



# Memo



**To:** Libby Heiny-Cogswell, Supervisor and Township Board.  
**From:** Mark Barnes, Fire Chief  
**Date:** June 21, 2018  
**Re:** 2017/18 Accomplishments, 2018 Goals and 2019 Vision.

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The following summary report recognizes that this department is a joint effort encompassing all of its members and thus cannot be inclusive of every event.

## **2017/18 Accomplishments:**

Community Risk Assessment - In order that we may better understand the needs of our community, OFD is nearing the completion of an Occupancy Vulnerability Assessment Profile (OVAP) as part of our community risk assessment. Accomplishing this will help Oshtemo to identify its level of risk and then help guide the development of plans to mitigate the impact should damage or demise become reality.

Job Performance Requirements – Utilizing NFPA 1410 and the Oshtemo Operations Manual our training division will identify a base set of skills that are required to be an effective member of the Oshtemo team. These skills will represent the core of the training program at the department. An annual practical exam may also be developed to ensure that department members are retaining these core skills.

Seat Assignments – With the recent staffing changes it has become feasible to develop seat assignments for our apparatus. This would allow any member of the department to know exactly what their initial job tasks will be given their seat on a particular apparatus and the dispatch information. We are working to develop these assignments for the 1<sup>st</sup> and 2<sup>nd</sup> due apparatus for a residential structure fire, nothing showing/fire alarm, injury crash, and cardiac/respiratory arrest.

Replacement Engine - The goal of downsizing our fleet by replacing two large vehicles with one remains underway. As of this date, our internal truck committee has narrowed the field to two vendors. They continue to work on various details. The planned result will be a combination Engine / Rescue vehicle which will replace Engine 521 (1999 Pierce) and Rescue 582 (2010 Pierce).

Scheduling - We have instituted a new electronic scheduling software that has successfully incorporated 4 of our previous calendars into one. This is remotely accessible to our POC members.

RMS - Due to the failure of our previous records management software system (Firehouse) to meet state requirements, we have purchased and integrated a new RMS software (Emergency Reporting) in our service.

Fire Prevention – Our fire marshal has completed 502 inspections, provided quality control for 790 OVAP reports and reviewed 17 commercial construction projects.

Capturing Department History - Worked with WMU speech pathology students as they compiled a record of highlighting from the current Oshtemo firefighters.

New Members – We have hired five new POC firefighters which will be graduating the Fire Academy within the next two weeks.

Grants:

- Fire Act Grant: Received 45 pagers. 90% funding totaling \$ 19,873.
- Fire House Subs Foundation: Received replacement PPE. 100% funding totaling \$21,151.
- We have one Fire Act grant still pending. Submitted on 2/1/18, it is for two PPE washers and dryers totaling \$31,722.

Training -

Project	# Members	Hours	Outcome
Winter Seminar	18	8	Held at KVCC “Nozzle Forward”. Strategies and Tactics for firefighting.
FDIC	4	16 H.O.T., 24 Classroom	Both hands on drills (HOT) and classroom.
Trench Rescue	2	2 Days	Course provided by Paratech.
Bi-monthly Training (on going)	Entire Department	72	2018 alone has 1149 training hours completed by department personnel in subjects ranging from Fire (engine truck company operations, fire science), EMS, Technical rescue, HAZMAT and wildland firefighting.
KCFCA Fire Academy	4	6 months	Our members have contributed over 46 hours of instructor time, 582 for vehicle extrication training, and 521 on two occasions for live fire training.
AHA BLS	Entire Department	4	OFD personnel recertified in AHA BLS
Man v. Machine Kit	NA	NA	2 new tool boxes assembled with all previous capabilities intact and the addition of machine rescue capabilities
Sani Baby 4 Pack	NA	NA	Took delivery of four infant CPR manikins, this brings OFD into compliance with AHA guidelines for training rescue professionals in AHA BLS
Tourniquet on Person (TOP) [on going]	48 (Regional Police)	18	A joint endeavor with the Eric Zapata Memorial Foundation and WMU School of Medicine. Oshtemo’s contribution was an instructor, facilities and training simulators. This training resulted in 48 regional police officers becoming tourniquet instructors. EZ Memorial Foundation funded \$28k to purchase tourniquet holsters for every police officer in the region.
KVCC Police Academy (on going)	NA	NA	Providing training to KVCC Police Academy in tactical medicine as it relates to bleeding control this results in approximately two, four-hour training sessions.
Riding Assignments	NA	~72	Created riding assignments based on high acuity low frequency incidents (fire, vehicle collisions etc.) These riding assignments will assist crew leaders in preplanning an incident prior to arrival. It will also drive realistic training.
Flow Testing (in progress)	NA	~24	Beginning the process of conducting our annual (per NFPA) nozzle flow testing. 511, 541 have been completed. By the end of this project all apparatus with a pump with have been flow testing. The results of this test will allow us to know the quantity of water we are flowing based on the hose type, length and nozzle.

Flow Charts (in progress)	NA	~8	Based on the results on the flow testing all flow (pump) charts will be updated to reflect the most up-to-date flows.
Play Book (in progress)	NA	~112	
JPR (in progress)	NA	~168	Formed a committee to develop over 200 job performance requirements. These objectives will be implemented in FF and DO trainee programs along with bi-monthly training. Future development of this system could result in annual performance tests and evaluations for employees.
Trainee DO Workbook	NA	~360	Trainee DO Workbook received a complete overhaul/update. Training focus was shifted from amount of time to skills-based evolutions to provide potential DOs with more realist training.
Trainee FF Workbook (in progress)	NA	~360	The current cohort of new hires along with the JPR committee has been developing/updating our FF trainee program workbook. The JPR committee will develop training objects based on NFPA recommendation. The new hires provide real time feedback on training workload, practical/useful knowledge, and order of learning objectives. The intent is to have this project complete upon the trainees successful completion of our program with enough time to implement any meaningful feedback.
Emergency Reporting in service training	NA	~8	Implemented a new RMS, conducted training of the entire department resulting in the entire department's proficiency in the system.

## 2018/19 Goals

### Community Risk Assessment.

We intend to continue focusing our efforts toward systematically completing the many tasks necessary to finalize Oshtemo's Community Risk Assessment as we move forward with developing the Standards of Cover (SOC).

Toward that effort, the department has nearly accomplished the first leg of this long journey by having successfully evaluated nearly 1,000 structures in Oshtemo to obtain their individual Occupancy Vulnerability Assessment Profile (OVAP). The quantitative result of this work has identified the majority of structures in our community to be at the moderate risk level and thus the majority of fire risk facing this department. This outcome will become an important baseline for the continued building of our SOC.

The next steps of our Community Risk Assessment include:

1. A description of the community served by the agency
2. The identification of services provided by the agency
3. The development of goals and objectives for the community (also called community expectations and performance goals)
4. The creation of the actual community risk assessment

### **Staffing**

Evaluating the current retention and recruitment problem of POC firefighters which may lead to additional full-time members.

### **Standard Operating Procedures (SOP).**

Although an equally huge task, we intend to review and update all existing SOPs utilizing a method that will insure we meet legal obligations and employ best practices where possible. This task will also include investigation of an improved method of cataloging, maintaining and training on these important documents.

### **Fire Hydrant Serviceability**

Consistent and reliable access to firefighting water from the City's system is critical to a positive firefighting outcome. In a coordinated effort with Oshtemo's Public Works (PW) Director, this department is planning to undertake a task that will require us to touch and visually inspect every fire hydrant located within Oshtemo Township. We believe this process will improve the accuracy of data and information used by PW and our GIS system. In addition, we will be installing new physical location markers that attach directly onto the barrel of the fire hydrant. These metal rods have been provided by the City.

### **Preparing for Consolidated Dispatch – Run Cards and Communications Systems**

Kalamazoo County's Consolidated Dispatch Authority (KCCDA) is scheduled to go on-line October 30<sup>th</sup>. A number of preparations for that historic event will need to be completed. One of the first will be the formulating of our pre-designated initial and mutual aid responses through a regimented and systematic approach to resource deployment.

**ISO Evaluation** – The Insurance Services Office has advised us that they will be making their inspection this fall. This is typically scheduled on a 5-year rotational basis. The components of their scoring system include water services (40%), dispatching services (10%) and the fire department (50%). The result will impact the premium of fire insurance in our community.

**Closing:** Independently, each of these projects represent a substantial effort. Combined, their completion may prove to be beyond one year.

### **2019 Vision**

Our vision is to continue to focus on the utilize of a nationally recognized system to identify the services, and their levels, that Oshtemo is desirous of obtaining from this department. We intend to employ the following objectives:

1. Maintain a focus on developing the department's Standards of Cover.
2. Update our Capital Improvement Plan (CIP) which benchmarks timely cost-effective replacement purchases to maintain our current fleet, facilities and equipment.
3. Review and update our department operations manual of over 120 policies and procedures.
4. Implementation of any staffing changes.

# OSHTEMO CHARTER TOWNSHIP

## ASSESSING DEPARTMENT

### ACCOMPLISHMENTS, GOALS AND VISION

#### 2017 Accomplishments

- Coordinated revenue projections with Treasurer for 2018 budget work
  - Completed systematic review of 20% of Real Properties (Residential/Commercial/Industrial)
  - Continue to review ECF Neighborhoods and make adjustments accordingly
  - Update all Standard Procedures for Assessing Department
  - Appraise and assess taxable property (including new construction and including ensuring the taxable value uncapping of property following transfers of ownership)
  - Prepare and maintain the assessment roll, property classifications, property descriptions, special act rolls and other assessment records and have an established procedure to update records on a regular basis.
  - Administer land division act (Split/Lot Line Adjustments)
  - Synchronize the use of GIS into the Assessing software
  - Continue to work with Attorney Jim Porter to resolve MTT Appeals
- 2017** 13 Total Appeals  
2 Residential and 11 Commercial  
All but 3 have already settled
- Continue to work with Treasurer to ensure that Assessing/Tax are in balance
  - Complete, sign and deliver all statutory reports to the State Tax Commission & Kalamazoo County Equalization
  - Work closely with Kalamazoo County Equalization Department for the 2018 Sales Ratio Study conducted by the County
  - Comply with State Tax Commission Audit of Minimum Assessing Requirements (AMAR)

#### 2018 Goals

- Train newly hired Assistant to the Assessor – Yale Smith
  - Continue to coordinate revenue projections with Treasurer for 2019 budget work
  - Complete systematic review of Real Properties (Residential/Commercial/Industrial)
  - Purchase Eagleview Change Detection Software Feature
  - Update all Standard Procedures for Assessing Department
  - Appraise and assess taxable property (including new construction and including ensuring the taxable value uncapping of property following transfers of ownership)
  - Prepare and maintain the assessment roll, property classifications, property descriptions, special act rolls and other assessment records and have an established procedure to update records on a regular basis
  - Administer land division act (Split/Lot Line Adjustments)
  - Synchronize the use of GIS into the Assessing software
  - Continue to work with Attorney Jim Porter to resolve MTT Appeals
- 2018** 4 Total Appeals  
1 Residential and 3 Commercial
- Continue to work with Treasurer to ensure that Assessing/Tax are in balance

- Complete, sign and deliver all statutory reports to the State Tax Commission & Kalamazoo County Equalization
- Work closely with Kalamazoo County Equalization Department for the 2019 Sales Ratio Study conducted by the County
- Comply with State Tax Commission Audit of Minimum Assessing Requirements (2018 AMAR Results)

### **2019 Vision**

- Assistant to the Assessor Yale Smith enroll in into the MCAO class
- Continue to coordinate revenue projections with Treasurer for 2020 budget work
- Complete systematic review of Real Properties (Residential/Commercial/Industrial)
- Integrate Eagleview Change Detection Feature into workflows
- Update all Standard Procedures for Assessing Department
- Appraise and assess taxable property (including new construction and including ensuring the taxable value uncapping of property following transfers of ownership)
- Prepare and maintain the assessment roll, property classifications, property descriptions, special act rolls and other assessment records and have an established procedure to update records on a regular basis
- Administer land division act (Split/Lot Line Adjustments)
- Synchronize the use of GIS into the Assessing software
- Continue to work with Attorney Jim Porter to resolve MTT Appeals
- Continue to work with Treasurer to ensure that Assessing/Tax are in balance
- Complete, sign and deliver all statutory reports to the State Tax Commission & Kalamazoo County Equalization
- Work closely with Kalamazoo County Equalization Department for the 2020 Sales Ratio Study conducted by the County
- Comply with State Tax Commission Audit of Minimum Assessing Requirements (AMAR)
- Possibly digitize property/record card data files (2019/2020/2021)

**Planning Department Accomplishments, Goals, and Vision**  
**2019 Budget Process**

2017 Accomplishments

- Worked with the Ordinance Enforcement Officer to refine the Zoning Permit in the BS&A system.
- Developed a new Subdivision/Site Condominium Ordinance to provide more specificity with regard to design standards and the preservation of rural character.
- Completed an agreement with Oshtemo Methodist Church and the DDA to secure financing to demolish the car wash at 6532 Stadium Drive. Completed a bid process for demolishing the car wash.
- Worked with Fire Department personnel to discuss Planning's GIS role in assisting with establishing the fire department's Standards of Coverage as part of a larger certification process.
- Refined and unified numerous types of base data supplied by the WE Upjohn Institute, created a Natural Features Protection District map as a companion document to the Township's recently adopted subdivision/site condominium development regulations. Coordinated the integration of said map into the Township's common GIS assets—housed in the *KAGIS* database—so that all Township staff would be able to reference the map in Arc Reader, as well as online.
- Performed a relational data analysis, plotting the locations of fire department calls for service over the past year and how they relate to the KCSO millage districts to help identify additional funding resources for the fire department.
- Completed final zoning steps for the BTR 2.0 Park and assisted with the Economic Development Administration grant with WMU.
- Completed zoning ordinance amendments for off-street parking, planned unit developments, and definitions.
- Created heat maps of leaf burning permits and complaints for the Fire Department.
- Completed the Fire Department Map Books.
- Continued work on Master Plan Update.
- Continued work on the Village Theme Development Plan update
- Begin the necessary planning for a possible Corridor Improvement Authority to ensure public infrastructure is developed within the West Main Street/9<sup>th</sup> Street Overlay Zone area.
- Worked with the Public Works Department to develop schematic designs for the nonmotorized path on Stadium Drive from 11<sup>th</sup> Street west to 8<sup>th</sup> Street.
- Began working on a web map of various Township geospatial and property data for public use.
- The Planning Department also completed the review of 4 subdivisions/site condominiums, 4 rezoning applications, 11 special exception uses with site plans, 7 new site plans and 8 amendments to existing site plans, 4 variances requests, 11 one-day temporary outdoor event applications, 5 communication tower relocation requests, 48 sign permits, 23 sidewalk permits, 24 land division requests, and 167 building permits that required zoning review. This is a total of 316 applications in 2017.

## 2018 Goals

- Complete the Master Plan Update (finished).
- Complete car wash demolition (finished) and finalize property line re-description with the Church.
- Working towards Zoning Ordinance re-organization to re-codify under new format– restarted this project with the Planning Commission in February of 2018.
- Continue to work with the Planning Commission on Ordinance amendments as part of the re-organization of the code.
- Work towards completion of the *Go! Green Oshtemo* effort, including the development of the plan and all GIS mapping needs.
- Begin design phase for improvements at the DDA owned property at the northwest corner of Stadium and 9<sup>th</sup> Street.
- Work with Public Works on beginning the design phase of Stadium Drive nonmotorized path, including easement acquisition.
- Begin implementation of Rural Character Preservation Strategies, particularly the development of an Agritourism ordinance.
- Begin implementation of the Maple Hill South Sub-Area Plan through the development of a zoning ordinance.
- Begin Market Study project with DDA to coordinate outcomes with the continued discussion on the Village Theme Development Plan updates.
- Map the location of easements in the Township in conjunction with Public Works, if the applicable software licenses are acquired.
- Complete a possible West Main Corridor Improvement Authority and continue the work towards ensuring public infrastructure is developed within the West Main Street/9<sup>th</sup> Street Overlay Zone.
- Begin convening post site plan approval/pre-construction meetings between developers, their contractors, and various Township staff and agents in an effort to make the post building permit process more efficient.
- Develop a mobile mapping tool for Township staff to record and spatially reference sidewalk faults in the field.
- Develop a mobile mapping application for Oshtemo Township Fire Department personnel to use for wayfinding, hydrant location, etcetera, on calls
- Complete a major reformatting and update of the Oshtemo Township Fire Department's paper wayfinding map books.
- Continue daily current planning work with regarding to customer service, development applications, and staff support of Township Board, Planning Commission, Zoning Board of Appeals, Downtown Development Authority, and South Drake Road Corridor Improvement Authority.

## Vision for 2019

- Continue to implement Master Plan objectives via Zoning Ordinance updates, subarea plans, mapping, etc.
- Continue to work with the Planning Commission on Ordinance amendments as part of the re-organization of the code.
- Complete the *Go! Green* Oshtemo effort, including the development of the plan and all GIS mapping needs.
- Complete the construction of the improvements planned at the DDA owned property at the northwest corner of Stadium and 9<sup>th</sup> Street.
- Finalize construction drawings and submit an MDOT grant application for the Stadium Drive nonmotorized path, including easement acquisition.
- Finalize the zoning ordinance for the Maple Hill South Sub-Area.
- Update Access Management Plan and Ordinance.
- Coordinate with Public Works on Safe Routes to School grant in conjunction with the DDA and KPS for sidewalks along 9<sup>th</sup> Street.
- Begin discussion on creating a web mapping tool for residents to report Ordinance violations.
- Create “development packets” after the Zoning Ordinance re-organization that will provide information on development requirements of the Township.
- Complete Village Theme Development Plan updates and begin discussion on any possible implementation strategies.
- Work to further modernize the Township’s GIS tools and assets in light of ongoing technology advancements.
- Create a Frequently Asked Questions page for the Planning Department that will be placed on the website.
- Create informational handouts for common inquiries, such as temporary signage.
- Consider departmental structure/staffing – the use of consultants vs. in house staffing for long range planning and GIS needs.

## **Oshtemo Charter Township Parks Department Accomplishments, Goals, Vision**

### **2017 Accomplishments**

#### **Drake Farmstead**

- Continued raising funds toward the capital campaign goal of \$250,000 for the first phase of improvements. Total raised at the end of 2017 was approximately \$220,000.
- Applied for Recreation Passport and Michigan Natural Resources Trust Fund (MNRTF) grants. Received notice of grant funding from MNRTF for picnic shelter, trails, parking and interpretive signs.
- Repaired and repainted all of the woodwork on the exterior of the historic house through a partnership with SEEDS Youth Conservation Corps and North Coast Window Works.
- Worked with OCBA Landscape Architects and Nelson Nave, Architect to design a ramp for barrier-free access to the historic house and improvements to the gravel driveway. Postponed construction because bids were over budget.
- Developed an interpretive master plan to guide programming and events.
- Worked with Nelson Nave to begin design of a multi-purpose building in the style of the former carriage barn.

#### **Non-Motorized Trails and Greenways**

- Began work with OCBA on construction documents for a non-motorized path along KL Avenue from Drake Road to Copper Beech Avenue.

#### **Grange Hall**

- Renovated the building to provide barrier-free access, including an addition at the front entrance with stairs and an elevator, new stairs at the rear entrance, a barrier-free restroom on the upper level, barrier-free improvements to restrooms on the lower level, and related building and site improvements.
- Planted native trees, shrubs, and wildflowers with volunteers from Advia Credit Union.

#### **Flesher Field**

- Hosted the second annual outdoor concert series in the gazebo. Received grants and sponsorships to offset the cost of performers and promotions.
- Expanded recreational programming to offer 'Yoga in the Park' at the gazebo.
- Planted trees using grant funds from the Michigan Arbor Day Alliance and volunteers from Advia Credit Union.

#### **Township Park**

- Hosted outdoor movies in partnership with the Kalamazoo Public Library (KPL).

#### **Miscellaneous**

- Studied alternatives for a neighborhood park on the east side of the Township near high density residential areas.
- Continued working toward the sale of undeveloped Stadium Parkway Park property.
- Developed long term maintenance budget projections to assist with planning and budgeting.
- Replenished engineered wood fiber surface in all playground areas.
- Continued to work with Lets Serve Tennis Club for tennis lessons at Township Park.
- Established a facility rental alcohol policy for the Grange Hall and Oshtemo Community Center.

### **2018 Goals**

#### **Drake Farmstead Park**

- Complete the capital campaign by raising a total of \$250,000 from the community for the first phase of improvements.
- Construct a multi-purpose building in the style of the former carriage barn and build a barrier-free ramp to the historic house.
- Trim trees along driveway.
- Complete a Forest Management Plan to guide ecological restoration of the site and manage invasive vegetation. Use DNR Community Forestry grant funds for preparation of the Forest Management Plan.
- Work with OCBA to design MNRTF funded improvements, including trails, picnic shelter and parking lot. Seek bids and begin construction.
- Begin reconstruction of six acres of prairie in the field at the corner of Drake and Croyden. Prepare the site throughout the growing season and drill seed a native grass and wildflower seed mix in the fall.

- Install a park sign.

#### **Non-Motorized Trails and Greenways**

- Develop a conceptual Greenway Plan that identifies conservation areas as well as non-motorized trail connections.

#### **Grange Hall**

- Promote use of the Grange Hall for private events by Township residents.

#### **Flesher Field**

- Host the third annual outdoor concert series in the gazebo. Seek grants and sponsorships to offset the cost of performers and promotions.
- Promote the gazebo for weddings and other private events.
- Continue to host Yoga in the Park and expand programs to offer Boot Camp workouts.

#### **Township Park**

- Clean tennis court surface.
- Expanded our partnership with KPL to host programs for adults and youth in addition to outdoor movies.

#### **Miscellaneous**

- Update the 5 Year Parks and Recreation Master Plan, 2019 – 2023.
- Continue planning for a new park on the east side of the Township, near the intersection of KL Ave and Drake Road.
- Build the Parks and Recreation Endowment Fund at the KCF for long term maintenance of parks.
- Complete the sale of Stadium Park Way Park, placing significant revenues in the Parks and Recreation Endowment Fund.

### **Vision for 2019**

#### **Drake Farmstead Park**

- Complete construction of the trails, picnic shelter, parking lot, and interpretive signs with MNRTF funding.
- Open the park to the public on a daily basis.
- Provide educational and recreational programs to the public, with a focus on programs for disadvantaged youth.
- Complete construction of the trail system and continue to remove invasive vegetation and plant native trees and shrubs, with a focus on plants that produce food for people or wildlife (food forest).
- Develop and install additional interpretive signs, especially near the historic barn foundations.
- Complete the reception room in the historic house.
- Improve the gravel driveway.
- Develop partnerships to help plan and construct the educational garden, starting with a small area that can be maintained by volunteers.

#### **Non-Motorized Trails and Greenways**

- Continue to plan for greenways that connect destinations according to Go Green plans.

#### **Township Park**

- Install tee signs in the disc golf course.
- Color coat and restripe two tennis courts and four pickle ball courts. Purchase four portable pickle ball nets.

#### **Miscellaneous**

- Continue to work toward acquiring/developing land for a park near the intersection of Drake Road and KL Avenue.
- Continue partnerships with OFP and other organizations such as Kalamazoo Public Library and Rotary to provide events and programs that highlight our parks' role as a community gathering place.
- Develop a communications and marketing plan for Township parks and events.
- Continue to host events and programs for adults and youth.

## **Fund: General**

### **Department: Maintenance**

#### **2017 Accomplishments**

- **Consumer Meter Upgrades**
- **Materials collection system for mower**
- **Park Ranger staffing**
- **Grange Hall Remodel**
- **The Usual**
  - Irrigation systems
  - Parks Maintenance
  - Walkway trimming
  - Annual Disposal system service
  - Seasonal Mowing
  - Seasonal Snow removal

#### **2018 Goals**

- **Maintain Staffing needs**
- **Review Staffing requirement**
- **Maintain Maintenance Proficiency**
- **Continue Capital Improvements**
  - Cemetery Fencing
  - Cemetery Maintenance
  - Parking Lot repairs
- **Monitor systems – Electrical system usage / HVAC**
- **Planned Capital Improvements**
  - Facilities and Space Planning

#### **2019 Vision**

- **Monitor Aged Equipment Replacement**
  - Grounds keeping equipment
  - HVAC equipment
- **Equipment Updates**
  - Vehicle Succession
    - Maintenance Truck 2019 (13 year old)
    - Mower 2020 (Year 11, 1900 hours)
    - Mower 2021 (Year 12, 2100 hours)
    - Maintenance Truck 2022 (13 year old)
    - Business Car 2023 (Camry) (14 year old)
- **Maintain Maintenance Proficiency**
- **Review Facility needs and prioritize**
- **Special Work Details**
  - Coordinated W/Schools, Groups?
  - Community Service Opportunities
- **Maintenance Building Facilities Updating**
- **Planning and Review for future Township needs**

OSHTEMO CHARTER TOWNSHIP

## PUBLIC WORKS DEPARTMENT

# ACCOMPLISHMENTS, GOALS AND VISION

### 2017/18 Accomplishments

- Contracted with Road Commission of Kalamazoo County (RCKC) to participate on nine (9) local road maintenance projects for 2018. (A local roadway maintenance investment of \$269,600.)
- Working in partnership with RCKC (as the eligible Act 51 Agency) we received \$695,000 in funding commitment from MDOT's Transportation Alternatives Program to construct the first segment of the Drake Road Non-Motorized Facility. (Funding is provided for the portion that extends 4200 feet from West Main to Green Meadow Drive.)
- Continued the partnership with City of Kalamazoo (as the eligible Act 51 Agency) to seek commitment of an MDOT approved \$375,000 grant to construct the middle segment of the Drake Road non-motorized facility. (This corridor (Green Meadows to W. Michigan) meets the eligibility threshold for federal Safety Grant monies due to crash & injury statistics. Funding commitment awaits resolution of Amtrak consent to allow the rail crossing. Enhanced rail-safety control devices & maintenance agreements are now anticipated before the new facility will be permitted.)
- Continued the partnership with RCKC (as the eligible Act 51 Agency) to receive \$226,000 in approved MDOT Transportation Alternatives funding to complete the remainder (W. Michigan to Stadium Dr.) of the Drake Road non-motorized project. (Grant funding commitment is contingent upon fruition of a new Amtrak rail crossing.)
- Ongoing acquisition of easements required for the overall Drake Road non-motorized facility. (A variety of permanent temporary easements have been negotiated and acquired over multiple parcels from 33 different land owners at an acquisition cost of about \$550,000. Easements from two additional property owners remain to be completed in conjunction with resolution of the final design of the Amtrak rail crossing.)
- Reviewed and approved private-extensions of public water and/or public sewer utility services within fourteen (14) developer-financed subdivisions or commercial developments.
- Reviewed Township sewer and water fee schedules with CIC committee and guided Board adoption of 2018 fee adjustments.
- Reviewed with both the CIC Committee and Township Board the 2018 contract amendments with SWT Excavating to install residential water service connections.
- Constructed a \$1.2 million public sewer extension in West KL Avenue and South 8<sup>th</sup> Street (This project is a core sewer system interceptor, with the current extension providing service to industrial zoned lands within the Township. Project timing allowed two private-development projects to be served with sewer in lieu of on-site septic systems.)
- In collaboration with the KLA Group, City of Kalamazoo and others, constructed a public water pressure reduction station and approximately 1.8 miles of public water main with service connections. (This \$1.5 million water project is defined by the proposed expansion area of the KLA Landfill groundwater restricted use zone. This work was further supplemented with free water service connections that were installed by the KLA Group.)
- Coordinated with RCKC their Stadium Drive (a County-Primary roadway) improvements from 9<sup>th</sup> Street to 11<sup>th</sup> Street.
- Completed approximately 30 private-development plan reviews (e.g. a review of public utilities and drainage).
- Responded to approximately 170 utility service inquiries; processed approximately 145 water and 78 sanitary service connection fee payments; and contracted construction services for the Township's installation of 15 new water service taps (curb boxes).
- Participated in discussions with MDOT concerning their plan to replace the US 131 bridges over KL Avenue. Strongly advocated preservation of the spatial area required for the Township's proposed non-motorized facility, which ultimately resulted in changes to MDOT's bridge design.
- Participated in responding to FOIA requests and related needs of Corporate Counsel in the defensive of litigations.
- Completed concept and preliminary designs for the proposed non-motorized facility along KL Avenue; coordinated the shared collection of survey data with RCKC in conjunction with their proposed 2018 KL Avenue roadway improvements. Procured additional engineering services to incorporate MDOT's US 131 bridge design and eventually acquired both RCKC and MDOT consent to modify their designs sufficiently to accommodate the Township's non-motorized facility.

- Completed a concept plan and negotiated an engineering services agreement to prepare engineering plans for the proposed Stadium Drive non-motorized facility between 8<sup>th</sup> Street to 11<sup>th</sup> Street.
- Continued to participate in the proposed expansion of public utilities to serve BTR 2.0; a proposed expansion of the WMU commercial research park along Drake Road.
- Participated in reviewing the recently compiled, comprehensive natural features inventory of Oshtemo prepared by WMU. Assisted in the consideration and development of new environmental preservation standards for future development.
- Worked with engineers Fleis&Vandenbrink to further refine the engineering basis-of-design, construction schedule and financing of proposed extensions of public sewers into unserved neighborhoods. Submitted both a pre-application and formal application to the USDA Rural Development program for grant and loan financing assistance. (USDA has informally let the Township know that the Agency wishes to provide financing assistance, and that an outright grant may also be in the funding mix.)
- Continued to develop process improvements with the Southwestern Michigan Building Authority for common use of cloud-based permit tracking software. (System implementation will better integrate shared data storage and record keeping.)
- Provided ongoing assistance to the department of Code Enforcement regarding storm drainage and related engineering issues. Participating in numerous site visits and observations. Provided engineering advice/consultation, initiated public corrections or (where appropriate) confirmed the need to initiate enforcement.
- Continued coordination of public infrastructure permitting and acceptance inspections with partnership agencies (RCKC for public roads, City of Kalamazoo for public water, P&N for public sewer, and Ordinance Enforcement for public sidewalks).
- Submitted GIS-based future Oshtemo Township road and utility project plans to the County. (The County is seeking to proto-type a map-based repository for all agency and utility planned right-of-way projects over the next five years.)
- Participated in community outreach for numerous planning and zoning initiatives.
- Participated on the in-house IT committee to evaluate data storage/retrieval needs and issues related to establishing a social network presence for the Township. Proto-typed web-linking of construction-project progress summaries (with photos) hosted by the supervising project engineering (Prein&Newhof).
- Continued to enhance the departmental Public Works web page as an information resource for citizens.
- Initiated citizen contact and roll-out of notifications of the mandatory sanitary sewer service connection requirement for parcels where sewer service is available. (The department has sent out 210 of 320 notices.)
- Assisted Fire Department in submitting a FOIA request to the City for fire hydrant records. Assisted with ongoing efforts to improve interagency water system O&M communications, to include ascertainment of City asset management practices related to fire hydrants.
- Completed restoration assessments of the two late-season 2017 public works projects. Continued to oversee further restoration tasks and identified needed storm water system structural corrective actions.
- Initiated sanitary sewer visual inspections as the first step in a comprehensive sanitary system assessment. (2018 is year one of a three-year \$700,000 grant which Oshtemo was awarded under the Stormwater Asset Management and Wastewater (SAW) program of the MDEQ.
- Participated and assisted planning staff in considering location-specific, complex land development issues with potentially distinct community impacts and public infrastructure challenges. (These include the West Main Sub Area, the Maple Hill Sub Area and access issues associated with the Westgate development area.)
- Participated and assisted planning staff in the Oshtemo "Go-Green" initiative, with particular departmental assistance provided to evaluate and update the Township's non-motorized plan.
- Initiated an un-programmed assessment and consideration of extending public sidewalks in conjunction with the work to extend public sanitary sewers into established neighborhoods. Contracted professional services for survey, engineering and landscape design to prepare concept alternatives for the six targeted sewer extension areas. Mailed meeting notifications and hosted four out-reach efforts for enhanced community dialogue. Prepared an overall issues summary and presented staff findings and recommendations to the board.
- Served as community liaison and technical staff representative on interjurisdictional initiatives for groundwater protection (Kalamazoo Groundwater Stewards), watershed management (Arcadia Creek Watershed Committee) and transportation planning (Kalamazoo Area Transportation Study).
- Recruited Jamie Baker, a former naval employee, for the new departmental position of Public Works Technical Specialist. Completed employee orientation, training, mentorship and initial employee performance appraisal.

## **2019 Goals**

- Ongoing annual collaboration with KCRC to fund and prioritize local roadway maintenance projects.
- Compliance auditing and related efforts to complete mandated sewer service connections and provide project closure.
- Obtain formal USDA Rural Development Program financial assistance to proceed with proposed public sewer extensions into the older, unserved neighborhoods of Oshtemo.
- Pursue Board's directive on whether to include select sidewalk extensions in conjunction with the neighborhood sewer extensions.
- Construct the first segment (W Main to Stadium Drive) of the proposed Drake Road non-motorized facility.
- Acquisition of Amtrak design approvals which are needed to extend the Drake Road non-motorized facility over the high speed rails.
- Complete easement acquisitions for identified cross-country sewer runs and the two proposed sanitary sewer pump stations in support of the neighborhood sewer extensions.
- Initiate easement acquisitions to construct a KL Ave non-motorized facility from Copper Beech to Drake Rd.
- Initiate easement acquisitions to construct a Stadium Drive facility from 8<sup>th</sup> Street to 11<sup>th</sup> Street.
- Secure contractor services for CCTV video inspection in support of the sanitary sewer infrastructure assessment to be completed under the MDEQ SAW Grant.
- Assist planning department's interagency GIS collaborations to acquire, share, maintain and update local and county-based infrastructure and related GIS data. (The initiative is intended to complement County implementation of its e-911 initiative.)
- Initiate enforcement actions to address various discovered private drainage deficiencies.
- Ongoing engineering review of private-development site plans.
- Ongoing response to citizen complaints/inquiries related to engineering and public infrastructures.
- Ongoing participation and assistance to other departments engaged in long-term planning, anticipated infrastructure needs, and community outreach in these collaborative endeavors.
- Develop management strategy for the monitoring and maintenance of non-motorized facilities.
- Continue to refine the department's annual process to review and maintain a 6-year Capital Improvements Plan (i.e. the 4th iteration).
- Publish updated non-motorized plan.
- Via Go! Green Oshtemo initiative, create more detailed Complete Streets policy and modify sidewalk assessment policy.

## **2019/20 Vision**

- Complete the construction and installation of the first round of neighborhood sewer extensions financed through the USDA Rural Development program.
- Initiate a second round of USDA financing to further extend sanitary sewer service into plat neighborhoods, in accordance with the Sanitary Sewer CIP.
- Work with planning staff and others to develop a GIS dataset catalog and identify spatial data maintenance workflows.
- Continued refinement of the department's utility records management, focused upon greater use of digital records and document facsimiles (PDF) over that of physical paper storage.
- Continue to participate with Clerk's project to convert Township paper records (engineering record plans, et al) to digital image files in a document management system.
- Develop and expand in-house GIS skills and capabilities for the management of utility records (ongoing).
- Work with the Kalamazoo Regional Water, Wastewater Commission to preserve customer communities' ability to transition into a bulk water/wastewater service customer of the City of Kalamazoo.
- Work with Board and legal counsel to consider alternatives to increase monies available for desired public infrastructure investments, enhancements and preservation.
- Work with Board and legal counsel to consider a change in municipal authority so that Act 51 obligations and monies can be better directed within the Township.

**2020+ Vision**

- Complete easement acquisitions and seek grant funding to install a KL Ave non-motorized facility from Copper Beech to Drake Road.
- Construction of 9th Street sidewalk improvements in collaboration with DDA Streetscape improvements.
- Community out-reach and concept plan for a Quail Run Drive sidewalk facility, from 9th Street to Stadium Drive
- Concept planning of a W. Main sanitary sewer and pump station, between 6th and 7th Street, and a proposed route for a cross-country sanitary sewer force main.
- Concept planning for a further westward extension of a sanitary sewer interceptor main out of KL Avenue in order to serve the southern tier (Stadium Drive) of the Township.
- Implementation of electronic cataloging and spatial indexing of public easements.
- Implementation of electronic cataloging and spatial indexing of engineered, private drainage basins, for the purpose of periodic public oversight to identify obvious maintenance deficiencies.

## **Ordinance Enforcement Accomplishments /Goals/Vision: 2018**

### **2017 Accomplishments:**

- Management development & department efficiency.
- Includes 382 Enforcement Cases Created, 803 Enforcement Cases Closed, Sidewalk Permit Inspections, Apartment complex inspections, 200+ R.O.W. signs removed, multiple roadside dumping clean-ups by Twp. staff.
- Improved streetscape appearance on Stadium Drive: Blighted building Demolitions completed at 6719 Stadium Dr. (dilapidated house) and 6667 Stadium Dr. (blighted commercial car wash structure).
- Performed 13 radar traffic data studies with the NEW radar speed trailer in 2017, sharing data with KCSD to utilize to determine optimal directed speed patrols. Additionally, the radar trailer that is shared with Texas Twp. was deployed 8 times in 2017. Increasing from ½ time shared use to 1.5 trailer use allowed us to respond to resident concerns more promptly, with greater flexibility.
- Processed, served and assisted other departments with 31 civil infraction citations in 2017.
- Successfully shut down a potential disaster: a home-based commercial racing fuel/methanol storage and sales operation in a rural residential area involving in excess of 2,000 gallons of high purity methanol delivered by a tanker truck, stored in 55 gal drums. The State of Michigan assisted in advisory role.
- Continue to enforce rental inspections ordinance.
- Continue to enforce liquor inspections.

### **2018 Goals:**

- Contract installation of truck route signage where missing – pending August/September.
- Advance Poured Walls in process of re-zoning proposal, working with Twp. to designate an area behind their business as I-3 to relocate concrete recycling operation away from Stadium & 6<sup>th</sup>; with recycling operation to cease in present location and concrete waste milling to be completed by 12/31/2018.
- General Ordinance updates & amendments:
  - New Plant Growth Control Ordinance; full replacement ordinance implemented May, 2018. - Completed
  - Litter & Dismantled Cars Ordinances: proposal ready for Twp. Board to replace both with new Blight Elimination Ordinance. – Twp. Board Review Pending
  - Anti-Noise Ordinance amendment proposal ready for Twp Board review. - Twp. Board Review Pending
  - Ordinance proposal: Vehicular parking on residential streets that present a nuisance, safety hazard, vision obstruction, winter snow removal impedence, emergency vehicle access, and prohibition against extended uninterrupted street parking and vehicle or trailer storage in right-of-way. – Not completed / Pending
- Continue Stadium streetscape improvement/blight elimination at additional neglected sites.
- New radar speed trailer traffic data is actively utilized by Township Public Works Dept. for street traffic evaluation and by KCSD for directed speed patrols. 3 radar traffic speed studies completed for Public Works, with 2 or more remaining.
- Non-motorized path assessment now under Public Works Dept. purview: Pending receipt of template from Prein & Newhof and solicitation of bids for assessment of defects and recommended best practice repairs and surface protection. – Ord. Enf. Ofc. consulting with Public Works.
- Increased Enforcement Dept. collaboration with SMBA: issued 13 permit violation notices and 11 civil infraction citations for work without permits YTD, 1/1/2018 – 6/21/2018, and direct contact with owners/contractors related permits and inspections. SMBA supported Ordinance Enforcement in a significant joint effort to prompt appropriate permit repair actions, requiring design professional plans, wall and roof repair, and the rebuilding of ALL balconies with a compliance deadline of 08/31/2018. Continue to enforce rental inspections ordinance.

- Continue to enforce liquor inspections.
- Improved BS&A Building Dept.NET functionality for Rental Certification Inspections, streamlining re-inspection scheduling and “quick violation” notices for nuisance violations.
- **218** Enforcement Cases Created and **181** Enforcement Case Closed, YTD in 2018.

**2019 Vision:**

- Work with Public Works Department to develop a non-motorized plowing policy.
- Increased attention to areas where blight negatively impacts quality of life for residents.
- Continue complaint based ordinance enforcement.
- Continue to enforce rental inspections ordinance.
- Continue to enforce liquor inspections.
- Continue departmental efficiency work.

# Memo



**To:** Oshtemo Charter Township Board

**From:** James W. Porter

**Date:** June 25, 2018

**Subject:** Legal Department's 2018 Accomplishments, 2019 Goals and Vision

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## **2018 ACCOMPLISHMENTS – THROUGH JUNE 15, 2018**

This memo is prepared in response to your request that Department Heads provide a list of achievements since the beginning of this year or so, along with goals for the coming year.

Looking back on the last few months, we:

- Handled numerous prosecutions and ordinance enforcement matters; *Total 2018 hours – 31; Recovered Fines \$13,700 (January-April);*
- Oversaw false security alarms – *Fees Collected \$3,300 (January-June);*
- Oversaw false fire alarms – *Fees Collected \$1,521 (January-April);*
- Assisted with as legal co-counsel for SMBA – *48 hours – Cost recovery \$9,120;*
- Oversaw FOIA requests; *Total 2018 hours – 7;*
- Participated in all Planning Commission meetings, Township Board regular/special Board meetings, and Zoning Board of Appeals hearings; *Total 2018 - 27 Meetings;*
- Oversaw all public hearings for the Planning Commission and ZBA;
- Worked on completing neighborhood water extensions for 2<sup>nd</sup> Street and Josiane Drive;
- Participated in numerous text amendments, as well as special use and site plan review and approval before the Planning Commission and Zoning Board of Appeals;
- Handled 17 MTT tax appeals; *Total 2018 hours – 69 – settled Fountains' tax appeal with more than \$15 Million at issue;*

- Worked on implementing new Poverty Exemption Policy and Standards;
- Worked on agreement for water service to Almena Township;
- Worked extensively on closing the sale of park property;
- Assisted Oshtemo Friends of the Parks;
- Assisted the DDA;
- Participated with the Kalamazoo Regional Water and Wastewater Commission and provided input on sewer and water litigation against the City of Kalamazoo;
- Worked on 9<sup>th</sup> Street properties easement/cross-access driveway agreement;
- Continue work to assist in *Kellison Woods / Solarek* litigation – drafted extensive and detailed Township position statement as basis for motion for summary disposition;
- Continued involvement with KLA Group – Kalamazoo County and Groundwater Use Restricted Zone (GRUZ); and
- Oversaw restructuring of electronic records for Legal Department.

### **2019 GOALS / VISION**

- ◆ Continue to encourage Township to implement an electronic record retention policy;
- ◆ Continue to purge old records and continue to work on electronic records system for the Legal Department; and
- ◆ Integrate more fully with other departments to better assist in implementation of Township goals.
- ◆ Municipal structure research.



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## Accomplishments

- Creating and implementing an invoicing system for all township departments
- Increased the collection percentage of delinquent Taxes due.
- Created dual monetary controls to minimize risks.
- Increased investment interest
- Started tracking system for IFT's

## Goals 2018-2019

- Get ACH ready and started for the 2018 Tax season – *Refer to Handout*
  - Will create a beta version with a select few individuals in summer 2018
  - Have already created a sign up form.
  - Possible post in the July newsletter
- Have Quarterly Investment updates – *Refer to Handout*
  - Will provide first breakdown of all investments at July Board meeting
  - Present the investment strategy of the Treasurer's office
    - Safety – Money Markets and CDs
    - Liquidity – Pools and Money Markets
    - Yield – Pools and CDs
- Spearhead Installment Purchase Agreement to fund streetlight conversion
  - Waiting on communication from consumers
  - Have put in a request for a timeline for budgeting purposes

## Visions

- Document policy and procedure protocols for different jobs in the office.
  - Tax collection
  - Delinquent notices
  - Dog Tags
  - Month ends
  - Green leaf
  - Etc.
- Track cash flows month by month.
  - This will increase possible investment interest
- Get to less than 5% in delinquents
- Work with the mobile home parks to increase collection of personal property

## **Oshtemo Charter Township Supervisor's Office Accomplishments, Goals, Vision**

### **2017**

- Oshtemo representative participation in a number of external Board Committee groups.
- Organized internal HR/Police committee meetings. Participated in all other internal committees.
- Departmental reorganization for benefits and HR activities.
- Worked with departments on employee development and organizational issues.
- BS&A HR Module purchase, installation and utilization.
- Restructured employee onboarding / exiting processes (with valuable background checks).
- Comprehensive Compensation Research and Policy development.
- Employee Handbook review of amendments.
- Hired 6 new vacant position employees.

### **2018**

- Continue to refine salary ranges.
- Continue to work with departments on development and organizational issues.
- Organized internal HR and Police.
- Evaluate, in conjunction with the Township Board, external Board/committee representation.
- Develop long-term organization strategy in conjunction with the Township Board.
- Employee education on benefits including "Benefit of the Month" review monthly.
- Hired 4 new vacant position employees.
- Go Green! Oshtemo multi-faceted, multi-dimensional initiative.
- BS&A HR Module training and populating.
- Evaluate personnel files in relation to retention.

### **2019**

- Personality profiles.
- Implement organizational changes per Township Board direction.
- Continue research on the discussion of forming a village:
  - Formation of group consisting of governmental and citizen participants.