



AGENDA
CHARTER TOWNSHIP OF MERIDIAN
TOWNSHIP BOARD – STUDY SESSION
November 14, 2017 6PM



1. CALL MEETING TO ORDER
2. PLEDGE OF ALLEGIANCE/INTRODUCTIONS
3. ROLL CALL
4. CITIZENS ADDRESS AGENDA ITEMS AND NON-AGENDA ITEMS
5. APPROVAL OF AGENDA
6. BOARD DISCUSSION ITEMS
 - A. Process for Township Manager 2017 Performance Review
 - B. 2017 Action Plan Review
 - C. 2017 Departmental Year End Review
 - D. 2018 M-Team Department Plan
 - E. Creating 2018 Action Plan
7. COMMENTS FROM THE PUBLIC
8. OTHER MATTERS AND BOARD MEMBER COMMENTS
9. ADJOURNMENT

All comments limited to 3 minutes, unless prior approval for additional time for good cause is obtained from the Supervisor.
Appointment of Supervisor Pro Tem and/ or Temporary Clerk if necessary.

Individuals with disabilities requiring auxiliary aids or services should contact the Meridian Township Board by contacting:
Township Manager Frank L. Walsh, 5151 Marsh Road, Okemos, MI 48864 or 517.853.4258 - Ten Day Notice is Required.
Meeting Location: 5151 Marsh Road, Okemos, MI 48864 Township Hall

Providing a safe and welcoming, sustainable, prime community.

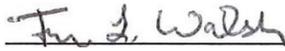


A PRIME COMMUNITY
meridian.mi.us



To: Board Members

From:



Frank L. Walsh, Township Manager

Date: November 9, 2017

Re: Annual Goal Setting

On behalf of the Meridian Township Management Team (M-TEAM), I'm pleased to present you with the 2017 Overview and 2018 Goals packet for your review prior to our upcoming study session. The Township Board and M-TEAM will meet at the Central Fire Station on Tuesday, November 14, 6:00 pm to begin the annual review and forecast. Our mission on Tuesday is to review the 2017 Action Plan, receive a year-end report on departmental assignments and develop a blueprint for 2018. Through several discussions, we hope to have a final plan in place by December 31, 2017.

As most of the 1,856 Michigan cities, villages, counties and townships look back at 2017 most would be ecstatic to solve a decade's old unfunded pension plan. Although few communities in Michigan were able to chart a course for eliminating their Municipal Employees' Retirement System (MERS) unfunded pension liability, Meridian Township not only developed a plan, we followed through all the way to the ballot box. Thanks to our educated and generous taxpayers we set sail on eliminating nearly \$30,000,000 in unfunded liability by 2026. But, the story doesn't stop there.

In 2017, we were also successful in our efforts accomplish the following: updated our web site, settled multiple employment agreements with appropriate pension modifications, investigated the necessity and cost of railroad quiet zones, rolled out our new Prime Meridian brand image, created a new Brownfield Redevelopment Authority, initiated a Meridian Redevelopment Fund, drove the Master Plan to completion, handled over 1,000 calls for customer service, adopted a Distributed Antenna System (DAS) ordinance, completed the Mount Hope Pathway, installed new water mains on Ardmore and Towner Roads, implemented new body worn cameras, completed Blue Card Command training, partnered with East Lansing to complete the much anticipated pathway on Lake Lansing Road, celebrated our 175th with a bang, began construction on Towner Road Park, continued our efforts to seek funding for the new Farmers' Market and worked collectively with the Michigan Department of Transportation (MDOT) to repair the pathway across from Playmakers. Although fixing our debilitating pension issue was paramount in 2017, there is no question that we aimed at doing more than reaching solvency.

The question becomes if pension debt was our bull's-eye in 2017, what is our yellow circle in 2018?

Memo to Township Board
November 9, 2017
Re: Annual Goal Setting
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From a staff perspective, we must partner with our property owners in downtown Okemos and Haslett to turn around what is becoming a real eyesore. Although nearly vacant, the Haslett Village Square is maintained to a high standard by CBRE Martin. However, downtown Okemos is not representative of our community standards. The coming 12-18 months are critical for the community to turn it around. We have taken great initiative at the Township by hiring a seasoned Economic Development Director, created our own brownfield and a public-private revolving fund to assist in the total makeover. There is no question on our part that we must use the same zeal and passion that we exerted on pension and go all out to return our core commercial areas into something that exudes community pride. If not now, when?

We look forward to beginning the discussion with you on Tuesday evening. Together, anything is possible in Meridian Township.

Meridian Township 2017 Action Plan Overview

A. Finalize adoption of the 2017 Master Plan.

After many years and much deliberation, the Planning Commission on October 23, 2017 held the public hearing on the updated 2017 Master Plan. At the October 23, 2017 meeting the Planning Commission also voted unanimously to approve the Master Plan. The Township Board will be discussing the 2017 Master Plan at its meeting on November 9, 2017 and hopefully adopt the plan at its meeting on November 21, 2017. Upon final adoption copies of the 2017 Master Plan will be sent to surrounding communities, government agencies, utilities and railroads.

B. Implement a results-oriented strategy to redevelop and improve walkability of Downtown Okemos, Downtown Haslett, Carriage Hills Commercial Area, and the Grand River Corridor.

The Township took several major strides forward in the redevelopment of Downtown Okemos, Downtown Haslett, Carriage Hills, and Grand River Avenue in 2017. The adopted 2018 Township budget included funding for the upgrade of an Economic Development Coordinator position into a full-time Economic Development Director. In September, Chris Buck was hired as the new Economic Development Director. Director Buck will lead the charge in revitalizing the core commercial areas. Also approved in the budget, was a proposal to create a Redevelopment Fund that will be used to incentivize private investment in the priority commercial areas in Okemos and Haslett. Staff is currently in the process of establishing policy language for the redevelopment fund for review by the Economic Development Corporation (EDC). The current focus of the Economic Development Director is meeting with the property and business owners in the commercial core areas, along with commercial real estate agents and potential developers. In addition, Director Buck engaged with the Planning Division to enroll in the Redevelopment Ready Communities via the Michigan Economic Development Corporation. In 2017, we've established the Corridor Improvement Authority and Brownfield Redevelopment Authority to aid in development of the core commercial areas.

C. Continue our efforts to ratify five unresolved collective bargaining agreements and implement a decisive global strategy to eliminate our pension debt as outlined in the 2015 Municipal Employees' Retirement System (MERS) actuarial study.

In 2017, our internal negotiating team, assisted by the Fahey-Schultz firm, put forth a diligent effort to negotiate fair and consistent employment agreements for our various bargaining groups. It was very clear to all of us that we needed to address our MERS unfunded pension liability and seek additional funding from our taxpayers. It is worth noting that we began the year funded at 58% which places us in the bottom 15% in Michigan.

With the cooperation from our team members we were able to settle the fire, administrative professional, public works, supervisory and non-supervisory employment contracts which included significant modifications to our MERS defined benefit plan. In addition to the changes in pension multipliers, we were successful in modifying what income is included in final average compensation.

We did develop a "global strategy" that included pension modifications, contributing over \$2,000,000 from our reserves towards unfunded liability and seeking a police-fire millage from our residents.

With the exception of our patrol and command unit we made significant strides in 2017. If we are not successful in obtaining likewise modifications from the police department, we will reduce our administrative ranks by one position in 2018 and use the savings to pay for the pension changes that the fire department humbly accepted.

D. Implement a comprehensive Township wide branding strategy and website implementation at such a pace that doesn't place a major burden on our annual operating budget.

The new brand messaging was introduced to the public in February, 2017. The new website went live on September 28, 2017. Brand messaging was rolled into the new website design. The Communications staff is working with other departments on redesigning flyers, brochures and other documents that will be added to the website. Staff is also working on a plan for internal and external signage including working with the Parks Department on meeting brand standards for new trail head signs and assisting with new signage at the parks in the future.

The Police Department created a branding committee to update the Police Patch and Police Fleet. Staff is working with them on updating business cards, ID Badges and other materials like brochures and flyers.

The Fire Department created a branding committee to update the Fire Badge and Fire Trucks/Ambulances. Staff is working with them on updating business cards, ID Badges and other materials like brochures and flyers.

Staff also worked on updating additional sub brands as part of the process like the Harris Nature Center Turtle, HOMTV logo and Senior Center branding.

E. Continue our collective efforts to foster an environment that is welcoming, diverse and inclusive.

There are many accomplishments during 2017 that promoted this goal, beginning with the numerous community events celebrating the Township's 175th Anniversary. Throughout the year, these events prompted much more community volunteerism and active participation. Individuals were drawn to the Township from across the region and state to witness a welcoming environment that defines us as a prime community. Our new website, career site, and printed materials have added statements of inclusion using our "brand descriptors." There has been a concerted effort to continue to promote cultural events such as the Chinese New Year Celebration and provide more information and publicity with our work with the Senior Center and Nokomis Learning Center.

From a workplace recruitment perspective, we continue to exhibit at the MSU Diversity Career Fair and Lansing Community College Diversity Career Fair, and continue to maintain a close relationship with Capital Area Michigan Works! Our internal on-line postings reach the most utilized job boards in the country. Postings are also shared on Township Social Media. We are also cultivating an open environment for employee referrals to promote the Township as an exceptional employer of choice. The HOMTV Internship Program continually attracts many diverse students. Recent administrative position openings have attracted a more diverse pool of candidates for interviewing and selection.

We are celebrating our first year with Peckham, Inc., an organization that matches trained individuals with special abilities with jobs that meet their capabilities. We are very satisfied with the cleaning services being provided and enjoy the opportunity to work with these exceptional people.

Supervisor Styka, Trustee Jackson and Human Resources Director Marx have continued the relationship with the Executive Leadership Diversity Initiative, through the Lansing Economic Area Partnership (LEAP) Workgroup and attended the “Essential Strategies for Diversity & Inclusion” Workshop in the spring of 2017. The workshop provided insight for laying the foundation for diversity and inclusion, creating a strong culture for openness, and identifying and removing implicit and explicit biases that may exist in a workplace and community.

F. Develop a plan that affords the community an opportunity to fund our exemplary police and fire departments at an appropriate level.

After months of discussion and fact-finding the Township Board moved forward on the administration’s recommendation to seek a police-fire millage to properly fund our MERS pension plan, add staffing and purchase new equipment. On August 8, 2017, the taxpayers supported the 1.483 mill request for 10 years by approving the ballot with a 62%-38% margin. The additional \$2,500,000 per year will be used to pay \$1,500,000 annually to police and fire MERS debt, \$500,000 to add two firefighter/paramedics and two police officers and \$500,000 for new equipment.

The “global” plan is to reach 100% MERS funding by 2026-2027. Without the pension modifications and taxpayer support, the Township would not have been able to fund our current police and fire department pensions beginning in 2021.

We have taken great strides in 2017 to solving a decades old pension issue in Meridian Township. None of this would have been possible without the genuine vision from our TEAM and the stalwart support from our residents.

G. Provide the requisite information to the Township Board for final consideration of adopting the Meridian Township Brownfield Redevelopment Plan & Authority.

The Township Board adopted a resolution establishing the Brownfield Redevelopment Authority (BRA) in April and appointed the seven-member BRA Board in May. The BRA Board held its first organizational meeting in July. The Township Board approved BRA Bylaws at its meeting in September. Staff is currently in the process of establishing internal policies and procedures for BRA consideration and developing contracts with two environmental consultants to support the BRA as it considers brownfield requests.

H. Review and update the Township’s Mixed Use Planned Unit Development (MUPUD) Ordinance.

The Township Board discussed updating the Mixed Use Planned Unit Development (MUPUD) Ordinance at its meeting on October 17, 2017. A number of items were discussed including amenities, minimum land area for a project, the use of existing building(s) on a project site, design standards, parking, the use of form base code and the length of time the Board has to make a decision on a MUPUD. Staff was asked to review the overall process and design standards in the MUPUD and report back to the Board at a future meeting.

I. Continue to seek opportunities to reduce overall operating costs.

Although there were many minor approaches our staff took to reducing costs in 2017, our target was on MERS and we were very successful in reaching our goal. Now that our police-fire millage is behind us we can better articulate what other approaches we may be able to take to help lessen the cost of government.

J. Draft and implement requirements for the licensing process associated with medical marijuana.

The Township Board over the last several years has discussed whether to adopt an ordinance addressing the uses associated with medical marijuana. If adopted, an ordinance could allow in the Township such activities as medical marijuana dispensaries, grow operations and sales of medical marijuana. Without the adoption of an ordinance, these types of activities could not take place in the Township. The State of Michigan is supposed to have regulations and licensing processes for medical marijuana in place by December 15, 2017. At the Township Board's Study Session on August 22, 2017, it was the consensus of the Board not to move forward with development of a medical marijuana ordinance at this time.

2017 Departmental Year End Review

ACCOUNTING AND BUDGETING-DIRECTOR MATTISON

Research options for actuarial services for Other Post- Employment Benefits (OPEB) plan.

An agreement with Gabriel, Roeder, Smith and Company (GRS) has been made to provide GASB Valuation in accordance with No. 74 and 75 on a biennial valuation cycle.

Work towards getting BS&A applications to allow more on line payments for Utility Bills.

Several staff members took a trip over to Delta Township and looked the Point and Pay system that they were using to process on line payments and how easily the system interfaced with BS&A. We will need to work with the IT department, Point and Pay and BS&A to move forward with implementing this system. The best approach may be to move in phases so that this may impact the customers slowly.

Review and update the Purchasing Policy.

I have been reviewing policy and making changes. The current policy consists of not only policy, but procedure. I would like to create two separate documents one for the policy and a separate document for procedures.

Develop and implement a plan to provide better oversight to use of our Township credit cards.

The Accounting staff has worked with the individual departments and worked out procedures that will work for their departments. The credit card receipts are processed and recorded in a timely manner.

Research options for auditing services beyond 2017.

An RFP was issued on August 31, 2017 and 6 bids were received and opened by the Clerk's office on October 6, 2017. The top two selections will be interviewed by the Manager and Finance Director this week. The final selection will be presented to the Township Board on November 21st.

Continue to seek opportunities to reduce overall operating costs.

The Utility billing department has rolled out new utility bills. With outsourcing the services we will be able to reduce costs on postage and supplies at the same time freeing up staff time.

ASSESSING-DIRECTOR LEE

Defend Tax Appeals with Vigor

In early January of 2017, nine Entire Tribunal appeals were pending with the Michigan Tax Tribunal. These appeals were for the 2016 tax year. During 2017, five of these cases were fairly resolved, with relatively minimal tax base loss for the Township and without the expense of trials. Four new Entire Tribunal appeals were filed in 2017 and the 2017 year was added to the four remaining 2016 appeals. Efforts are being coordinated with the Township's legal counsel to determine which of the pending cases can be resolved without a trial and which, if any, may need to be defended at trial.

Conduct Annual Assessment/Re-Inspection of Taxable Properties

Approximately 450 residential parcels were re-inspected as part of this program in 2017. The project included the hiring, training, and supervision of intern labor and resulted in the enhanced accuracy of assessing records for the parcels involved in the program to be used for 2018 assessments.

COMMUNICATIONS/HOMTV-DIRECTOR GUTHRIE

Finalize formulation and implement a strategy for Distributed Antenna System (DAS).

2017 began with a DAS Study Session for the Meridian Township Board for implementing and forming a strategy for DAS in Meridian Township. With newly elected board members, a study session was necessary to bring new members up to speed on DAS. A DAS Committee met to review documents to be approved by the Board. On June 20, 2017, the Meridian Township Board approved a DAS and Small Cell Policy, DAS and Small Cell Franchise Agreement and DAS and Modified DAS Metro Agreement. Two companies have shown in interest since this time; ACD and Mobilitie. As of the date of this report, documentation has yet to be submitted.

Launch new Township and new HOMTV website with video integration.

In 2017 Meridian Township launched a newly redesigned website integrating the new township brand image and messaging throughout the site. It showcases a vibrant new brand and image of Meridian Township, provides a more user friendly navigation and easy search abilities including being much more user friendly. Now residents and visitors alike can have easy access to Township services, get local business and development information, sign up for enotifications and register for events. Staff is working on additional site enhancements, services and features including ADA compliance and facility reservations.

HOMTV launched a new website in 2017 which included switching video servers from Granicus to Swaggit. HOMTV.net allows users to watch the latest programs and most recent Township meetings directly from the site with new video integration, enhanced video quality from standard definition to high definition and includes closed captioning for township meetings. Videos are also optimized for mobile devices making them mobile friendly from any device. Switching from the Grancus based video server to Swaggit significantly increased the streaming quality and reliability. Users can also easily read local news from the featured story scroll and share local events by creating website accounts.

Find additional revenue sources.

At the August 2, 2017 Communications Commission meeting, the Commission approved the formation of a HOMTV Alumni Giving Program. There is a large financial need for prospective intern applicants, as well as interns already accepted into the program to help support and offset costs in order to participate in an unpaid internship. As we continue to expand the internship program to additional colleges and universities around the state, the financial need has also grown. With the generosity of HOMTV's Alumni Network, an Alumni Giving Program will assist with operational costs, as well as the interns with the costs associated with the internship, including mileage, housing, professional clothing and career development opportunities. While encouraging participation in the HOMTV Internship Program, the support will also allow us to strengthen the depth of the interns' experience and provide them with an opportunity they may not necessarily afford otherwise.

Expand marketing campaign efforts including Visitor's Guide.

2017 marked the 175th Anniversary of Meridian Township. In place of the Winter Edition Meridian Monitor, the Communications Department developed a Special Events Guide highlighting the 175th Anniversary and the events scheduled during the 2017 Yearlong Celebration. For the first time, the Special Events Guide included paid ads highlighting local businesses and organizations, which helped offset the cost of printing and distributing the publication and it was also distributed to those local businesses and organizations, as well as 14 different Welcome Centers around the State of Michigan.

As part of the 175th Anniversary Celebration of Events, the Communications Department was able to collaborate with many businesses and organizations for the first time, as well as gain advertising for the Township in additional print and digital publications through organizations like M3Group, Greater Lansing CVB, Capital Area District Libraries, MLive, Michigan Township Association and Shop Local, to name a few.

Also, the Communications Department began creating promotional videos to target specific markets for specific events displayed on Google Adwords, Channel 10 WILX and Channel 6 WLNS to drive awareness and put Meridian Township on the map.

In the past, the Communications Department marketing was limited to press releases, the Meridian Monitor and the Parks and Recreation Guide to announce events and happenings in the Township.

Work hand-in-hand with Parks and Recreation Department to celebrate our 175th.

Meridian Township's 175th Anniversary was promoted and celebrated all year long during 2017 with special events that were planned and executed by the Communications Department and the Parks & Recreation Department combined. Each event, whether new or annual, was given a special 175th flair and promoted within the 175th umbrella. As a result of the two departments' collaboration efforts, the Township was able to host some very successful new events, like the Fun In the Sun Day at Lake Lansing, the Food Truck Rally and Gus Macker Tournament, while topping attendance records at some old time favorites like Celebrate Meridian. The Township was also able to collaborate with new businesses and organizations for the first time, like Horizon Bank, Meridian Mall, the local Boy Scouts and Girls Scouts, Capital Area District Libraries and the Ingham County Parks.

Continue our collective efforts to foster an environment that is welcoming, diverse and inclusive.

The Communications Department made a concerted effort to welcome and include every new businesses by attending ribbon cuttings, ground breakings and grand openings; providing video services featuring new businesses, taking photos of the events and sharing new business on social. We also welcomed new businesses by assisting them with getting the word out about their and connecting them with organizations like MABA and EDC.

The 175th Anniversary year provided a prime opportunity to include schools, libraries, non-profits, organizations, residents and businesses with opportunities to celebrate with the township through a diverse variety of events and programs.

The branding process included a diverse and inclusive group of members on the Branding Development Committee (BDC). The BDC created brand messaging and a logo that represents the new mission statement adopted by the Township Board; "Provide a safe and welcoming, sustainable, prime community." New messaging has been integrated throughout the website and staff continues to work brand messaging and descriptors that represent this mission with ongoing marketing efforts.

Remain focused on the core responsibilities of the department as a means to reduce annual expenditures.

The Communications Team oversaw the 175th Anniversary events with minimal staff overtime, if any. The 175th Anniversary events were fully funded through sponsorships. While celebrating 175th Anniversary events is not the core function of the department, the 175th events were a core part of Meridian Township in 2017. Over 200 businesses generously contributed more than \$92,816 in financial sponsorship and over \$100,000 in kind donations.

In 2017, the Communications Department and Parks and Recreation Department collaborated to combine the Parks and Recreation Guide and the Meridian Monitor into one publication. This will reduce future print publication costs.

Develop a plan that affords the community an opportunity to fund our exemplary police and fire departments at an appropriate level.

In regards to exemplifying our police and fire departments before the EMS/Fire and Police Millage, several efforts were made including: creating message boards that provided millage information used for over 30 meetings, featuring millage stories and interviews in the Meridian Monitor Magazine, promotions of the Community Conversation event and HOMTV Open Line show featuring the Police and Fire Chiefs as well as Township Manager, Frank Walsh.

Additional marketing efforts to showcase the Police and Fire department's community involvement included: featuring Throwback Thursday historical photos on Meridian Township Fire Department social media, inside looks at Fire department training on social media, promoting Youth Citizen's Academy and Meridian Township's 175th Pancake Breakfast with Township Fire Department.

COMMUNITY PLANNING AND DEVELOPMENT-DIRECTOR KIESELBACH

Provide the requisite information to the Township Board for final consideration of adopting the Meridian Township Brownfield Redevelopment Plan and Authority.

The Township Board adopted a resolution establishing the Brownfield Redevelopment Authority (BRA) in April and appointed the seven-member BRA Board in May. The BRA Board held its first organizational meeting in July. The Township Board approved BRA Bylaws at its meeting on September. Staff is currently in the process of establishing internal policies and procedures for BRA consideration and developing contracts with two environmental consultants to support the BRA as it considers brownfield requests.

Develop a work program for the Corridor Improvement Authority.

The first Corridor Improvement Authority (CIA) meeting was held in March. The CIA has met monthly since and continues to focus on identifying a work program that best meets the interests of its membership and the needs of the Grand River Avenue business community. A primary focus has been learning about the Shaping the Avenue initiative, which looks at introducing form-based code to the Grand River Avenue corridor. The CIA participated in meetings with the Shaping the Avenue consultant team and public input meeting and will play a key role in communicating with corridor stakeholders as the initiative rolls out.

Create an Economic Development Strategic Master Plan to work in conjunction with the updated Master Plan.

The Township is engaged in the Michigan Economic Development Corporation (MEDC) Redevelopment Ready Communities (RRC) program, which will require preparation of an economic

development strategic plan. The establishment of the Corridor Improvement Authority and Brownfield Redevelopment Authority, hiring of a new Economic Development Director, and creation of the Meridian Redevelopment Fund will all be key components of the plan. The Economic Development Corporation (EDC) will discuss the outline of a plan at future meetings.

Continue building a relationship with the Meridian Mall-“what are their future plans”?

The Township meets regularly with Meridian Mall management to assist in their business needs. The General Manager of the Mall is a member of the Corridor Improvement Authority (CIA) and the Assistant General Manager is serving on the Economic Development Corporation (EDC). The Director of Parks and Recreation is spearheading the development of a public-private partnership to establish a new Farmers Market pavilion on Mall property. The Economic Development Director has met with Mall management to discuss the development of an overall strategic plan for the Mall.

Examination of PUD changes to allow golf courses to be counted toward open-space requirements.

The Planning Commission at its meeting on September 11, 2017 recommended approval of a zoning amendment to amend the Planned Residential Development (PRD) and the Planned Unit Development (PUD) ordinances to allow a golf course to be counted toward open space requirements. The Township Board voted to introduce the amendment at its meeting on October 17, 2017. It is anticipated the Board will approve the final adoption of the amendment at its meeting on November 9, 2017.

Modernize zoning ordinance. For example, parking schedule requirements.

The Economic Development Corporation (EDC) has been reviewing specific sections of the sign ordinance related to commercial signage. The EDC will be making a recommendation to the Planning Commission to amend the sign ordinance for grand opening signs, announcing signs and temporary signs for outdoor sales.

Investigate the pros and cons of forming a Corridor Improvement Authority for Haslett.

The research on this item has not been completed.

Review the need and cost to implement a railroad quiet zone.

The Township’s Public Works and Engineering Department hired an engineering firm to prepare a preliminary study on implementing railroad quiet zones in the Township. On August 23, 2017 the findings from the study were presented to the Transportation Commission. The Transportation Commission unanimously recommended the Township Board move forward with the quiet zone limited option as outlined in the study for the CSX and CN railroads.

Investigate vacant house registration.

As directed by the Township Board, staff prepared a draft ordinance for vacant and abandoned buildings. The Township Board reviewed the draft ordinance at its meeting on September 5, 2017. Staff was asked to provide information on the cost to process a registration application and to complete an inspection of the building. The Township attorney is also reviewing the proposed ordinance. As soon as staff receives the comments from the Township attorney and the cost estimate staff will send the ordinance back for the Board’s consideration.

Serve as staff to the Township’s Transportation Commission.

Since the beginning of 2017 the Transportation Commission has met with representatives from, Capital Area Transportation Authority (CATA), Michigan Department of Transportation (MDOT) and Ingham County Road Department (ICRD). Based on those meetings the Commission has made

recommendations to the Township Board on the Redi-Ride no show policy, negotiating a formal agreement with CATA for Redi-Ride service, to meet with MDOT regarding safety issues along Grand River Avenue, installing audible signals and implementing railroad quiet zones in the Township. The Commission plans on continued discussion on Redi-Ride with additional recommendations on the 2018 millage renewal and a long term vision for Redi-Ride type services in the Township.

FIRE DEPARTMENT-CHIEF COWPER

Install new outdoor warning siren in the area of Mt Hope and Okemos Roads.

A new outdoor warning siren will be installed in November 2017 at the Central Fire Station.

Establish company officer inspection program.

An inspection program was implemented and is currently in progress.

Complete department-wide Blue Card Command Training.

All officers have completed this training. The Department was recently allocated additional opportunities through the regional grant and will be sending more personnel as schedules allow.

Expand fire prevention education to all Meridian schools.

A program rewrite for the Mobile Fire Safety Classroom was conducted at the beginning of the year and additional fire safety educational materials were purchased.

Establish a community/employee American Heart Association CPR/AED/First Aid training program.

Efforts to start this program will be continuing into 2018.

Develop a plan that affords the community an opportunity to fund our exemplary police and fire departments at an appropriate level.

Chief Cowper, along with Manager Walsh and Police Chief Hall, gave presentations to dozens of community groups providing information on a millage which was voted on and passed August 8th.

Take immediate steps to reduce worker compensation incidents.

The Fire Department has an active role in the Township Safety Committee and has proposed many ideas to reduce worker compensation incidents Township-wide.

Finalize a plan to lower our ISO Rating prior to December 31, 2017.

The final ISO report maintained Meridian Township's Fire Protection Class Rating of 4. A subsequent review is allowed after a waiting period of one year and a considerable department change.

Continue our collective efforts to foster an environment that is welcoming, diverse and inclusive.

The Fire Department has increased the diversity of our part-time personnel with recent hires.

Continue to seek opportunities to reduce overall operating costs.

- With new uniforms negotiated in the collective bargaining agreement, dry cleaning costs have been dramatically reduced. Employees now wash their own shirts.
- The new collective bargaining agreement lowered the experience required for an acting lieutenant from five to three years. Due to this change, two employees are now eligible to act as lieutenant with an additional firefighter eligible next year. Each time these employees acted as lieutenant an overtime shift was eliminated.

- Two newly hired part-time employees have reduced overtime. Each recall avoided by a part-time employee working a 24 hour shift saved approximately \$1,000.
- The department provided unbudgeted overtime coverage for the Township's 175th Anniversary Events.

Take a leadership role in finalizing the fire department's 2017-2019 collective bargaining agreement.

The contract was finalized in spring of 2017.

Explore the opportunity to provide our fire and medical services outside of our geographical boundaries.

The Fire Department will continue to provide Alaiedon Township with fire and rescue services. Additionally, Jackson National Life receives Advanced Life Support services as well.

HUMAN RESOURCES-DIRECTOR MARX

Continue our efforts to ratify five unresolved collective bargaining agreements and implement a decisive global strategy to eliminate our \$30,000,000-\$40,000,000 pension.

We successfully ratified two (2) contracts prior to year-end December 31, 2016. By May, 2017, we successfully ratified three (3) additional contracts, one being the MTFFA contract. The two remaining contracts (POAM and CCLP) have required the use of Act 312 Arbitration.

Promote better employee relations and reduce the potential for grievances.

We had an exceptionally low level of grievances presented in 2017. There was one (1) CCLP grievance that is being held in abeyance and to be addressed in the CCLP settlement discussions prior to arbitration. There was one (1) POAM grievance that was withdrawn. There was one (1) DPW grievance that was withdrawn. There were five (5) MTFFA grievances; two (2) settled, two (2) held in abeyance, one (1) withdrawn.

Maintain diversity initiatives through our website and branding; search for professional networking opportunities to assist in more successful recruiting.

By continuing to attend the Executive Leadership Diversity Programs sponsored by LEAP, the Township has much more visibility in the market as an employer actively seeking diverse candidates. Our new website and branding descriptors have assisted in promoting a more visually diverse Township that is more welcoming and open to a more diverse and inclusive workplace. Exhibiting at the MSU Diversity Career Fair and Lansing Community College Career Fairs has provided more marketing of our Township positions. The most interested candidates are from academic programs in Engineering, Accounting, IT, Public Relations, Sales, Social Media, Public Administration and Human Resources. It has not been our experience to entertain questions from interested candidates in the areas of Department of Public Works or Construction/Building Inspection. 2018 may prove differently at Lansing Community College Career Fairs where skilled trades and certifications are being promoted to non-traditional students.

Loss Prevention - Continue the implementation of the Township-wide Safety Committee to address accident prevention through Safety Awareness and Training.

Our Loss Prevention reporting has improved and targeted follow-up for reported injuries is a new role for the Safety Committee. It has become clearer that an investigation and proactive method to address the goal of eliminating repetitive -type injuries (sprains, strains and contusions) is the focus. The Safety Committee is more involved in policy making and suggestions for improved communication and safe practices education. 2017 was designated the year of addressing Workplace

Violence, beginning with the mandatory training across the departments using the “Run, Hide, Fight” video training. Numerous sessions were facilitated by Assistant Chief Plaga. We also secured a \$5,000.00 grant from the MTA Participating Group to help with the purchase of outdoor security cameras for the Municipal Building, which is an added protection for our employees and residents. Cameras to be installed in early 2018.

Maintain healthcare benefits through competitive bidding for comparable coverage.

With the professional assistance of Ballard Benefit Works, Inc., our healthcare consulting firm, we were able to not only maintain a high quality Blue Care Network (BCN) HMO with no employee paycheck contribution, the renewal numbers came under the hard cap, allowing us to contribute to employees HSA accounts. In 2017, Meridian Township continued to provide excellent comparable health care, dental, and vision coverage at no cost to the employees.

Continue to seek opportunities to reduce overall operating costs.

A conservative approach to limiting overtime has been successful in reducing payroll costs; more scrutiny in managing office supplies costs has reduced expenses.

Take active steps to insure our team is adhering to the newly developed Township Personnel Policy.

There is a much more consistent application of policies and procedures which is an assurance that employees receive an equal opportunity to succeed and are guaranteed to be treated with dignity and respect in a work environment that is open, supportive, safe and rewarding.

INFORMATION TECHNOLOGY-DIRECTOR GEBES

Reduce operating costs

Department of IT continues work with AT&T to replace dated DS-1 services with more cost effective options. These site-to-site connections are an essential part of our Township-wide network, but service providers no longer provide cost-effective plans for this style of connection. Work is currently happening to replace the connection to Fire Station #91, and other station connections will follow soon after.

Increase workplace diversity

Department of IT worked with Human Resources and Public Works in the selection of a new Geographic Information Systems Specialist. While employee potential to succeed remains the most heavily weighed consideration, work-place diversity remains an important consideration in our selection process.

Resource conservation

Department of Information Technology continues to place a heavy emphasis on resource conservation as it pertains to our operation. To maximize efficiency, we have decommissioned 2 additional rack mounted servers in the second half of 2017, and increase the virtualization of many of our assets. Virtualized assets can consume as little as 10% of the same resources as the physical assets that they replace.

Provide exemplary customer service.

IT staff continues to respond to all internal & external inquires in a timely, professional, and efficient manner.

Telephone system renovation

While we are behind schedule on implementation of our renovation project, there has been a significant transfer of knowledge between staff members, and the renovation Request for Proposal was generated from scratch with the assistance of a new third party service provider, Info-Tech. Once the RFP has been returned by qualified vendors, a partner will be chosen, and the project will be set in motion as soon as possible. At this point staff expects this to be completed in early 2018.

Replace existing ESXi host virtual infrastructure.

IT staff continues to work with third party providers to replace existing aged equipment. This allows us to maximize return on investment, by continuing to utilize equipment that can leverage all the advantages provided by a virtual infrastructure on fully supported hardware.

Implementation of new network to support Police Body Camera solutions from Axon.

Meridian Township Police Department participated in a grant to acquire body cameras from the current in-car camera system provider, L-3. Unfortunately, the cameras proved to be extremely unreliable and problematic in their operation and maintenance. In early 2017, the L-3 system was discarded, and Information Technology staff worked with the Police Department to redesign network infrastructure to facilitate a replacement system provided by Axon Body Cameras. While extremely network intensive, and expensive, the Axon system works very well and operates extremely reliably.

Implementation of tablet devices for Fire Station operations.

The Department of Information Technology worked with the Fire Department to test inexpensive tablet devices for new uses in the fire stations. Tracking of Dispatch information, daily check lists, email, training opportunities, and access to Township network resources are just a few of the uses that were offered on the new devices. The initial test program has been expanded to include a single tablet device for all three of the Fire Stations.

Coordinate meetings to facilitate inter-agency technical cooperation.

Meridian Township IT staff hosted meetings with other public agencies in the mid-Michigan area to best leverage existing resources and coordinate new services. In all cases possible the goal was to maximize return on existing efforts throughout the region. Represented agencies included the following at various times throughout the year: Ingham County, State of Michigan; City of East Lansing, City of Lansing, Lansing Township, Delhi Township, Delta Township, Williamstown Township, City of Williamston, City of Mason, Saginaw County, and other to a lesser extent when it made sense for our ongoing technology operations.

Implementation of Blu-Ray backup system for dated in-car video cameras.

Although the existing DVD backup system is at end of life, and the L-3 cameras that feed the system are planned for replacements over the coming years, Information Technology staff worked with the Police Department to implement a new robotic burner that will increase individual disk capacity from 4.7 gigabytes to 25 gigabytes of storage space per platter. This is expected to increase efficiency, and help the system better serve the Police Department over the remainder of the use of the system projected through 2019.

Addition of cameras for Town Hall Building.

Information Technology staff worked with Human Resources and the Building operation to propose a new camera system to be installed. Actual installation is expected to be completed later this year.

Repair of video camera system at the Public Safety Building.

Information Technology Staff diagnosed and repaired ATX power supply problems with the camera system at the Public Safety Building. This provides time for a more comprehensive replacement plan that can be executed in conjunction with other improvements throughout our facilities, and significantly lowers our total cost of ownership for the existing system.

Technical changes in support of transition to new website hosting system provider.

IT staff provided support throughout the transition, including technical support and the establishment of a variety of class-room setups to facilitate training for end-users.

Facility changes to support reorganizations and new positions with the Township.

Information Technology worked with various end-user departments to provide new computer and telephone services in a variety of locations in support of newly created and/or relocations of employees to new Departments and/or divisions of the Township operations.

Establish new data paths and exports in support of third party mapping solutions.

Information Technology worked with the Police Department and a number of third party service providers to establish safe and secure exports of highly formatted GIS data to be mapped by CrimeMapping.com.

Respond to lightning strike at Fire Station #92 (North)

IT staff worked with the Facilities Division to replace thousands of dollars of equipment that was damaged during a lightning strike event at 2140 Haslett Road.

PARKS AND RECREATION-DIRECTOR MAISNER

Provide additional athletic fields in the northern portion of the community to fulfill a documented need in that area.

Construction of Towner Road Park located at 2055 Towner Road, Haslett took place from May through November this year. The park contains athletic fields, six pickleball courts, pavilion, paved walking trail, restroom and parking lot. A majority of the construction was completed in 2017 with final touches scheduled for spring of 2018. The park was designed by Viridis Design Group and the constructed by Laux Construction.

Improve park experience by making surface improvements to trails and bridges in parks and along pathways.

Funding was authorized for various trail surface improvement and bridge replacements in the Township through the Ingham County Parks and Trails Millage in 2016. Staff in the Engineering Department worked on bid specifications and plans in 2017 for implementation in 2018.

A grant application was submitted to the Ingham County Parks and Trails Millage to support funding of a boardwalk on the east side of Okemos Road near Gaylord Smith Court and also for a culvert repair on the existing pathway near Raby Road. Awards will be announced in January, 2018.

Funding was approved by the DNR for the Central Meridian Regional Trail Connector Project through Central Park in 2017. Plans and specifications will be developed in 2018 with anticipated construction in 2019.

Increase the popularity of North Meridian Road Park by adding a new picnic pavilion.

Fifty percent of the funding for a new pavilion and amenities was awarded through a grant from the Natural Resources Trust Fund for a new pavilion, picnic tables, and grill in North Meridian Road Park. The contract has been awarded to Penchura, LLC for installation in the spring of 2018.

Develop and implement a smart phone application that provides information on Township parks and trails.

Senior Park Naturalist Kati Adams has lead this project with assistance from our IT Department and obtained GPS coordinates for all park trails and has uploaded the information onto an existing app called All Trails. She also has worked to create and install new trailhead signs and directional signage in our parks with trails. This project will continue into 2018. Ted Black Woods Park was the first park to receive the new and improved signage in 2017. Other parks in 2017 include Hartrick Park and North Meridian Road Park and Brattin Woods Park.

Continue to review appropriateness of relocating the Farmers' Market.

A proposal was developed to explore the creation of a public/private partnership with CBL Properties, LLC Meridian Mall for relocating the Farmers' Market permanently to the mall property. This move would provide the opportunity to utilize existing infrastructure while improving the delivery of services to our community. Through a series of conversations with CBL representatives, a revised proposal was delivered that has received positive interest. A meeting is scheduled with CBL Properties executives on November 8th with the intent of moving this project forward. The facility when complete will contain a pavilion, restroom/office building, playground, picnic area and music stage. A portion of the structure will be designed to host activities such as broom ball, floor hockey and in the winter months, ice skating. Preliminary site plans have been developed and partial funding secured through the Capital Region Community Foundation, Consumers Energy Foundation, Meridian EDC, Park Millage, Farmers' Market fund balance, Haslett and Okemos Kiwanis Club and Haslett/Okemos Rotary Club as well as seeking donations from other sources. The goal is to have a signed agreement in place by the end of the year. The project title is "Marketplace on the Green" as this new facility is located on Central Park Drive across from Central Park.

Work hand in hand with the Communications Team with the 175th Celebration.

A large number of activities took place that were either done in cooperation with or supported by the Parks and Recreation Department staff.

Manage a successful Deer Management Program.

Year seven of the Deer Management Program began on September 1st and will run through January 1st with a total of 68 hunters assigned to 30 sites throughout the Township. The success of this program lies not with the number of deer harvested, (37 deer to date), but in the volunteer opportunity that has engaged a new group of folks interested in outdoor recreation. This group serves as the eyes and ears in our natural areas and remote areas of parks that helps keep them safe for all. Our hunters take great pride in being a part of this program.

Continue our collective efforts to foster an environment that is welcoming, diverse and inclusive.

- Conducted breakfast and lunch events to celebrate birthdays and holidays with all Service Center Staff every other month.
- The Park Commission and Land Preservation Advisory Board are jointly recognizing volunteers in parks and land preserves during an event scheduled in January of 2018.
- Assisted in hosting a Chinese New Year event in the Meridian Mall in February.

Continue to seek opportunities to reduce overall operating costs.

- Installed LED light fixtures in the parking lot of the Harris Nature Center. Payback estimated 2.2 years.
- Identified a source for hawk food that is free that has saved over \$2,000 this year. Cut back on how frequently we fill the bird feeders at HNC that has saved \$400.
- Doggie Poop Bags were sponsored this year by Soldans. (\$2,000).
- Worked with volunteers on special projects and maintenance activities that make our community a better place to live that fall outside regular maintenance activities that our staff is unable to address.

Support activities of the Friends of Historic Meridian, Meridian Garden Club, Seniors and Nokomis Learning Center.

The Parks and Grounds Maintenance staff continued to provide assistance by performing grounds maintenance activities and special projects when requested. All programs and activities of the Friends of Historic Meridian, Meridian Garden Club and Nokomis Learning Center are promoted in the Family Fun Guide and through the Township's social media. The Meridian Senior Center is managed through the Parks and Recreation Department that supports programs and activities for seniors in the area. Senior Health and Fitness Day was celebrated in May with an event in Wonch Park with over 100 participants. We continue to operate the Senior Exercise Program at the Meridian Mall on Monday, Wednesday and Friday mornings with over 100 seniors registered. This program is year-around.

Maximize our opportunities to serve the public at Harris Nature Center.

Efforts continued to expand the nature exploration area with the addition of the Beaver Lodge which was designed and constructed as a volunteer effort by local architect, David VanderKlok.

Two grants were submitted to the Michigan Department of Natural Resources to assist in funding a new composting restroom building and a new pavilion. Awards will be announced in December.

POLICE DEPARTMENT-CHIEF HALL

Take immediate steps to reduce the number of workers compensation claims and lawsuits against the Township.

The Department made the decision to begin state accreditation through the Michigan Association of Chiefs of Police. The first step toward accreditation is to provide funds in the 2018 budget for anticipated costs. Included in the costs are accreditation standards, training and testing web-based software to track progress. Accreditation helps ensure the department maintains excepted standards on high liability issues. Administration is actively involved in the monthly safety committee meeting promoting good safety practices within the Department. The Department developed a risk management training program and presented it to our officers. The training was presented to reduce the likelihood of injuries, citizen complaints and civil litigation.

Continue our collective efforts to foster an environment that is welcoming, diverse and inclusive.

The Department participated in Advocates and Leaders for Police and Community Trust (ALPACT) and other community groups and training including The Hate Crimes Conference and racial healing. In an effort to diversify the Department, staff made recruiting visits to Lansing Community College, Delta, Mott and Grand Valley police academies. A Department representative attended job fairs at

Michigan State University and Wayne State University sponsored by the National Organization of Black Law Enforcement Executives.

Implement body worn cameras for the Department.

Body worn cameras were purchased and implemented in the first quarter of 2017. The cameras have been fully implemented and meeting expectations.

Implement a mapping program for plotting calls-for-service online for citizens' inquiries.

Citizens now have access to map plotted calls-for-service on the Department's website.

Design a new department patch and vehicle branding design.

The Police Advisory Committee dedicated considerable time in designing a new patch and vehicle design. Both designs follow Township branding expectations and were implemented in 2017.

Continue to seek opportunities to reduce overall operating costs.

The Department consistently uses Amazon Prime for purchasing, saving money through discounts and shipping costs. The Department uses schedule adjustments to reduce costs on training and special event overtime. A jump shift is used to help cover calls-for-service at shift change reducing overtime. Limited-duty officers are scheduled to help cover shift change and heavier call loads to reduce overtime. Hiring of replacement cadets was postponed to stay within budget.

Take a leadership role in finalizing the police department's 2017-2019 collective bargaining agreement.

The Chief participated with other Township staff members in attempting to negotiate contracts with the two police unions. To date, our efforts have not been successful.

Serve as staff to the Township's Transportation Commission.

The Chief served as staff to the Meridian Transportation Commission.

Additional Accomplishments

- Purchased equipment that enhanced the safety of officers during active violence situations.
- Provided a safe and secure environment for three major community events.
- The Department administered the Office of Highway Safety and Planning grant for four agencies to improve traffic safety by increasing enforcement for drunk driving, seatbelt and distracted driving.
- Participated in the countywide property retention and management workgroup facilitated by the Ingham County Prosecutor's Office, to develop evidence-handling recommendations.
- Participated in a countywide Ingham 911 dispatch effort to upgrade Nixle to a more robust system.
- Continue to work with the Department of Natural Resources and the Parks and Recreation Department on efforts to curb chronic wasting disease in the deer population.
- Acquired and implemented digital still photography equipment in all the patrol vehicles to assist in evidence collection.

PUBLIC WORKS AND ENGINEERING-ASSISTANT MANAGER PERRY

Complete the replacement of the water main on Ardmore Street and install new water main on Towner Road.

Both water mains have been installed and are in service. The Ardmore water main was a replacement project on a line that had reached the end of its service life and was experiencing multiple breaks. The Towner Road water main allowed us to loop an area for hydraulic and water quality purposes along Towner Road as well as provide water service to Towner Road Park and adjacent businesses and homes in that area.

Complete an asset management program for the water system as required by the MDEQ.

GIS information has been completed including: location, size, material and age. Draft report that includes a list of future necessary capital projects for the water system is currently being reviewed by the DPW team. Final report and GIS mapping information will be delivered by the consultant in late November.

Develop and implement a cul-de-sac (dead end) flushing program for the water system.

The flushing program was conducted the week of October 16th. The purpose of the program was to improve water quality of all of our dead-end water mains in the system. Over the course of 4 days over 321 dead-end hydrants were flushed.

Complete the last phase of the SCADA improvements for the sanitary sewer lift station control system.

The SCADA project has been completed. All 29 lift-stations received new radio and telemetry and the communication logic has been improved at the sites. In addition to the lift-station work, the Service Center interface and control was also upgraded.

Complete the third phase of the sanitary sewer asset management (SAW) program.

The SAW program is complete and the final report has been submitted to the State of Michigan. Our consultants presented an overview and the results of the three year grant program to the Township Board on September 19, 2017.

Continue to actively participate and represent the Township with the ongoing and proposed improvements at the East Lansing Waste Water Treatment Plant.

Second phase construction is ongoing and we have received the final report on the bio-solids study. This report investigated options to best dispose of the solid wastes generated at the plant.

Complete the Mt. Hope Pathway gap project, the County Trail millage funded pathway and bridge repair projects, the installation of a RRFB at the Inter-Urban and Okemos intersection and the MSU to Lake Lansing Trail feasibility study as required by MDOT.

The Mt. Hope Pathway gap project and the small gap on Jolly Road have been completed. The Ingham County Trail millage repair work will be bid this fall and will include winter pedestrian bridge work and spring asphalt pathway repairs. The MDOT application for the installation of a Rectangular Rapid Flashing Beacon (RRFB) at the Interurban and Okemos Road crossing has been submitted and we are awaiting a response to our application. We anticipate a spring 2018 installation date for the RRFB. The MSU-Lake Lansing Trail feasibility study to secure TAP funding from the MDOT is ongoing and a second stake holder meeting will occur on November 15, 2017. In addition to the meeting an electronic survey will also be used to gather additional input. Finalization of the report will occur at the end of November for submittal to MDOT.

Renew the expiring Lake Lansing Special Assessment District (SAD) for ongoing stewardship of the Lake.

The Lake Lansing SAD project has been completed and will provide funding for the management and improvement of the water quality of the Lake. The new Special Assessment District will run from 2018 to 2027 and will generate approximately \$90,000 each year for those activities.

Complete the 2017 Local Road program.

The 2017 Local Road paving program has been completed. The following neighborhood streets received work in 2017: Woodwind Trail, Woodside, East Hidden Lake, Whistler, Chippewa, Ardmore, Birchwood, Alderwood, Satinwood, Heartwood and Dustin for a total of 2.88 miles.

Develop a comprehensive pavement asset management plan for the Township road network in cooperation with the Ingham County Road Department.

Our consultant has completed the ratings of the road system and a draft report has been prepared. Staff is currently reviewing and the final report will be delivered by the end of the year.

Implement a the identified improvements and repairs in the Facility Capital Master Plan including the repaving of the Okemos Library parking lot and the removal of the fuel tanks at the Service Center.

The Okemos Library parking lot paving project is completed. The Service Center fuel tank project is also complete. Township Departments are now able to fuel at the Service Center. The Service Center facility exterior painting project has been completed. Painting is now underway in the interior of the facility and is expected to be completed by mid-December.

Work with MDOT to make repairs to the Pathway along Grand River between Algonquin Drive and Mohawk Drive.

MDOT has confirmed that the earliest they will start a repair in that area to stabilize the ground/slope will be two years away based on their scheduling and funding constraints. The short-term repair was completed in September. The repair consisted of additional gravel, geo-fabric and asphalt to make it functional and safe for use over the next 2 years until we can coordinate with MDOT on a permanent solution.

Continue our collective efforts to foster an environment that is welcoming, diverse and inclusive.

The DPW Team is proud of our ongoing efforts to provide a welcoming, diverse and inclusive place to work and as a team provide essential services to our residents.

Continue to seek opportunities to reduce overall operating costs.

Our Team continues to examine ways to improve efficiency and reduce costs on an ongoing basis.

Develop the Marsh Road triangle property in conjunction with the Haslett Beautification Association.

The Haslett Beautification Association is in the process of developing a plan for the property. Meridian Township provided watering services for the flower beds in the downtown district of Haslett.

MERIDIAN TOWNSHIP 2018 M-TEAM DEPARTMENT PLAN

ASSESSING

- Defend Tax Appeals with Vigor
- Conduct Annual Assessment/Re-Inspection of Taxable Properties

COMMUNICATIONS & MARKETING

- Create/Find Additional Revenue Sources
- Develop video archive system & integrate into current system (\$75,000 approved by board in 2018 budget)
- Create Visitor Guide (sell ads to offset cost) and create feature videos for key components to the guide
- Adopt Social Media Policy

COMMUNITY, PLANNING & DEVELOPMENT

- Obtain Redevelopment Ready Community certification
- Redevelopment of Haslett and Downtown Okemos
- Adopt Form Based Code
- Begin Meridian 2020 Master Plan review/update
- Amend outdated/outmoded ordinances: MUPUD, Parking, Signs
- Further establish Brownfield Redevelopment Authority (BRA)
- Optimize Community Planning/Development website
- Update all applications, making them easier to use
- Develop guides for all CP&D processes
- Develop intern training ground with MSU Planning interns
- Review and update Planning, Building and Rental Housing procedures/processes
- Adopt 2015 International Maintenance Code.

ECONOMIC DEVELOPMENT

- Redevelopment Ready Community - certified via MEDC
- Redevelopment Fund - standard operating procedures, policies, applications developed and approved by Township Board
- Revitalize the PICA districts referenced in the Master Plan – solicit developers, land owners, commercial realtors and business owners and drive projects to the Planning Division
- Business Attraction & Retention Plan – develop standards and implement
- Modernize Zoning Ordinance – assist, where applicable, in the revision and implementation of updated PUD, Overlay Districts & Form Based Code
- Board Recruiting – develop plan for board member attraction, on-boarding, engagement and retention for the EDC, DDA, CIA and BRA

- Website – Assist communications in making the Economic Development components of the website more complete, robust and fluid to navigate
- Roads – work with ICRD, MDOT and Public Works to ensure all roadway work is conducive to Economic Development

FINANCE

- Work on the on line payment processing system
- Review and update Purchasing Policy
- Continue to seek opportunities to reduce overall operating expenses
- Continue to seek opportunities to reduce our MERS and Other Post-Employment Benefits (OPEB) debt
- Support the efforts to raise \$10,000 for Meridian Cares

FIRE DEPARTMENT

- Install 1,250 combination smoke/CO alarms as part of the FEMA grant
- Continue training new acting officers on Blue Card
- Install additional outdoor warning sirens
- Complete review and update of all Standard Operating Guidelines
- Complete conversion to online daily and monthly vehicle checks
- Complete training of two new full-time firefighters
- Lower our current Insurance Safety Organization (ISO) fire rating of (4)

HUMAN RESOURCES

- Continue to expand our diversity and inclusion initiatives including relationship with LEAP diversity work group
- Implement new employee appreciation and recognition programs and events
- Continued development of Township-wide workplace safety initiatives
- Maintain the highest quality, cost effective healthcare, dental, vision, life and LTD insurance coverages
- Update personnel policy manual to reflect needed additions and changes
- Continue to reduce potential grievances and address all issues in a timely manner

INFORMATION TECHNOLOGY

- Continue to seek opportunities to reduce overall operating costs
- Create a Diversity and Inclusion Strategy supported by leadership and employee involvement to maintain a well-rounded workforce
- Continue energy, water, and waste reduction efforts in Township buildings and other facilities
- Continue to respond to all citizen inquiries in a timely, professional, and efficient manner
- Replace 50 workstations to avoid issues with out of date hardware & operating systems
- Begin implementation of Point & Pay service with prioritization of Utility Billing Payments
- Review, plan, & rebid existing telephone & point to point service connection contracts

- Add high throughput data connection as primary Internet service at the Town Hall Building
- Provide expanded technology training opportunities

PARKS AND RECREATION

- Engineer and bid new footbridge and bathroom building project in Meridian Historical Village
- Engineer and bid Central Meridian Regional Trail Connector project
- Construct dog park in Central Park South
- Engineer and construct phase I of “Marketplace on the Green” at Meridian Mall
- Complete construction of Towner Road Park
- Expand parking lot at North Meridian Road Park
- Repave Eastgate Park
- Complete design and installation of trailhead and directional signage in parks
- Purchase and install new park signs utilizing new township logo
- Complete pathway bridge replacements and pathway repairs that are funded through the Ingham County Parks and Trails Millage
- Construct patio/courtyard improvements at the Meridian Senior Center
- Successfully plan and implement the 2018 Celebrate Meridian event as well as other special events throughout the year.
- Continue implementation of the Deer Management Program
- Continue implementation of recreation programs for youth, adults and seniors
- Investigate new software and web-based options to improve cemetery services

POLICE DEPARTMENT

- Begin state accreditation through the Michigan Association of Chiefs of Police
- Continue efforts to reduce workers compensation and lawsuits claims
- Implement new state accreditation and training software
- Upgrade the in-car video camera system
- Migrate to cloud based digital evidence storage and management
- Upgrade evidence management and tracking hardware
- Work diligently toward full staffing (41)
- Continue collective efforts to foster an environment that is welcoming, diverse and inclusive
- Continue to seek opportunities to reduce overall operating costs
- Sponsor a candidate to the Mid-Michigan Police Academy
- Renew the contract for police services with Williamstown Township

PUBLIC WORKS AND ENGINEERING

- Complete the replacement of the water main on Sirhal Drive and install the water main extension on Grand River Drive
- Complete the installation of water and sewer utilities and repave the road in the Sleepy Hollow Neighborhood SAD
- Complete the SAW program identified repairs to the Grand River sanitary sewer interceptor
- Continue to actively participate and represent the Township with the ongoing and proposed improvements at the East Lansing Wastewater Treatment Plant

- Continue construction design and finalize MDOT TAP funding for the MSU to Lake Lansing Trail in anticipation of a 2019 construction of Phase 1
- Complete the Ingham County Trail Millage funded pedestrian bridge and pathway repairs
- Complete the 2018 Local Road program
- Seek 2019 funding to implement the RR quiet zone recommendations
- Complete the facility repairs and projects funded in the 2018 budget
- Conduct a comprehensive organizational review of the Public Works Department operations and programs

2018 Goals Action Plan-DRAFT

(These are not in any order of priority)

Public Safety

- Lower our current Insurance Safety Organization (ISO) fire rating of (4)
- Begin state accreditation process through the Michigan Association of Chiefs of Police
- Replace in car police cameras in twelve vehicles
- Install 1,250 smoke/carbon monoxide detectors to residents free of cost
- Upgrade and expand our emergency siren program

Parks and Recreation

- Develop a private/public partnership with CBL Properties, LLC Meridian Mall to engineer and construct phase 1 of the Farmers' Market
- Complete construction of Towner Road Park

Economic Development

- Complete the MEDC Redevelopment Ready Communities program certification
- Partner with property owners and the community to redevelop our core commercial areas
- Implement Meridian Redevelopment Fund
- Overhaul our outdated Township zoning ordinance

Finances

- Continue to seek opportunities to reduce overall operating expenses
- Raise \$10,000 to support Meridian Cares
- Continue to seek opportunities to reduce our MERS and Other Post-Employment Benefits (OPEB) debt

Environment & Renewable Energy

- Complete a Township sponsored solar array panel

Diversity and Inclusion

- Participate in community events that foster our rich diversity
- Consider paying sponsorship fees for minority candidates to attend a local police academy

Community Projects

- Consider funding a Railroad Quiet Zone in 2019
- Determine options for funding Redi-Ride beyond 2018
- Consider updating "Welcome to Meridian" signage in 2019
- Fully participate in the Local Update of Census Addresses (LUCA) program in preparation of the 2020 Census
- Continue our efforts to upgrade our website