attendance at events							
Number of sponsorships							
Progress of implementation (quarterly)							
Goal 2. Oshtemo has an organizational structure that supports the 2045 Comprehensive Plan and improves customer responsiveness, service, and internal operations							
Updated Asset Management Plan							
Updated Facilities Plan							
Updated Capital Improvement Plan							
Customer satisfaction metrics							
Staff satisfaction metrics							
Annual budget falls within the budget policy							
Goal 3. Oshtemo Township will explore whether the current form of government is the most advantageous for residents and governance							
Existence of a pros/cons document (i.e., the impact report)							
Decision whether or not to change the form of government by January 2028							
Report that reflects continuing education by the board members							
(Social) Media metrics							
# of online or television news stories that feature the Township							
# and % of survey responses							

Explanations

1. Text here

2. Text here

■ On track

■ Needs attention

■ Below target

Planning Participants

We thank these participants for giving of their time and expertise.

Cheri Bell*	Township Supervisor
Dusty Farmer*	Township Clerk
Clare Buszka	Township Treasurer
Zak Ford	Township Trustee
Michael Chapman	Township Trustee
Kristin Cole*	Township Trustee
Neil Sikora	Township Trustee

* Denotes members of the Strategic Planning Steering Team.
Team included David Kobb, Operations Coordinator.



Rollout and Implementation Considerations

Strategy Rollout

1. Introduce the plan to all staff
2. Share the plan summary or the plan document with important external stakeholders
3. Post the plan summary on the website

Strategy Implementation

1. Focus on the mission and vision in all (major) decisions. Use them when recognizing staff performance.
2. Share mission and vision moments
3. Sustain strategic focus via meeting agendas
4. Staying on track: Internal and external accountability
5. Track and report progress monthly
6. Celebrate success!
7. Update strategic plan annually

Tracking Progress versus Tracking Results

1. Progress
 - a. Strategy implementation
 - b. On time, completed, behind schedule
2. Results
 - a. High-level measures of success (KPIs)
 - b. Mission, vision, goals

Overcoming Barriers to Implementation

Define success

- Success and failure depend to a large degree on how you define it.
- If you implement half of your strategies and improve even in a small way your bottom line or customer service or employee morale – that could be considered a success over what might have happened if you had no plan at all.

Link your strategic plan to your budget process

- Conclude the planning process – or future updates – by the time the annual budgeting process starts.
- Include new initiatives in the budget.
- Hard choices must be made, and having these conversations early provides plenty of time to develop a budget that provides for strategic priorities.

Link incentives to strategic plan implementation progress and success

- If you consider an incentive system, make sure measures are related to your strategic plan.

Spend time on strategy

- Use strategy-based agendas for leadership and board meetings.
- Schedule quarterly progress reviews with leadership and board.
- Schedule annual refresher meeting with leadership and board.

Communicate – communicate - communicate

- Leaders cannot delegate strategy communication to a newsletter or mass email.
- Leaders model the importance of strategy by talking about the mission and vision to staff and residents any time they have a chance.
- Do not be afraid to over-communicate. It shows the mission and vision are important to you!



Worksheet for Implementing Strategic Objectives

Date Updated:	
----------------------	--

Goal:	
--------------	--

Strategic Objective:	
-----------------------------	--

Lead		Project Team	1.	4.
Target Date			2.	5.
			3.	6.

Criteria for Good How will you know the objective has been accomplished well?	1.
	2.
	3.

Implementation Plan	Project Milestones (State as Work Outputs)	Target Date	Compl.
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9. Add rows as needed			

Contact Information



Cheri Bell

Township Supervisor

Phone (269) 375-4260
Email cbell@oshtemo.org
Website www.oshtemo.org
Address 7275 W Main Street
Kalamazoo, MI 49009



Peter Dams, Ph.D.

President

Phone (269) 501-3000
Email pdams@damsandassociates.com
Website www.DamsandAssociates.com

Twelve-months Action Plan

Strategic Objectives	Target Date	Leads	Comments	Completed
2.1. Conduct an annual staffing needs assessment as part of the annual budget	Jul-26	Supervisor		
3.1. Conduct annual community input sessions and surveys at various steps in the process	Jul-26	Supervisor		
1.1. Annual board commitment to allocate general funds toward the identity and hub project	Aug-26	Board		
2.2. Schedule board tour of facilities to inform capital improvement decisions	Oct-26	Supervisor		
3.2. The Township joins professional associations for other forms of government to help inform the decision-making process (e.g., MML)	Oct-26	Supervisor		
2.3. Create a dashboard for tracking strategy implementation	Dec-26	Supervisor		
1.2. Review the 2045 Comprehensive Plan to identify possible options for creating a strong identity	Jan-27	Board		
1.3. Create a plan to conduct resident surveys during public events	Jan-27	Supervisor		
1.4. Obtain support from community partners for the project on an annual basis	Jan-27	Board		

Strategic Objectives	Target Date	Leads	Comments	Completed
3.3. Create a document that describes the specific definitions and requirements of each option (city or village)	Jan-27	Legal		
3.4. Describe current factors that affect the autonomy of the Township	Jan-27	Legal		
1.5. Engagement plan to recruit additional stakeholders, such as Parks and Friends of the Park	Mar-27	Supervisor		
2.4. A plan to interview other municipalities with respect to compensation and staffing	Mar-27	Supervisor		
2.5. Create a plan for conducting regular communications and meetings with officials from other jurisdictions	Mar-27	Supervisor		
3.5. Create a document that describes Michigan townships who made/did not make the switch to another form of government (utilize MTA resources) in the last couple of decades	Apr-27	Supervisor		
2.6. Utilize historic data and projections of expected commercial and residential growth annually and their impact on future staffing needs	May-27	Supervisor		
1.6. Hire the community development director to lead in seeking funding	Jun-27	Supervisor		
2.7. Review the Asset Management Plan, Facilities Management Plan, Parks Plan, Comprehensive Plan, and the Strategic Plan annually to determine whether to update these plans	Jun-27	Board		

Strategic Objectives	Target Date	Leads	Comments	Completed
2.8. Create a master calendar for other Kalamazoo County board meetings	Jun-27	Supervisor		
2.9. Retool the Capital Improvement Committee to make facilities recommendations to the board	Jun-27	Supervisor		
2.10. Investigate and create programs or policies that allow for tax assistance to keep residents in their homes	Jun-27	Legal		



Strategic Planning 2026

Board Interviews

Dams & Associates, Inc.
Experience the power of planning

Table of Contents

Introduction..... 1

Interview Participants..... 2

Interview Questions 2

Question 1: Have you participated in strategic planning retreats before, whether with the Oshtemo board or elsewhere? If so, what did you like about it? 3

Question 2: What did you NOT like about the process? 4

Question 3: What does the Township do well?..... 5

Question 4: How can the Township improve? 6

Question 5: What does the board do well?..... 7

Question 6: How can the board improve? 8

Question 7: Please list three Township accomplishments you are proud of from a governance perspective. 9

Question 8: What do you expect the board to accomplish during the two half-day strategic planning retreats?..... 11

Question 9: What are your top three areas of interest that you would like to see discussed at the retreat?..... 12

Question 10: Is there anything you would like to add that we have not talked about? (Complete answers shown.) 13

This Document was Created on March 12, 2026.



Introduction

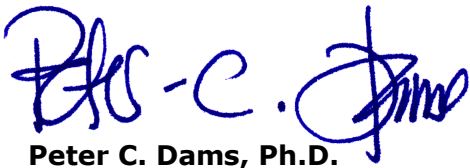
In preparation of two half-day strategic planning retreats scheduled for April 16 and May 7, 2026, the board of trustees wanted to gain an understanding of what is expected from them and what they can expect from the retreats.

Together with a Steering Team consisting of Supervisor Bell, Clerk Farmer, Treasurer Buszka, Trustee Cole, and Operations Coordinator Kobb, we developed ten questions to be asked in advance of the retreat.

We asked these questions during individual and confidential telephone interviews.

The answers are contained in this report and will guide the preparation, facilitation, and follow-up of the planning sessions.

We thank all trustees for their time and insights.



Peter C. Dams, Ph.D.

Dams & Associates, Inc.

Interview Participants

Cheri Bell	Township Supervisor, Board Chair
Dusty Farmer	Township Clerk
Clare Buszka	Township Treasurer
Michael Chapman	Township Trustee
Kristin Cole	Township Trustee
Zak Ford	Township Trustee
Neil Sikora	Township Trustee

Interview Questions

1. Have you participated in strategic planning retreats before, whether with the Oshtemo board or elsewhere? If so, what did you like about it? *(If not, skip to question 3.)*
2. What did you not like about it?
3. What does the Township well?
4. How can the Township improve?
5. What does the board do well?
6. How can the board improve?
7. Please list three Township accomplishments you are proud of from a governance perspective.
8. What do you expect the board to accomplish during the two half-day retreats?
9. What are your top three areas of interest that you would like to see discussed at the retreat?
10. Is there anything you would like to add that we have not talked about?

Question 1: Have you participated in strategic planning retreats before, whether with the Oshtemo board or elsewhere? If so, what did you like about it?

Trustees most often valued the retreat process when it created space for board members to better understand one another as people, not just as colleagues with differing viewpoints. Several responses emphasized the benefit of relationship-building, including the opportunity to hear each person's perspective and better understand the experiences, assumptions, and values behind those viewpoints. This suggests that the process was especially effective when it fostered mutual understanding and strengthened working relationships among trustees.

In addition, trustees also appreciated the retreat when it was focused, constructive, and tied to practical outcomes. Responses pointed to the importance of having a clear goal, a shared understanding of the topic under discussion, and a professional atmosphere in which big-picture questions could be explored without judgment. One trustee noted that the process led to a concrete improvement in ordinance wording, indicating that the retreat was viewed positively when it produced usable results as well as discussion.

Key Themes

- Relationship-building among board members
- Better understanding of differing perspectives
- Clear goals and shared direction
- Respectful, nonjudgmental discussion
- Practical outcomes

Illustrative Quotes

- "Coming together to hear each perspective and where that perspective came from."
- "It was really good at helping all board members understand each other from a more personal level. I thought that was beneficial to our working relationship."

Question 2: What did you NOT like about the process?

The concerns expressed by trustees focused largely on structure, clarity, and relevance. Some respondents felt that some retreats included activities that were not useful or appropriate for the purpose of the session. Others indicated that the planning session became frustrating when the group lacked a clear sense of direction or a shared understanding of what the session was intended to accomplish. These responses suggest that trustees were less satisfied when the process felt loosely organized or insufficiently grounded in a defined purpose.

Additional concerns related to execution and follow-through. Trustees noted discomfort with the physical meeting environment, occasional drift into unrelated discussions, and uncertainty about how retreat input was carried forward into the final plan. Together, these comments indicate that dissatisfaction was not limited to the retreat activities themselves, but also included the meeting conditions, facilitation discipline, and the transparency of follow-up after the session.

Key Themes

- Activities perceived as irrelevant
- Lack of clarity about goals and intended outcomes
- Inconsistent or vague follow-up
- Discomfort with the venue
- Off-topic discussion

Illustrative Quotes

- “They used pretty hokey activities that were not relevant to what we were there for.”
- “Sometimes the goals of the session were not really clear and we ended up wasting time, not really knowing what we were there for.”

Question 3: What does the Township do well?

Trustees most often described the Township as strong in delivering core public services and maintaining high-quality public assets. Parks, green spaces, fire and EMS, contracted police services, and infrastructure were all cited as areas in which the Township performs well. Respondents also pointed to prudent financial stewardship, noting that departments appear thoughtful in how they request and use taxpayer dollars. Several comments suggested that the Township's operational strength lies in reliable service delivery, competent staff, and practical execution.

The Township's planning capacity and responsiveness were considered examples of what the Township does well. Respondents also noted that the Township benefits from professional staff, a collaborative work culture, and the use of formal plans—such as the comprehensive master plan draft and the parks and recreation plan—to guide decisions. Others pointed to accomplishments such as balancing development with preservation, protecting rural character west of US-131, and expanding sewer access to a large number of homes.

Key Themes

- Strong delivery of core services, especially parks, fire/EMS, police, and infrastructure
- Effective stewardship of taxpayer dollars and public resources
- Competent, professional staff and strong departmental leadership
- Use of plans to guide Township development
- Balance between development, service expansion, and preservation of rural character

Illustrative Quotes

- "We do well at providing services. We do parks well. We do a fire department well. Services are really where we shine."
- "We do a good job of hiring and maintaining competent professional staff to carry out the mission of the government. I feel very confident in the folks we have leading those departments."

Question 4: How can the Township improve?

The most common improvement theme was the need for a clearer Township identity and stronger sense of place. Several respondents expressed concern that the Township is not widely associated with a distinct image, shared identity, or community focal point. Suggestions included creating a centralized gathering place, projecting a more intentional and sophisticated image, and taking deliberate steps to define what makes the Township unique. These responses indicate a desire for the Township to become not just a service provider, but a more cohesive and recognizable community.

Trustees also emphasized communication, governance, and coordination as major areas for improvement. Respondents called for more timely communication with residents, better two-way interaction during board meetings, and stronger internal communication among staff and board members. Some trustees also pointed to broader structural challenges, including the need for more future-oriented thinking, collaboration with neighboring jurisdictions, clearer public understanding of government roles, better oversight of public safety delivery, and more influence over road design and traffic safety.

Key Themes

- Need for a clearer Township identity and stronger public image
- Desire for a central community hub or gathering place
- More timely, accessible, and two-way communication with residents
- Better internal communication among staff and trustees
- Greater intergovernmental cooperation on shared challenges

Illustrative Quotes

- “We do not have an identity. We are a suburb of Kalamazoo. We don't know who we are, what we stand for. There's nothing that makes us unique.”
- “We really need to improve our timely communication with our residents.”

Question 5: What does the board do well?

Participants most often described the board's strengths in terms of collegiality, financial stewardship, and support for Township services. Several responses noted that board members generally work together respectfully, listen to one another, and are willing to ask questions even when they disagree. Respondents also pointed to consensus-building, preparation for meetings, and maintaining the Township's fiscal stability as indicators of sound board performance.

Participants also highlighted the board's support for professional staff and resident-valued services. Hiring strong staff, backing services such as parks and fire, and beginning to communicate more through social media were all mentioned as positive contributions. Overall, the responses suggest that the board is seen as steady, respectful, and supportive.

Key Themes

- Respectful working relationships and cohesion
- Willingness to listen, disagree constructively, and ask questions
- General ability to reach consensus
- Support for quality professional staff
- Responsiveness to resident-valued services
- Fiscal stability

Illustrative Quotes

- "We do a pretty good job of working together and listening to each other. We generally work quite cohesively and respectfully."
- "We keep the township fiscally solvent."

Question 6: How can the board improve?

The most common improvement themes centered on communication, community engagement, and internal board functioning. Participants said the board could do more to listen to residents, explain its decisions more clearly, and find more interactive ways to engage the community. Several respondents also connected board improvement to the broader need for a stronger Township identity and public image.

A second major theme involved governance discipline and board-staff relationships. Respondents pointed to the need for stronger adherence to board best practices, better understanding of roles and authority, more consistent sharing of information before meetings, and healthier trust between the board and staff. Some participants also expressed frustration about slow follow-through, declining board communication, and board members stepping too far into day-to-day operations.

Key Themes

- Better communication with residents
- Stronger community engagement and visibility
- Need for a clearer Township identity and public image
- Improved board-staff trust and role clarity
- Better adherence to board procedures and best practices
- More information-sharing before meetings
- Stronger collaboration and relationship-building among board members

Illustrative Quotes

- “Take time to listen to our community and be more in our community to know what our citizens want from their community.”
- “Communication in the way decisions are communicated to the public has been very difficult for the board. We make good decisions but then we don’t brag about it.”

Question 7: Please list three Township accomplishments you are proud of from a governance perspective.

Each bullet point represents a comment from a board member. Some answers were edited for brevity.

2045 Master Plan

- Our master plan. I'm very proud of the work that went into that.
- Our master plan continues our desire to keep Oshtemo a place where everyone feels welcome.
- The 2045 Draft Comprehensive Master Land Use Plan.
- The communication about our master plan. That's a document that I'm very proud of.

Infrastructure/Sewer

- The infrastructure investments we've been making in the last 10 years are significant and are designed to promote public health and safety.
- Completing phase one of installing sewers in the community.
- Phase two of sewer improvements.
- Getting the sewer installed.

Property Tax Exemption

- Property tax exemption for minimum wage earners.
- The work we've done around our property tax exemption for poverty.

Park System

- We have a pretty nice park system without a dedicated revenue stream.
- Our parks is an area we've done really well.

Fire / EMS / Police

- We provide good fire, EMS and police services through contracts or through our own services.
- Our fire department. As the township is growing, we're adding fire fighters.

Miscellaneous

- Looking at things from a different perspective with respect to going away from the one house/one acre arrangement to being a little more creative in housing density and housing types that we allow.

- We are always striving to improve how we dispense information to the residents and how we engage them outside of board meetings.
- We hire and have managed to retain some very excellent employees that are key people.
- We moved dump day off township property and created a voucher that can be used at the local transfer facility. It's highly popular with the residents who can now dump at any time.
- We have consolidated our polling precincts, which is a big deal.
- We're staying fiscally solvent, we're not going into debt, and we have a great reserve fund.

Question 8: What do you expect the board to accomplish during the two half-day strategic planning retreats?

Trustees most often said they want the retreats to strengthen alignment among board members and create a clearer shared direction for the Township. Many responses emphasized the need for board members to better understand one another's views, priorities, and working styles so they can function more cohesively. Several trustees said they hope the retreat will move the board beyond day-to-day issues and toward bigger-picture thinking, including clearer agreement on policy direction, shared goals, and the major improvements the Township should pursue over the next several years.

Board members also expect the retreats to produce focus and action. Common responses included narrowing the Township's top priorities, identifying the board's top three priorities for the next three to five years, and creating a practical implementation plan. In addition, some trustees want the retreat to clarify how the board should engage the public, address major policy questions such as policing, infrastructure, and ordinance enforcement, and improve communication and relationships within the board itself. Overall, respondents want the retreat to be a forum for getting on the same page and deciding what the board intends to accomplish.

Key Themes

- Better understanding among board members
- Stronger board relationships and communication
- Clearer alignment on priorities and policy direction
- Focus on big-picture, future-oriented thinking
- Selection of top priorities for the next several years
- Improved public engagement and governance clarity

Illustrative Quotes

- "What I would like the most is just to understand the other people on the board better."
- "Narrow down our top priorities and then make a solid plan to implement those priorities."

Question 9: What are your top three areas of interest that you would like to see discussed at the retreat?

The responses to this question centered heavily on community identity, communication, and public engagement. Several trustees said the Township needs a stronger sense of place and a clearer identity—something that brings residents together, builds pride, and distinguishes Oshtemo from surrounding communities. Related responses called for discussion of a centralized Township hub, more locally distinctive development, and ways to preserve the qualities that attract residents while also managing growth and change. Concerns about affordability, taxes, parks, and the overall balance between investment and livability were also woven into this theme.

A second major set of interests focused on governance systems and future readiness. Trustees want discussion of transparency between staff and board, stronger communication with residents, and better information-sharing so trustees better understand community concerns before meetings. Other interests included public engagement at board meetings, non-motorized pathways, staffing structure, parks management, the possibility of a Township police department, vehicle strategy, and emerging issues such as artificial intelligence, cybersecurity, and acceptable-use policies.

Key Themes

- Stronger Township identity and sense of community
- Responsible development and preservation of local character
- Greater transparency between board and staff
- Better communication and public engagement
- Affordability, taxes, and resident retention
- Long-term planning for parks, pathways, and infrastructure
- Governance practices and board etiquette
- Future-readiness on AI, cybersecurity, vehicles, and staffing

Illustrative Quotes

- “Building a sense of community is my biggest one. How do we rally around something that lets us be unique and something we can celebrate?”
- “How we engage with residents at our board meetings and what we can do there to improve the two-way communication and transparency.”

Question 10: Is there anything you would like to add that we have not talked about? (Complete answers shown.)

I think that we are a group of people who have similar thoughts or perhaps different approaches to it in different ways to get there. I think we have a lot in common, but we don't have the relationships in place to effectively move things forward and that's where I see our weakness. We don't know each other, we don't talk to each other. We're afraid of the Open Meetings Act and violations of it. So we don't know each other and know how to think big. We just work on the things that come up; being reactionary can't move us forward. I would love to find a way to get past that.

It's a politically difficult, stressful environment we've been in the last several months. We've had residents there that were yelling at us. There were personal attacks, people's egos getting in the way and it has forced us to have to do something different. And I think we're doing better. But we have a little ways to go.

To me it is very important that we work on transparency in our relationship with the residents because we serve them.

Be clear on what the goal of this process is of having these meetings and what we are trying to accomplish.



Strategic Planning 2026

Personality Profile

Report

Dams & Associates, Inc.
Experience the power of planning

Results of Personality Survey

Conducted at strategic planning retreat, April 16, 2026.

Lion	Dominant	Sub-dominant
<ul style="list-style-type: none"> • Leader • Decisive • Confident • Can be aggressive • Goal oriented 	<p>Zak</p> <p>Clare</p> <p>Mike</p> <p>Dusty</p>	<p>Kristin</p>
Otter		
<ul style="list-style-type: none"> • Excitable • Motivators • Outgoing • Good communicator • Optimistic 	<p>Kristin</p>	<p>Neil</p> <p>Zak</p>
Golden Retriever		
<ul style="list-style-type: none"> • Loyal • Good listener • Encourager • Team player • Compassionate 	<p>Neil</p>	<p>Cheri</p> <p>Mike</p>
Beaver		
<ul style="list-style-type: none"> • Accurate • High standards • Analytical • Detail oriented • Thorough 	<p>Cheri</p>	<p>Clare</p> <p>Dusty</p>

Lion



Lions are leaders. They are usually the bosses at work...or at least they think they are! They are decisive, bottom line folks who are observers, not watchers or listeners. They love to solve problems. They are usually individualists who love to seek new adventures and opportunities.

Lions are very confident and self-reliant. In a group setting, if no one else instantly takes charge, the Lion will. Unfortunately, if they don't learn how to tone down their aggressiveness, their natural dominating traits can cause problems with others. Most entrepreneurs are strong lions, or at least have a lot of lion in them.

Natural Strengths	Natural Weaknesses
<ul style="list-style-type: none"> Decisive Goal-oriented Achievement driven Gets results Independent Risk-taker Takes charge / takes initiative Self-starter Persistent Efficient Competitive Enjoys challenges, variety and change Driven to complete projects quickly and effectively. 	<ul style="list-style-type: none"> Impatient Blunt Poor listener Impulsive Demanding May view projects more important than people Can be insensitive to the feelings of others May "run over" others who are slower to act or speak Fears inactivity, relaxation Quickly bored by routine or mechanics

Basic Disposition	Fast-paced, task oriented
Motivated by	Results; challenge, action, power, and credit for achievement
Time Management	Lions focus on NOW instead of distant future. They get a lot more done in a lot less time than their peers. Hate wasting time; and like to <i>get right to the point</i> .
Communication Style	Great at initiating communication; not good at listening (one way communicator)
Decision Making	Impulsive; makes quick decisions with goal or end result in mind. Results-focused. Needs very few facts to make a decision.
In Pressure or Tense Situations	The lion takes <i>command</i> and becomes autocratic.
Greatest Needs	The lion needs to see results, experience variety, and face new challenges. Needs to solve problems and wants <i>direct</i> answers.
What the Lion Desires	Freedom, authority, variety, difficult assignments, opportunity for advancement.

Otter



Otters are excitable, fun seeking, cheerleader types who love to talk! They’re great at motivating others and need to be in an environment where they can talk and have a vote on major decisions. The otters’ outgoing nature makes them great networkers—they usually know a lot of people who know a lot of people. They can be very loving and encouraging unless under pressure, when they tend to use their verbal skills to attack. They have a strong desire to be liked and enjoy being the center of attention. They are often very attentive to style, clothes, and flash. Otters are the life of any party; and most people really enjoy being around them.

Natural Strengths	Natural Weaknesses
<ul style="list-style-type: none"> • Enthusiastic • Optimistic • Good Communicator • Emotional and Passionate • Motivational and Inspirational • Outgoing • Personal • Dramatic • Fun-loving 	<ul style="list-style-type: none"> • Unrealistic • Not detail-oriented • Disorganized • Impulsive • Listens to feelings above logic • Reactive • Can be too talkative • Excitable
Basic Disposition	Fast-paced. People-oriented.
Motivated by	Recognition and approval of others
Time Management	Otters focus on the future and have a tendency to rush to the next exciting thing.
Communication Style	Enthusiastic and stimulating, often one-way; but can inspire and motivate others.
Decision Making	Intuitive and fast. Makes lots of “right calls” and lots of wrong ones.
In Pressure or Tense Situations	The otter ATTACKS. Can be more concerned about their popularity than about achieving tangible results.
Greatest Needs	The otter needs social activities and recognition; activities that are fun, and freedom from details.
What the Otter Desires	Prestige, friendly relationships, opportunity to help and motivate others, and opportunities to verbally share their ideas.

Golden Retriever



One word describes these people: LOYAL. They're so loyal, in fact, that they can absorb the most emotional pain and punishment in a relationship and still stay committed. They are great listeners, incredibly empathetic and warm encouragers. However, they tend to be such pleasers that they can have great difficulty being assertive in a situation or relationship when it's needed.

Natural Strengths	Natural Weaknesses
<ul style="list-style-type: none"> • Patient • Easy-going • Team player • Stable • Empathetic • Compassionate • Sensitive to feelings of others • Tremendously loyal • Puts people above projects • Dependable • Reliable • Supportive • Agreeable 	<ul style="list-style-type: none"> • Indecisive • Over-accommodating • May sacrifice results for the sake of harmony • Slow to initiate • Avoids confrontation even when needed • Tends to hold grudges and remember hurts inflicted by others • Fears change
Basic Disposition	Slow-paced, people-oriented
Motivated by	Desire for good relationships and appreciation of others.
Time Management	Golden Retrievers focus on the present and devote lots of time to helping others and building relationships.
Communication Style	Two-way communicator; great listener and provides empathetic response.
Decision Making	Makes decisions more slowly, wants input from others, and often yields to the input
In Pressure or Tense Situations	The Golden Retriever gives in to the opinions, ideas, and wishes of others. Often too tolerant.
Greatest Needs	The Golden Retriever needs security; gradual change and time to adjust to it; an environment free of conflict.
Desires	Quality relationships; security; consistent known environment; a relaxed and friendly environment; freedom to work at own pace.

Beaver



Beavers have a strong need to do things right and by the book. In fact, they are the kind of people who actually read instruction manuals. They are great at providing quality control in an office, and will provide quality control in any situation or field that demands accuracy, such as accounting, engineering, etc. Because rules, consistency and high standards are so important to beavers, they are often frustrated with others who do not share these same characteristics. Their strong need for maintaining high (and oftentimes unrealistic) standards can short-circuit their ability to express warmth in a relationship.

Natural Strengths	Natural Weaknesses
<ul style="list-style-type: none"> • Accurate • Analytical • Detail-oriented • Thoroughness • Industrious • Orderly • Methodical and exhaustive • High standards • Intuitive • Controlled 	<ul style="list-style-type: none"> • Too hard on self • Too critical of others • Perfectionist • Overly cautious • Won't make decisions without "all" the facts • Too picky • Overly sensitive
Basic Disposition	Slow-paced, task-oriented
Motivated by	The desire to be right and maintain quality.
Time Management	Beavers tend to work slowly to make sure they are accurate.
Communication Style	Beavers are good listeners, communicate details, and are usually diplomatic.
Decision Making	Avoids making decisions; needs lots of information before they will make a decision
In Pressure or Tense Situations	The beaver tries to avoid pressure or tense situations. They can ignore deadlines.
Greatest Needs	The beaver needs security, gradual change and time to adjust to it.
What the Beaver Desires	Clearly defined tasks, stability, security, low risk, and tasks that require precision and planning.

Source: <http://www.decal.ga.gov/documents/attachments/5minutepersonalitytest.pdf>

Oshtemo Monthly Dashboard Template - 2026

Updated: _____

Strategic Goals	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Goal 1. Establish a strong identity that rallies the community, fostering connections, a sense of place, and pride and creating physical alignment with this goal									
Survey results									
Attendance at events									
Number of sponsorships									
Progress of implementation (quarterly)									
Goal 2. Oshtemo has an organizational structure that supports the 2045 Comprehensive Plan and improves customer responsive operations									
Updated Asset Management Plan									
Updated Facilities Plan									
Updated Capital Improvement Plan									
Customer satisfaction metrics									
Staff satisfaction metrics									
Annual budget falls within the budget policy									
Goal 3. Oshtemo Township will explore whether the current form of government is the most advantageous for residents and government									
Existence of a pros/cons document (i.e., the impact report)									
Decision whether or not to change the form of government by January 2028									
Report that reflects continuing education by the board members									
(Social) Media metrics									
# of online or television news stories that feature the Township									
# and % of survey responses									

- Explanations
1. Text here
 2. Text here

Oshtemo Township Annual Dashboard Template

Updated: _____

Strategic Goals	2026	2027	2028	2029	2030	Target	Status
Goal 1. Establish a strong identity that rallies the community, fostering connections, a sense of place, and pride and creating physical spaces that are in alignment with this goal							
Survey results							
Attendance at events							
Number of sponsorships							
Progress of implementation (quarterly)							
Goal 2. Oshtemo has an organizational structure that supports the 2045 Comprehensive Plan and improves customer responsiveness, service, and internal operations							
Updated Asset Management Plan							
Updated Facilities Plan							
Updated Capital Improvement Plan							
Customer satisfaction metrics							
Staff satisfaction metrics							
Annual budget falls within the budget policy							
Goal 3. Oshtemo Township will explore whether the current form of government is the most advantageous for residents and governance							
Existence of a pros/cons document (i.e., the impact report)							
Decision whether or not to change the form of government by January 2028							
Report that reflects continuing education by the board members							
(Social) Media metrics							
# of online or television news stories that feature the Township							
# and % of survey responses							

Explanations

- 1. Text here
- 2. Text here

■ On track

■ Needs attention

■ Below target

Strategic Objectives	Date	Leads	Update
1.0. Establish a strong identity that rallies the community, fostering connections, a sense of place, and pride and creating physical spaces that are in alignment with this goal			
1.1. Annual board commitment to allocate general funds toward the identity and hub project	Aug-26	Board	
1.10. Identify what elements are missing in the county and bring them into the Township	Dec-27	Supervisor	
1.11. Develop a historical document that shows the Township identity over time	Jun-28	Supervisor	
1.12. Research potential hub activities, such as famers market, food trucks, story walk for holidays, scavenger hunt, educational pieces, a festival, and summer and winter events. Include the fire department in events.	Jul-28	Supervisor	
1.13. Finalize a vision for the hub based on community input and the 2045 Comprehensive Plan	Sep-28	Supervisor	
1.14. Utilizing master streets plan, identify opportunities for connectivity to the hub (e.g., bike paths)	Sep-28	Supervisor	
1.15. Create a maintenance analysis for future costs	Dec-28	Supervisor	
1.16. Decision on type of dedicated funding stream for parks	Dec-28	Board	
1.17. Create a plan to engage the business community	Dec-28	Supervisor	
1.18. Decision whether to charge a parks fee for non-residents	Mar-29	Board	
1.19. The Township will invest in staff and professionals to develop a clear community identity and tie identity to the development of a community hub	Oct-29	Board	
1.2. Review the 2045 Comprehensive Plan to identify possible options for creating a strong identity	Jan-27	Board	
1.3. Create a plan to conduct resident surveys during public events	Jan-27	Supervisor	
1.4. Obtain support from community partners for the project on an annual basis	Jan-27	Board	
1.5. Engagement plan to recruit additional stakeholders, such as Parks and Friends of the Park	Mar-27	Supervisor	
1.6. Hire the community development director to lead in seeking funding	Jun-27	Supervisor	
1.7. Hire a professional designer to design the hub	Oct-27	Supervisor	
1.8. Hire a consultant to create a marketing and branding plan	Oct-27	Supervisor	
1.9. Identify what makes the Township unique, utilizing community input	Dec-27	Supervisor & Board	

2.0. Oshtemo Township has an organizational structure that supports the 2045 Comprehensive Plan and improves customer responsiveness, service, and internal operations			
2.1. Conduct an annual staffing needs assessment as part of the annual budget	Jul-26	Supervisor	
2.10. Investigate and create programs or policies that allow for tax assistance to keep residents in their homes	Jun-27	Legal	
2.11. Third-party confidential survey and interviews of staff to understand their view and their job satisfaction and experience (engagement survey) and to inform organizational improvements	Sep-27	Supervisor	
2.12. Comprehensive customer (residents, businesses) survey, conducted internally every three years, included with the tax bill	Jul-28	Supervisor & Treasurer	
2.12. Create a database of businesses with respect to their location, type, owner, etc. to support ordinance enforcement	Jan-28	Supervisor	
2.2. Schedule board tour of facilities to inform capital improvement decisions	Oct-26	Supervisor	
2.3. Create a dashboard for tracking strategy implementation	Dec-26	Supervisor	
2.4. A plan to interview other municipalities with respect to compensation and staffing	Mar-27	Supervisor	
2.5. Create a plan for conducting regular communications and meetings with officials from other jurisdictions	Mar-27	Supervisor	
2.6. Utilize historic data and projections of expected commercial and residential growth annually and their impact on future staffing needs	May-27	Supervisor	
2.7. Review the Asset Management Plan, Facilities Management Plan, Parks Plan, Comprehensive Plan, and the Strategic Plan annually to determine whether to update these plans	Jun-27	Board	
2.8. Create a master calendar for other Kalamazoo County board meetings	Jun-27	Supervisor	
2.9. Retool the Capital Improvement Committee to make facilities recommendations to the board	Jun-27	Supervisor	
3.0. Oshtemo Township will explore whether the current form of government is the most advantageous for residents and governance			
3.1. Conduct annual community input sessions and surveys at various steps in the process	Jul-26	Supervisor	
3.10. Conduct a public education campaign after the decision has been made	Oct-28	Supervisor	
3.11. Conduct a policy review after the decision to become a different form of government	Mar-29	Legal/Board	
3.12. Develop a strategy roadmap to get to the new form of government if change is determined	Jun-29	Legal	

3.2. The Township joins professional associations for other forms of government to help inform the decision-making process (e.g., MML)	Oct-26	Supervisor	
3.3. Create a document that describes the specific definitions and requirements of each option (city or village)	Jan-27	Legal	
3.4. Describe current factors that affect the autonomy of the township	Jan-27	Legal	
3.5. Create a document that describes Michigan townships who made/did not make the switch to another form of government (utilize MTA resources) in the last couple of decades	Apr-27	Supervisor	
3.6. Form a working committee with various stakeholders (2027) or decision to hire a consultant	Aug-27	Supervisor	
3.7. Develop an impact report on how each form of government impacts residents, internal operations, and financial position (for example, Police, Fire, Public Works)	Sep-27	Supervisor	
3.8. Make a decision whether or not to change the type of government	Jan-28	Supervisor	
3.9. Create a communications plan for internal and external stakeholders	Jun-28	Supervisor	

Worksheet for Implementing Strategic Objectives

Date Updated:	S A M P L E
----------------------	-------------

Goal:	3. Airport property is fully utilized (utilization, revenue)
--------------	---

Strategic Objective:	3.3. Decision about building a crosswind runway
-----------------------------	--

Lead	Craig	Project Team	1. Eric	4.
Target Date	Dec 2022		2. Amanda	5.
			3.	6.

Criteria for Good	<ol style="list-style-type: none"> 1. Airport director supports consultant’s recommendation 2. Approved by super majority of Aeronautics Board 3. ROI within agreed upon timeframe
How will you know the objective has been accomplished well	

Implementation Plan	Project Milestones	Target date	Compl.
Use work outputs for project milestones	1. Develop criteria for good		
	2. Consultant on board		
	3. Runway requirements		
	4. Crosswind analysis		
	5. Noise impact study		
	6. Construction timeframe estimate		
	7. Cost estimate		
	8. Recommendation		

Worksheet for Implementing Strategic Objectives

Date Updated:	Practice
----------------------	-----------------

Goal:	Goal 1: Establish a strong identity that rallies the community, fostering connections, a sense of place, and pride and creating physical spaces that are in alignment with this goal
--------------	--

Strategic Objective:	1.1. Annual board commitment to allocate general funds toward the identity and hub project
-----------------------------	---

Lead	Board	Project Team	1. Cheri	4.
Target Date	Aug 2026		2. Dusty	5.
			3. Kristin	6.

Criteria for Good	<ol style="list-style-type: none"> 1. General fund dollars appropriated to the hub plan 2. Placeholder in the CIP for hub development
How will you know the objective has been accomplished well?	

Implementation Plan	Project Milestones (State as Work Outputs)	Target Date	Compl.
1.	Mark a placeholder in the CIP		
2.	Provide information to the board		
3.	Include in 2027 budget and beyond		
4.	Establish the board commitment		
5.			
6.			
7.			
8.			
9.	Add rows as needed		

Worksheet for Implementing Strategic Objectives

Date Updated:	
----------------------	--

Goal:	
--------------	--

Strategic Objective:	
-----------------------------	--

Lead		Project Team	1.	4.
Target Date			2.	5.
			3.	6.

Criteria for Good	
How will you know the objective has been accomplished well?	1.
	2.
	3.

Implementation Plan	Project Milestones (State as Work Outputs)	Target Date	Compl.
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9. Add rows as needed			



Memorandum

Date: June 15, 2026
To: Oshtemo Charter Township Board
From: Colten Hutson, Zoning Administrator
Subject: Second Reading Ordinance 692 - Parkview Avenue Rezoning

Objective

MOTION: Adoption of Ordinance 692.

Background

On May 28, 2026, the Planning Commission forwarded a recommendation of approval to the Township Board to rezone 38.53 acres of land in the 6000 block of Parkview Avenue from R-5: Residence District and C: Local Business District to R-4: Residence District.

The Township Board conducted first reading on June 09, 2026, and set second reading for June 23, 2026.

Information Provided

Ordinance 692

OSHTEMO CHARTER TOWNSHIP ORDINANCE NO. 692

Adopted:

Effective:

**AMENDMENT OF LAND SECTION 35 TO REZONE 38.53 ACRES OF LAND ON THE
SOUTH SIDE OF PARKVIEW AVENUE IN THE 6000 BLOCK
(PARCEL NO.05-35-230-016)**

THE CHARTER TOWNSHIP OF OSHTEMO
KALAMAZOO COUNTY, MICHIGAN
ORDAINS:

SECTION I. AMENDMENT TO LAND SECTION 35: The Oshtemo Charter Township Zoning Ordinance is hereby amended to rezone 38.53 acres of land on the south side of Parkview Avenue in the 6000 block (Parcel No.05-35-230-016), from C: Local Business District and R-5: Residence District to R-4: Residence District except for the NE 1.2 acres which shall remain C: Local Business District under the Oshtemo Charter Township Zoning Ordinance.

SECTION II. EFFECTIVE DATE AND REPEAL. All Ordinances or parts of Ordinances inconsistent with this Ordinance are hereby repealed. This Ordinance shall take effect upon publication after adoption in accordance with State law.

DUSTY FARMER, CLERK
OSHTEMO CHARTER TOWNSHIP

Memorandum

Date: 6/16/2026
To: Oshtemo Charter Township Board
From: Dusty Farmer, Clerk
Subject: Election Commission



Objective

Motion to appoint Michael Chapman to the Election Commission.

Background

The Election Commission is currently composed of the Clerk, Treasurer, and one Trustee. During a recent seminar, it was clarified that in Charter Townships, the Election Commission may only include the Clerk and Trustees. As a result, it is necessary to appoint an additional Trustee to ensure compliance with these requirements.

Core Values

Professionalism

This page intentionally left blank.

Memorandum

Date: June 23, 2026
To: Township Board
From: Sierra Lucas on behalf of Culture & Connection Committee
Subject: Culture & Connection Committee Policy



MOTION: I motion to approve the Culture & Connection Committee Policy repealing the Sunshine Fund Committee Policy dated July 23, 2024.

Objective

The former Sunshine Fund Committee will be expanded to support collaboration on employee engagement initiatives in addition to managing life events associated with the employee funded Sunshine Fund. Roles and responsibilities will be delegated among committee members to promote improved workflow, collaboration, and organizational structure within the newly formed group.

Background

Historically, the Human Resources Department has been responsible for coordinating employee engagement initiatives and appreciation events. As the township continues to grow, a need was identified to establish a committee dedicated to fostering workplace culture, strengthening employee connections, and collaborating on meaningful engagement opportunities.

Information Provided

Draft Culture & Connection Policy
Repealed Sunshine Fund Committee Policy dated July 23, 2024

Core Value(s)

Sustainability, Integrity

DRAFT - OSHTEMO CHARTER TOWNSHIP
CULTURE & CONNECTION COMMITTEE POLICY

Adopted:

General Overview:

The Culture & Connection Committee (“Committee”) will meet as needed at a frequency determined by the Committee.

The Committee may consist of up to seven members, including a chair, treasurer, and secretary, who will be appointed by the other Committee members. Employees interested in joining the Committee should contact a current Committee member to express their interest.

Standard Operating Procedures:

- Chair: Sets meeting agendas and leads meetings. Provides quarterly updates on Sunshine Fund at staff meetings. Coordinates the purchase of Sunshine Gifts with Treasurer.
- Treasurer: Maintains a spreadsheet of Sunshine Funds, collects receipts, and tracks all expenditures. Coordinates the purchase of Sunshine Gifts with Chair.
- Secretary: Schedules meetings, takes meeting minutes, and coordinates agenda development with the Chair.

Guidelines on Culture & Connection Committee:

The Committee oversees and manages the use of the Sunshine Fund & the Employee Engagement Events.

SUNSHINE FUND:

Use of Sunshine Fund donations include the following:

1. Main dish for work potlucks (summer and winter)
2. Gifts for significant life events including but not limited to: marriage, births/adoptions, illness/injury/surgery, and loss of life.

Life events will be shared with the Human Resources Department before being brought to the Committee. The Human Resources Department will gather employee feedback to determine whether they are comfortable having their life event shared with the Committee for support and collaboration.

All gifts are provided through the Sunshine Fund. Greeting cards for all employees, including Fire and Office staff, are funded by the Township. The Sunshine Fund is

managed by the Committee and is not subject to Township Board oversight, as the fund is supported by employees through voluntary payroll deductions.

All gifts will be of comparable value, as determined annually by the Committee. Gifts are tailored to the individual recipient and may include gift cards, meals, floral arrangements, memorial donations, or other personalized gifts. Employees may submit requests or suggestions to the Committee for consideration. In some cases, a Committee member may contact the employee to discuss their preferences.

The minimum contribution amount is \$3.00 per month, deducted from the first paycheck of each month. There is no maximum contribution amount, and participation is voluntary. Employees may change their contribution amount at any time by providing written notice to the Human Resources Department. All employees, regardless of whether they contribute to the Sunshine Fund, are eligible to receive life event gifts as outlined in this policy.

The Oshtemo Fire Department maintains a separate Sunshine Fund and is excluded from this policy.

The Committee will provide quarterly Sunshine Fund reports to all participants during staff meetings.

EMPLOYEE ENGAGEMENT EVENTS :

The Committee will coordinate and collaborate with the Human Resources Department on employee engagement activities and events, including but not limited to the following:

1. Employee Appreciation Day
2. Administrative Professionals Day
3. Public Safety Appreciation Day
4. Annual Holiday Employee Appreciation
5. Milestone Anniversary Recognition

Repeal:

The Sunshine Fund Policy adopted July 23, 2024, is hereby repealed.

OSHTEMO CHARTER TOWNSHIP
CULTURE & CONNECTION COMMITTEE POLICY

MOTION TO APPROVE BOARD POLICY:

Motion was made by _____ and seconded by _____, to adopt the foregoing Policy by Board Resolution.

The following voted "Aye":

The following voted "Nay":

The following were Absent:

The following Abstained:

The Supervisor declared the motion carried and the Policy Resolution duly adopted.

Dusty Farmer, Clerk
Oshtemo Charter Township

CERTIFICATE

STATE OF MICHIGAN)
) ss.
COUNTY OF KALAMAZOO)

I, Dusty Farmer, the duly appointed and acting Clerk of the Township of Oshtemo, certify that the foregoing constitutes a true and complete copy of a board policy adopted at a regular meeting of the Oshtemo Charter Township Board held on June 23, 2026, which meeting was preceded by required notices under the Michigan Open Meetings Act, being 1976 PA 267; that a quorum of the Board was present and voted in favor of said Resolution; and that minutes of said meeting were kept and will be or have been made available as required by said Open Meetings Act.

IN WITNESS WHEREOF, I have hereto affixed my official signature on this 23rd day of June 2026.

Dusty Farmer, Clerk
Oshtemo Charter Township

OSHTEMO CHARTER TOWNSHIP
SUNSHINE FUND COMMITTEE POLICY

Adopted: July 23, 2024

General Purpose:

The purpose of forming the Sunshine Fund Committee and establishing the Sunshine Fund is to allow employees to make voluntary contributions for employee potlucks, memorials, celebrations of life, and/or contributions toward the needs of the employees during extraordinary life events.

Policy Summary:

The Sunshine Fund Committee will collect, hold, and use sunshine funds for the purposes set forth above.

Sunshine Fund Committee:

The Sunshine Fund Committee is to be overseen by four employees selected by their peers with assistance from the HR Director.

The Sunshine Fund Committee shall collect, hold, and manage a fund of voluntary contributions from employees.

The Sunshine Fund Committee will provide a quarterly report to all those participating in the Sunshine Fund.

Contributions:

Employees wishing to make contributions to the Sunshine Fund will fill out an agreement form and submit the same to the Township's payroll clerk.

Employees may stop contributions to Sunshine Fund at any time by providing written notice to the Township's payroll clerk.

The Township Fire Department employees may establish and operate their own Sunshine Fund in accordance with this policy.

OSHTEMO CHARTER TOWNSHIP
SUNSHINE FUND COMMITTEE POLICY

MOTION TO APPROVE BOARD-APPROVED POLICY:

Motion was made by Zak Ford and seconded by Michael Chapman, to adopt the foregoing Policy by Board Resolution.


Upon roll call vote the following voted "Aye": Dusty Farmer, Clare Buszka, Cheri Bell, Zak Ford, Neil Sikora, Michael Chapman, Kristin Cole

The following voted "Nay": None

The following were Absent: None

The following Abstained: None

The Supervisor declared the motion carried and the Policy Resolution duly adopted.




Dusty Farmer, Clerk
Oshtemo Charter Township

CERTIFICATE

STATE OF MICHIGAN)
) ss.
COUNTY OF KALAMAZOO)

I, Dusty Farmer, the duly appointed and acting Clerk of the Township of Oshtemo, certify that the foregoing constitutes a true and complete copy of a Resolution adopted at a regular meeting of the Oshtemo Charter Township Board held on July 23, 2024, which meeting was preceded by required notices under the Michigan Open Meetings Act, being 1976 PA 267; that a quorum of the Board was present and voted in favor of said Resolution; and that minutes of said meeting were kept and will be or have been made available as required by said Open Meetings Act.

IN WITNESS WHEREOF, I have hereto affixed my official signature on this 25 day of July, 2024.



Dusty Farmer, Clerk
Oshtemo Charter Township





Sunshine Fund Committee Policy_Final

Final Audit Report

2024-07-25

Created:	2024-07-25
By:	Sierra Lucas (slucas@oshtemo.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAA5w9cssxnCDSA3LNoxIxBallUNpte3rMV

"Sunshine Fund Committee Policy_Final" History

-  Document created by Sierra Lucas (slucas@oshtemo.org)
2024-07-25 - 7:37:12 PM GMT
-  Document emailed to Dusty Farmer (dfarmer@oshtemo.org) for signature
2024-07-25 - 7:37:15 PM GMT
-  Email viewed by Dusty Farmer (dfarmer@oshtemo.org)
2024-07-25 - 7:47:01 PM GMT
-  Document e-signed by Dusty Farmer (dfarmer@oshtemo.org)
Signature Date: 2024-07-25 - 7:47:27 PM GMT - Time Source: server
-  Agreement completed.
2024-07-25 - 7:47:27 PM GMT



This page intentionally left blank.

Memorandum

Date: June 23, 2026
To: Township Board
From: Sierra Lucas, Paralegal Manager
Subject: AI Usage Policy



MOTION: I motion to approve the AI Usage Policy.

Objective

As artificial intelligence (AI) tools become more common in the workplace, it is essential for organizations to adopt a clear AI usage policy. While AI can improve efficiency, productivity, and innovation, it also creates risks related to data security, confidentiality, compliance, and accuracy.

An AI usage policy helps employees understand how AI tools may be used responsibly and what limitations apply. It protects sensitive information, reduces legal and cybersecurity risks, and ensures employees verify AI-generated content before relying on it for business decisions.

Background

An AI Committee was established to evaluate and guide the organization's approach to artificial intelligence technologies. The committee collaborated to research, analyze, and assess various AI tools, industry trends, and potential organizational impacts. In addition, the committee reviewed best practices, legal and compliance considerations, data security concerns, and training opportunities to help ensure staff are equipped to use AI responsibly, effectively, and in alignment with organizational goals.

Information Provided

Draft AI Usage Policy

Core Value(s)

Professionalism, Sustainability, Integrity

OSHTEMO CHARTER TOWNSHIP
AI USAGE POLICY

Adopted:

General Purpose:

The purpose of this policy is to promote the responsible and ethical use of artificial intelligence (AI) tools by Township staff. It ensures that all AI-assisted work upholds the Townships professional standards, protects confidentiality, and maintains accuracy, integrity, and accountability in all administrative practices.

The Township recognizes that AI tools offer significant opportunities to enhance productivity, improve the quality of public services, and support staff in their work. This policy is intended to empower staff to take advantage of these tools while establishing appropriate safeguards for data protection, transparency, and public trust.

Scope:

- a.) Artificial Intelligence (AI) Tools refer to software applications that use machine learning, natural language processing (NLP), large language models (LLMs), or other AI techniques to generate, analyze, summarize, translate, classify, transcribe, or otherwise process text, images, data, audio, or other content. Examples include, but are not limited to, ChatGPT, Microsoft Copilot, Google Gemini, AI-assisted writing and editing tools, AI-powered transcription and translation services, and AI features embedded within existing software platforms.
- b.) This policy applies to all Township staff, employees, contractors, volunteers, and elected officials who use AI tools in the course of conducting Township business or performing official duties, regardless of whether the AI tools are provided by the Township or accessed independently.
- c.) This policy does not apply to incidental AI-enabled features embedded within standard software applications that operate without direct user interaction or content generation, such as email spam filtering, autocorrect, grammar checking, search indexing, cybersecurity threat detection, or similar background functions.

Definitions:

Artificial Intelligence (AI): Computer systems or software designed to perform tasks that typically require human intelligence, including learning, reasoning, language understanding, pattern recognition, decision support, and content generation.

Natural Language Processing (NLP): A branch of artificial intelligence that enables computers to understand, analyze, and generate human language. NLP is the underlying technology used in many language-based AI systems.

Examples:

- Spell checking
- Grammar correction
- Sentiment analysis
- Keyword extraction
- Machine translation
- Speech recognition
- Text classification

Large Language Model (LLM): A type of NLP-based artificial intelligence trained on large amounts of text to understand and generate human-like language. LLMs power many modern AI tools such as ChatGPT, Microsoft Copilot, and Google Gemini.

Examples:

- Writing content
- Summarizing documents
- Answering questions
- Translating languages
- Generating code
- Drafting emails

Natural Language Processing (NLP) is the broader field of AI, while a Large Language Model (LLM) is a specific type of technology within that field.

Data Classification:

Information used with AI tools shall be classified according to its sensitivity and level of protection required. Employees are responsible for understanding the classification of information before entering it into any AI tool.

a.) Public Data

Information approved for public release.

Examples:

- Meeting agendas and minutes
- Ordinances and resolutions
- Information published on the Township website

AI Use: Public data may be used with approved AI tools.

b.) Internal Data

Information intended for Township operations and not for public distribution.

Examples:

- Draft documents
- Internal procedures
- Routine operational communications
- Internal research and working documents

AI Use: Internal data may be used with approved AI tools provided no sensitive information is included and Township procedures are followed.

c.) Confidential or Protected Data

Information that is sensitive, legally protected, or could cause harm if disclosed.

Examples:

- Personnel records
- Attorney-client communications
- Non-public financial information
- Social Security numbers
- Medical records
- Personally identifiable information (PII)
- Law enforcement records or investigations

AI Use: Confidential or protected data shall not be entered into AI tools unless the tool has been specifically approved by the Township for that data classification and appropriate security safeguards are in place.

Before using any AI tool, employees must ensure that the information is appropriate for AI processing and consistent with its data classification. Public information may be used with approved AI tools. Internal information may only be used in accordance with Township procedures. Confidential, protected, personally identifiable, legally privileged, or otherwise restricted information shall not be entered into AI tools unless specifically authorized and protected by appropriate security controls.

Permitted and Encouraged Uses:

Staff are encouraged to use approved AI tools to enhance their work, including but not limited to:

- a.) Drafting and editing correspondence, reports, and internal communications
- b.) Summarizing meeting minutes, research materials, or lengthy documents

- c.) Assisting with data analysis and visualization
- d.) Translating content to improve accessibility for non-English-speaking residents
- e.) Generating initial drafts of policies, procedures, or public-facing materials for human review
- f.) Improving accessibility of Township communications
- g.) Research assistance
- h.) Meeting preparation and agenda development

Prohibited Uses:

The following uses of AI tools are prohibited:

- a) Entering classified, confidential, or restricted data into AI tools not approved for that data classification
- b) Using AI to generate final legal opinions, legal advice, or binding interpretations of law or ordinance without review by legal counsel
- c) Using AI as the sole basis for personnel decisions, disciplinary actions, or performance evaluations
- d) Using AI to generate or distribute misinformation, misleading content, or content that misrepresents the Township's official positions
- e) Using personal AI accounts or unapproved tools for Township work content, pending final determination by staff/administration

Approved Tools:

Staff shall only use AI tools approved by the Township. The Supervisor's Office, in consultation with the IT Department and Legal Department, shall maintain and periodically update a list of approved AI tools and permitted uses.

Human Oversight and Validation:

All AI-generated documents and analyses must be reviewed by staff to ensure they meet the Townships quality standards. Human oversight is required to verify the accuracy, reliability, and appropriateness of all AI-generated content, particularly in areas involving research, data analysis, decision-making, reporting, and external communication. Staff must critically review AI outputs for factual correctness, context, potential bias, and alignment with Township values and standards before using or sharing any AI-assisted

work. When using AI tools, you remain responsible for ensuring that the work produced is complete, accurate, and consistent with the standards expected of all your work.

AI tools shall not be used as the sole basis for decisions that materially affect residents, employees, or Township operations. AI outputs are advisory and supplementary; final judgment and decision-making authority rests with qualified staff and elected officials.

AI-generated content may contain inaccuracies, omissions, outdated information, or fabricated content. Users are responsible for verifying all information before relying on or distributing AI-generated material. Staff shall not represent AI-generated content as their own original analysis or work product without disclosure

Transparency and Disclosure:

a.) External communications, reports, or documents that are fully generated by AI or where AI substantively contributed to the content shall include a disclosure statement indicating that AI tools were used in their preparation. A suggested disclosure statement is:

“This [document/communication] was prepared with the assistance of artificial intelligence tools and has been reviewed, verified, and approved all content for accuracy by [Staff Name/Title] prior to release.”

b.) Minor AI assistance — such as grammar checking, spell checking, autocomplete suggestions, or formatting — does not require disclosure.

c.) Internal working documents do not require disclosure, but staff should be prepared to identify AI-assisted content if asked.

d.) For purposes of this section, content is "substantively AI-generated" when AI tools were used to create the initial draft, generate analysis or recommendations, or produce content that forms the core substance of the final document, as opposed to tools used to refine, edit, or format human-written content.

Public Records and FOIA Considerations:

Staff should be aware that content created using AI tools in the course of Township business may be subject to the Freedom of Information Act. Staff should follow existing records retention policies for any AI-generated or AI-assisted work product that is used in official Township business. Disclosure is required when AI-generated analysis, recommendations, or substantive content materially influences the final document.

Any AI-generated document that is owned, used, held, or referenced by a public body in carrying out its official duties is considered a public record.

Training and Education:

The Township will provide training on the responsible and ethical use of AI tools, including their limitations, potential risks, and requirements for human verification. Completion of this training is mandatory for all staff who intend to use AI tools in the course of their work.

Training shall include, at minimum:

- a.) Understanding what AI tools can and cannot do, including known limitations such as confabulation (“hallucination”), bias, and lack of real-time information
- b.) Data protection requirements and prohibited inputs
- c.) Disclosure and transparency requirements
- d.) Verification techniques for AI-generated content
- e.) Overview of approved tools and how to request approval for new tools

Training materials shall be updated as AI technology and best practices evolve. New staff shall complete AI training as part of onboarding before using AI tools for Township work.

Policy Compliance:

Employees are responsible for understanding and adhering to the requirements outlined in this policy when using artificial intelligence tools in the course of Township work. Any suspected misuse of AI systems, unauthorized disclosure of information, or use of unapproved AI tools must be reported to a supervisor, department head, or the IT Department.

Violations may result in corrective action, including but not limited to revocation of AI tool access, additional training requirements, or disciplinary measures in accordance with established Township personnel policies.

Policy Review:

This policy shall be reviewed periodically by the Township Board, or as warranted by changes in technology, law, or best practices. Staff feedback on the policy’s effectiveness and any barriers to productive AI use shall be solicited as part of the review process.

OSHTEMO CHARTER TOWNSHIP
AI USAGE POLICY

MOTION TO APPROVE BOARD POLICY:

Motion was made by _____ and seconded by _____, to adopt the foregoing Policy by Board Resolution.

The following voted "Aye":

The following voted "Nay":

The following were Absent:

The following Abstained:

The Supervisor declared the motion carried and the Policy Resolution duly adopted.

Dusty Farmer, Clerk
Oshtemo Charter Township

CERTIFICATE

STATE OF MICHIGAN)
) ss.
COUNTY OF KALAMAZOO)

I, Dusty Farmer, the duly appointed and acting Clerk of the Township of Oshtemo, certify that the foregoing constitutes a true and complete copy of a board policy adopted at a regular meeting of the Oshtemo Charter Township Board held on June 23, 2026, which meeting was preceded by required notices under the Michigan Open Meetings Act, being 1976 PA 267; that a quorum of the Board was present and voted in favor of said Resolution; and that minutes of said meeting were kept and will be or have been made available as required by said Open Meetings Act.

IN WITNESS WHEREOF, I have hereto affixed my official signature on this ____ day of June 2026.

Dusty Farmer, Clerk
Oshtemo Charter Township

OSHTEMO FIRE & RESCUE

MONTHLY REPORT

Month Year



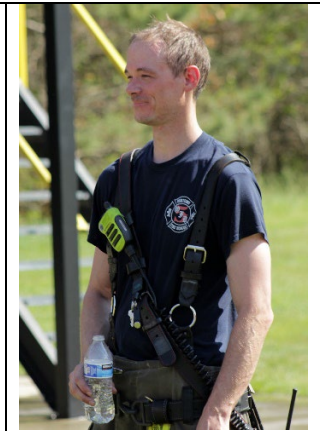
“To honorably service our residents, visitors, and fellow firefighters by providing service with respect, responsibility and pride.”

Executive Summary

During this reporting period, our call volume continued to demonstrate the operational demands placed on the department, including frequent periods where emergency incidents occurred simultaneously. There were **35 times when two emergency calls overlapped, 6 times when three calls occurred at once, 1 time when four calls occurred at once, and 1 time when five calls occurred at the same time.** In total, the department experienced **43 separate overlapping-call events**, highlighting the importance of maintaining adequate staffing, apparatus availability, and response capacity to manage multiple emergencies at the same time.

Incident Overview			Community Risk Reduction		
Call Type	#	%	Activity	This Month	YTD
Fire	12	3.88%	Inspections Completed	11	75
Hazardous Situation	17	5.5%	Fire Investigations	1	
Medical	182	58.9%	Public Education Events	12	24
Public Service	24	7.77%	Food Truck Inspections	5	10
No Emergency	74	23.95%	Car Seat Installations	2	27
Total Residents Reached				88	389

Firefighter Cody Roberts was recognized at the June 20th Fire Fund Cookout as the 2026 Oshtemo Fire Department Firefighter of the Year. Cody was selected based on his consistent professionalism, dedication to training, and ongoing commitment to improving the department. He routinely attends outside training opportunities, brings that knowledge back to share with other members, assists with department training initiatives, and serves as a mentor to newer firefighters. Cody is also actively involved in department committees and the Kalamazoo Technical Rescue Team, often giving his personal time to support the organization. His quiet leadership, strong work ethic, and dedication to the fire service make him an outstanding representative of the values and standards of the Oshtemo Fire Department.



Memorandum



Date: June 23, 2026
To: Township Board
From: Zach Pearson, Public Works Project Manager
Subject: Amendment to Ord 620, Section 233: Public Sanitary Sewer Hardship Financing or Deferment Hardship and Policy Amendment

Objective

Amend section 233.004 to change application requirements and update income and asset limitations.

Amend section 233.005 to change meeting requirements of the committee.

Motion

Motion to accept for first reading the Public Sanitary Sewer Hardship Financing or Deferment Hardship Text Amendments of Ordinance No. 620, Section 233, and set for second reading on July 14, 2026, and approve the respective policy to change application requirements and update annual income and asset limitations.

Background

In 2025 the Hardship Advisory Review Committee (HARC) met and reviewed the application requirements for the program. The current policy states that applicants must demonstrate that they do not qualify for assistance through the United States Department of Agriculture (USDA) 504 Home Repair Program or the USDA 502 Home Repair Program. Public Works Staff received feedback from USDA staff and residents that this requirement created an additional burden on the agency and residents. The current requirement to have residents apply even if requirements are not met only to receive a rejection overly burdens USDA and prolongs the process for residents. The HARC recommended changes to the ordinance and policy to allow residents to present preliminary information to Township staff to determine eligibility for USDA assistance. If it is determined that an applicant would not be eligible from the preliminary review, the applicant may be excused from pursuing the USDA application and proceed with the hardship or deferment application.

The HARC also recommended changes to the application deadline and frequency of meeting dates. Under the amended ordinance and policy residents may submit applications quarterly for review and meetings will be held quarterly as needed. These text changes remove a burden from applicants and streamline the application process for both agencies.

In 2025 the Township Board approved text amendments to the Qualifying Standards for Hardship Financing or Hardship Deferment ordinance and policy. The amendments established that the Township Board would consider income and asset limitations on an annual basis. This amendment includes the first update to income and asset limitations for review.

Attachments

Ordinance No. 620, Section 233 (Redline Version)
Public Sanitary Sewer Hardship Financing or Deferment Policy (Redline Version)

Core Values

Public Service, Sustainability, Innovation, Professionalism, Integrity, Fical Stewardship

DRAFT OSHTEMO CHARTER TOWNSHIP ORDINANCE NO.

Adopted:

Effective:

OSHTEMO CHARTER TOWNSHIP ORDINANCE

OSHTEMO CHARTER TOWNSHIP
KALAMAZOO COUNTY, MICHIGAN
ORDAINS:

SECTION ONE. AMENDMENT OF SECTION 233.000: PUBLIC SANITARY SEWER
HARDSHIP FINANCING OR DEFERMENT – SECTION 004:
QUALIFYING STANDARDS FOR HARDSHIP FINANCING OR
HARDSHIP DEFERMENT:

The standards for qualifying for hardship financing or hardship deferment shall be as follows:

~~A. Application Limitations. Before submitting an application for hardship financing or deferment, each Property Owner(s) must demonstrate that they do not qualify for assistance or under the USDA 504 Home Repair Program or the USDA 502 Home Repair Program. Any assistance received under the above listed Programs will not count toward the asset limitations of the Township Hardship Programs or prohibit a Property Owner who otherwise qualifies for the Township Programs from access to the hardship financing or hardship deferment as set forth below.~~

Application Limitations. Before submitting a formal application for hardship financing or deferment, each Property Owner(s) must first provide preliminary information to Township staff. This information will be used for an internal review to determine potential eligibility under the USDA 504 Home Repair Program or the USDA 502 Home Repair Program. If Township staff determines that the Property Owner's income exceeds one and one-half times the income limitations established for either USDA program, the Property Owner will be excused from applying to the applicable USDA program before proceeding with the Township's hardship programs. However, if the internal review indicates that the Property Owner may qualify for USDA assistance, the Property Owner must first apply for assistance through the applicable USDA program before applying for hardship financing or deferment through the Township.

D. Extraordinary Circumstances Warranting Hardship Financing, Deferment or Delay in Connection. Those Property Owner(s) who do not qualify under the above provisions may request consideration, based upon extraordinary circumstances, for hardship financing, deferment or delay in the connection to the public sanitary sewer system and proof(s) of extraordinary circumstance must be submitted for internal review in order to be considered. The extraordinary circumstances which would be considered by the Hardship Advisory Review Committee would be items such as or similar to the following: death of a spouse; extraordinary medical expenses; recent home

purchase (less than two years); bankruptcy; extreme debt impacting household disposable income, extreme difficulty in connecting to the public sanitary sewer system; etc. Those Property Owner(s) who believe they might qualify under the standards set forth herein may file an application as set forth in Section V below.

SECTION TWO. AMENDMENT OF SECTION 233.000: PUBLIC SANITARY SEWER HARDSHIP FINANCING OR DEFERMENT – SECTION 005: APPLICATION:

B. All applications must be signed and witnessed by a Township employee and filed after January 1, but at least ~~three~~ ~~two~~ weeks before the Hardship Advisory Review Committee's ~~March quarterly meeting~~ ~~meeting to be held~~, which will be held on an as-needed basis as determined by the committee the third week in March. Applications received after the deadline will be reviewed at the next scheduled quarterly meeting.

D. Applicants are encouraged ~~may be required~~ to be present at the Hardship Advisory Review Committee meeting and may be called upon to appear on short notice.

SECTION THREE. EFFECTIVE DATE: This Ordinance shall take effect upon publication after adoption in accordance with State law. All Ordinances or parts of Ordinances in conflict herewith are hereby repealed.

DUSTY FARMER, CLERK
OSHTEMO CHARTER TOWNSHIP

OSHTEMO CHARTER TOWNSHIP
PUBLIC SANITARY SEWER HARDSHIP FINANCING OR DEFERMENT
POLICY

Adopted:

General Purpose:

The Township adopted Ordinance No. 620, allowing individuals who are unable to contribute toward the public charges levied for public sanitary sewer, to apply for financing or deferment through the Township.

Policy Summary:

This policy establishes the basis upon which the Township will annually establish the criteria to qualify for financing or deferment under Ordinance No. 620. Ordinance No. 620 requires an applicant seeking financing or deferment ~~to first must first submit preliminary information to Township staff for an internal review to determine potential eligibility under the USDA 504 Home Repair Program or the USDA 502 Home Repair Program. If Township staff determines that the Property Owner may qualify for either USDA program, the Property Owner will be required to apply for assistance through the applicable USDA program prior to proceeding with the Township's hardship programs. If the Property Owner is deemed ineligible for USDA assistance based on this internal review, they may proceed directly with applying for hardship financing or deferment through the Township. apply under the qualifying standards, of the USDA 504, or USDA 502. If the applicant does not meet the USDA program qualifications, they may apply under the guidelines established by the Township.~~

The Township Board will annually establish qualifying standards based upon Michigan's minimum wage, with an incremental increase for each additional household member, as part of the family unit. Therefore, the qualifying standards will be established in accordance with the following:

The formula for establishing the annual qualifying income level for the Oshtemo Charter Township's Public Sanitary Sewer Hardship Financing or Deferment will first (step 1) be based upon Michigan's minimum wage for one person working 2,080 hours per year (52x40), adjusted upward 35% for each additional family member, equal to the total size of the family unit, then second (step 2) be further adjusted upward to reach the hardship deferral or hardship financing level.

Example (Step 1):

Michigan minimum wage (~~\$13.73~~ ~~10.33~~) x hours per year (2080) = ~~\$28,558.00~~ ~~21,486.00~~

Each additional family member adds 35% or ~~\$7,520~~ ~~9,995.00~~

Size of Family Unit	Qualifying Income
1	\$21,486.00 <u>28,558.00</u>
2	\$29,006.00 <u>38,553.00</u>
3	\$36,526.00 <u>48,548.00</u>

Dusty Farmer, Clerk
Oshtemo Charter Township

CERTIFICATE

STATE OF MICHIGAN)
) ss.
COUNTY OF KALAMAZOO)

I, Dusty Farmer, the duly appointed and acting Clerk of the Township of Oshtemo, certify that the foregoing constitutes a true and complete copy of a Resolution adopted at a regular meeting of the Oshtemo Charter Township Board held on _____, 2026, which meeting was preceded by required notices under the Michigan Open Meetings Act, being 1976 PA 267; that a quorum of the Board was present and voted in favor of said Resolution; and that minutes of said meeting were kept and will be or have been made available as required by said Open Meetings Act.

IN WITNESS WHEREOF, I have hereto affixed my official signature on this ____ day of _____, 2026.

Dusty Farmer, Clerk
Oshtemo Charter Township