



AGENDA
CHARTER TOWNSHIP OF MERIDIAN
TOWNSHIP BOARD – SPECIAL MEETING
December 12, 2019 6:00 pm

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. 2019 Action Plan Review
 - B. 2019 Departmental Year End Review
 - C. 2020 M-Team Department Plan
 - D. Develop 2020 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



To: Board Members
From: Frank L. Walsh, Township Manager
Date: December 6, 2019
Re: Annual Goal Setting

On behalf of the Meridian Township Management Team (M-Team), I'm pleased to present you with a 2019 review through the rear-view mirror and a 2020 windshield blueprint.

Back in December 2018, the Township Board established some audacious goals for 2019. Twelve months ago, we sat sail to fix our roads, complete the Okemos Road Boardwalk, construct the Marketplace on the Green, breathe life into downtown Okemos and Haslett and sought continued funding for Redi-Ride. In many ways, we attempted to solve issues that had percolated for decades.

We strongly believe the most important tasks before us are to properly expend our local road funding in a transparent method and to develop a "10 year no future tax increase" plan. Our residents have been generous with their resources and it's incumbent upon us to fix the roads and create a financial model of balancing our books with the resources we have for the next decade. In fact, there may be potential opportunities in the future to lower our overall tax burden.

As a team, we much anticipate hearing about the Board's vision for moving the community into 2020 and beyond.

We are much appreciative of the Board's guidance and leadership throughout 2019. Our team is proud of our work in 2019 and we look forward to a dynamic 2020. Please take the time to review the attached outline of 2019 and 2020. Our team will be prepared to answer any questions you may have on December 12.



2019 GOALS ACTION PLAN

A. In conjunction with the Transportation Commission, and Township Board, develop and implement a strategic plan to increase our annual funding for local roads.

In Meridian Township, the Ingham County Road Department (ICRD) is responsible for all road (excluding MDOT routes), and bridge maintenance and repairs. For the past several years, the ICRD has only been able to allocate approximately \$173,000 per year towards our 147 miles of local roads for pavement resurfacing. After conducting an engineering analysis, it was determined that our local road system needed annual funding of \$3.5 million to improve the roads to a Pavement Surface Evaluation and Rating (PASER) condition rating of 8 (“good”), within a ten year period.

Upon receiving and reviewing the analysis, the Meridian Transportation Commission recommended, and the Township Board approved, the placement of a proposal on the August 6, 2019 ballot to improve significantly the local road system. The proposal, upon approval of the voters, would provide a dedicated millage of 1.95 mills each year to support a \$35 million, ten-year bond.

Throughout the summer of 2019, Manager Perry and others, provided over 30 neighborhood association and community group meetings, to discuss facts related to the ballot proposal and the associated strategic plan. On August 6, 2019, 60% of the voters casting a ballot approved the \$35 million, ten-year local road plan.

On December 10, 2019, the Township Board and community was presented with year one of the 10 year plan. The 2020 plan will involve resurfacing work to roads that have a poor condition rating and preventative maintenance work to preserve roads so that they do not continue to deteriorate and require costlier repairs in the future.

B. Complete the relocation of the Farmers’ Market to the “Marketplace on the Greens” at the Meridian Mall.

A tremendous amount of legwork has been done in preparation for the new Marketplace on the Greens. The contract for construction was awarded to Gordon Construction Services for site work and the pavilion contract was awarded to Mid-States Recreation. The pavilion design/engineering is in process and once finalized, will move to the fabrication stage. Site work is scheduled to begin once we obtain a required Storm Water Permit from the Ingham County Drain Office. We have experienced difficulties in permit approval which has caused a delay in construction. Our hope is to begin site work in December with the pavilion installation in late winter. We have received proposals for play equipment and site furnishings which will be ordered before the end of 2019.

C. Break ground on redevelopment of Downtown Okemos and Downtown Haslett.

True North Development Company submitted for an MUPUD and SUP on April 23, 2019 for a full, two-block development plan west of Okemos Road on the blocks north and south of Hamilton. The Township Board approved the plans formally on July 9, 2019. True North deployed the architects and engineers to create detailed design plans, which were then submitted to construction companies for pricing for the project. EGLE (formally MDEQ) utilized funds that were granted for the project to begin the mitigation of the source contamination from the drycleaner site. This work was completed in September 2019 as the funds needed to be spent before EGLE’s fiscal year end. True North and its partners are confirming final designs for the utilities and other infrastructure needs before beginning

construction in the late spring of 2020 on a mixed use project expected to house 200+ luxury residential units and more than 50,000 square feet of commercial space including the new Douglas J flagship salon and spa. A 24-month build cycle is expected with a completion date of spring 2022.

Due to a lack of activity in the Haslett PICA, Director Buck solicited the MEDC for pre-development funding for a market assessment of the broader Haslett commercial district. A grant of \$25,000 was earned and the firm of Giffels-Webster was selected to perform the study. There were two community forums held on July 24, 2019 and September 4, 2019. The result is a document that was finalized in November which clearly states the consultants assessment of the pent up demand for housing, commercial and office space usage that they feel would be welcomed and absorbed if constructed between now and 2025. The results of this study were shared with the Township Board, the Planning Commission, the property owners and prospective developers. On November 20, 2019 staff received a MUPUD and SUP application for a 10-acre site in the existing Haslett Village Square which will hopefully constitute phase one of the revitalization of the Haslett Village Square.

D. With the support of the Transportation Commission, and Township Board, finalize and implement a long term funding plan for public transportation. The plan shall include a detailed scope for Redi-Ride services.

The Capital Area Transportation Authority (CATA) has provided the Township residents with a Redi-Ride transportation service funded with a voter approved dedicated millage since 1999.

In 2019, the Meridian Township voters approved the renewal of a 5-year millage to fund the continuation of the service until 2024. The 0.1983 millage was approved by 63% of the electorate, and will generate \$360,756 in its first year.

In May of 2019, the Township and CATA revised the existing operating agreement to include: an update on the expanded operating hours, an update on the fares to reflect the new rates, the incorporation of new detailed reporting requirements to the Transportation Commission, the implementation of new scheduling and tracking software, new termination language and a commitment from CATA to include new capacity to the service.

In October, the agreement was amended to add an additional bus Monday through Friday from 1:45 to 5:00 pm and one bus on Saturday from 10:00 am to 2:00 pm upholding their commitment to the Township to add additional capacity.

E. Continue to work to connect the Township's pathway system, including construction of the Okemos Road Boardwalk.

Since 1974, the residents of Meridian Township have supported a dedicated pathway millage to fund over 70 miles of seven-foot wide sidewalk throughout the community.

As part of the Pathway Master plan, a proposed elevated boardwalk along the east side of Okemos Road, crossing the Mud Lake Drain, has existed for several decades. The challenges of the drain, associated wetland, poor soils, frequent flooding and narrow right-of-way made the project prohibitively expensive and difficult to complete.

In 2019, the Public Works and Parks team undertook the challenge to pursue a grant that would fund the estimated \$1.3 million dollar boardwalk. With the assistance of our Ingham County partners, and the County Parks and Trails millage, the funding was successfully secured.

Design, permitting and construction inspection was overseen by the DPW Engineering Team. Construction of the quarter mile wooden boardwalk was completed in the fall of 2019. A ribbon cutting ceremony to a crowd of over 75 attendees, and walk was held on November 4, 2019.

F. Work closely with Meridian Mall ownership to strengthen the vitality of the mall's future within our community.

On February 18, 2019, Launch Trampoline Park opened its doors in nearly 30,000 square feet of the former Gordman's space welcoming a new entertainment option not only for mall shoppers, but as a regional destination. On May 22, 2019, there was a ground breaking ceremony for the Marketplace on the Green, the new farmer's market location. This regional gem will provide ample parking, safe crossing to Central Park - complete with enhanced wayfinding, improved trail system, dog parks, access to Nancy Moore Park and the long awaited "Campus to Lake Lansing" spur of the Lansing River Trail. Not to be outdone by Launch, High Caliber Karting and Entertainment (HCK) hosted a VIP "soft" opening on August 30, 2019 and a full grand opening and ribbon cutting ceremony on September 20, 2019. HCK is located in the former single-story Younkers site comprised of nearly 80,000 square feet. They feature indoor go-karts, axe throwing, pocket soccer, video games, meeting rooms and a full bistro. Located adjacent to Launch Trampoline Park, facing the Marketplace on the Green, the south side of the mall has become the regions premier entertainment district. Director Buck is deeply engaged with CBL Properties, the owners of Meridian Mall, and everything from new restaurants, housing, office space, hotel and convention center have been discussed and there is reason to believe that one or more of these uses could be proposed on the mall campus in 2020.

G. Develop a plan to fairly negotiate new labor agreements with our seven bargaining groups.

Meridian Township has seven bargaining groups including the Administrative Professionals, Supervisory Professionals, Non-Supervisory Professionals, Department of Public Works, Meridian Township Firefighters Association, Meridian Township Police Supervisory Unit and Meridian Township Police Officers. Township Collective Bargaining Team members strategically evaluated township unfunded MERS liability and OPEB risks, current retirement healthcare, dental and vision coverage for Police and Fire units, comparable wages, annual percentage increases for comparable cities and townships, cost of living, recruitment and retention, continued ability for providing a superior benefits package including no employee cost sharing for healthcare, dental or vision coverages and overall work environment conditions. There is also a willingness to look at different contract durations if proven beneficial to both sides. To date, we have settled four of the seven collective bargaining agreements.

H. Complete state accreditation of the Meridian Township Police Department through the Michigan Association of Chiefs of Police.

A preliminary accreditation assessment was conducted by outside assessors on September 24, 2019. We will have our final assessment for accreditation on December 9-10, 2019. Once the final assessment is complete, a report will be submitted to the Michigan Law Enforcement Accreditation Commission for review. If the Commission awards our Department accreditation, we will receive accreditation at the February 6, 2020 Commission meeting that will be held at the Michigan Association of Chiefs of Police mid-winter conference.

I. Continue to maximize recruiting and networking efforts to achieve increased diversity in our workforce.

Meridian Township as a whole, continues to be represented by Human Resources at the highly recognized and attended MSU sponsored Diversity Career Fair and Lansing Community College (LCC) Career Fairs. Other primary efforts focused on employee referrals, personalized networking in the community and ongoing outreach through the highest viewed job sites through our on-line application process and social media accounts connected to our Township website. Current employment numbers for the 2019 Bureau of Labor Statistics, Department of Labor, show our utilization as 34% females and 12% minority representation. Equal Employment Opportunity reports generated from voluntary submission for the on-line application system show 824 applicants thus far in 2019 with a 20% minority application rate.

J. Explore housing options and alternatives to encourage diverse populations and targeted groups to live in the Township.

The Township Board in May approved an amendment to the Code of Ordinances to allow for facilities (Senior Living Community) that provide a continuity of residential occupancy and health care for seniors. The first project using the amendment is being proposed on Hannah Boulevard. The special use application for the project is expected to be submitted in early 2020. The Township Board, in September, approved a 49 unit townhouse/apartment development (Woodward Way) on Sirhal Drive that will provide housing for persons of low to moderate income. In November, a Mixed Use Planned Unit Development application was submitted for the western portion of Haslett Village Square shopping center. The proposed project (Pine Village) will include 133 apartment units for seniors. An amendment was also initiated by the Township Board to allow detached single family dwelling units as part of a multiple family development. Staff is currently working on a draft ordinance for the amendment.

2019 Departmental Year End Review

ACCOUNTING AND BUDGETING-DIRECTOR MATTISON

Work with Invoice Cloud to Implement the Online Payment System

Invoice cloud is up and running for both Utility Billing and Tax. As of November 27th, we have had 7,065 payments processed through the system totaling \$2,682,704. There are 1,623 residents signed up for paperless and 1,049 signed up for auto pay. We will continue to see these numbers climb as we transition people off the old system and as we see the payments for the winter taxes start to come into the system.

Implement GASB 84 Fiduciary Activities

Finance will be working on identifying and moving accounts to comply with this new GASB. This will be done as part of the year-end audit.

Implement New Chart of Accounts from MI Treasury

The State of Michigan has changed the implementation of this new chart of account. They have set a new date of December 2021 for this implementation. The State of Michigan is encouraging early implementation. We will look at this for a 2020 goal.

Review and Update Purchasing Policy

Finance will be working with the new Purchasing Coordinator to update this policy. We have extended an offer to a talented candidate and he will be starting in January 2020.

Adopt the 2020 budget

The budget was approved by the Township Board on September 17, 2019.

Prepare the 2018 Audit

The audit has been completed and presented to the Township Board. We received a clean audit.

ASSESSING-DIRECTOR LEE

Defend Tax Appeals with Vigor

Currently, there are four parcels under appeal in the Entire Tribunal Division of the Michigan Tax Tribunal. Seven appeals covering eight parcels have been resolved during 2019. The taxable value in contention for pending 2019 appeals is just 0.30 percent of the Township's tax base. Efforts are being made 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 125 residential parcels were re-inspected as part of this program in 2019. Additionally, photographs of all commercial parcels were taken and uploaded to the Township's assessment software. The project resulted in the enhanced accuracy and quality of assessing records to be used for 2020 assessments.

COMMUNICATIONS/HOMTV-DIRECTOR GUTHRIE

Continue CSC Communication Efforts

These efforts were continued in 2019 through social media, programming and the website.

Website Enhancements

Major enhancements to the website in 2019 include recreating the project section, creating a new marijuana section, redesigning the layout for park pages, updating information for individual parks, creating a section for redevelopment, reconfigure navigation links, reconfigure the resident section, and create layouts for every mobile page.

With the restructuring of the Communications Department, additional staff was trained on how to create news, share news items on social, archive digital newsletters, create meetings and events, retrieve documents, and properly replace documents.

Create/Find Additional HOMTV Revenue Sources

Additional revenue sources included contractual agreements for programming, launching the Alumni Giving Program and hosting a summer kids' camp. Staff looks to create a marketing plan for the Alumni Giving Program in 2020 that includes involvement by the Commission. They also seek to continue offering the Summer Kids Camp.

Develop HOMTV Video Archive System & Integrate in to Current System

The archiving system has moved forward this year with the digitization of approximately 300-500 hundred hours of historical programming. Part of the importance of this process is to tag footage with information about it that makes the files searchable by location, topics, people or show name, rather than just a filename. Interns and staff have been working on reviewing footage, tagging, and organizing so that this footage is in a logical order and follow the production manager's structure, and that all current and future files and information follow this same structure for organization.

Repair and Update Intern & Alumni Access Database

The Intern and alumni Database was restructured and redesigned to be consistent with the exit interview process to seamlessly transition to a paperless exit process. Records have been fully updated. Next steps include digitizing the paper records and reconfiguring some of the queries. This will assist with the Alumni Giving Program supported by the Communications Commission.

Develop Township Visitor's Guide

Director Guthrie worked with Graphic Designer Lynn Meikle to create the framework for a Visitor Guide size, ad space, costs and layout. Given the careful time taken in restructuring of the department, the Communications team put the visitor guide on hold. With reduced staff, it may be more difficult for the Communications Department to take this project on but this could be something the Township may wish to work with the EDC or hire a marketing firm to accomplish. The framework is in place if the Township desires to publish a Visitor Guide.

Branded Meridian Signage

Director Guthrie led efforts with the sign committee to create a proposed plan of action for internal and external signage, wayfinding, directional and entryway signage and corridor signs. She conducted an internal audit of needed signage in each area. She worked with Graphic Designer Lynn Meikle and Johnson Signs on proposed signage. The back-end elements have been completed and the elements are in place, ready to move forward once a budget presents itself.

COMMUNITY PLANNING AND DEVELOPMENT-DIRECTOR KIESELBACH

Consider Adoption of Form Base Code in Portions of the Township

The Planning Commission has been working on Form Based Code for the properties along Grand River Avenue from Brookfield Drive to Park Lake Road. Form Based Code, which emphasizes the design and placement of buildings to create a more walkable and pedestrian-friendly development, will replace traditional zoning along the corridor.

Complete a Plan for the Review and Update of the Master Plan in 2020

The Planning Commission has reviewed a list of potential updates to the Future Land Use Map and will be considering if any other amendments are desired in 2020. Amendments to the Future Land Use Map will be proposed in 2020 as part of the overall Master Plan update process.

Update and Amend the Mixed Use Planned Unit Development Ordinance

The Planning Commission had several meetings devoted to updating the Mixed Use Planned Unit Development ordinance. Issues discussed included the amount of commercial space vs. the number of residential units, establishing a minimum square footage of commercial space required, improving the list of amenities to be more substantial and essential elements of the development, considering the horizontal and vertical design of a building to better define what the Township wants in development projects. Staff will continue to focus on updating the ordinance in 2020.

Revise the Sign ordinance so it is Content Neutral

Staff shared the concept of content neutral sign policy at meetings with the Planning Commission in 2019. A review of the existing sign ordinance and proposed changes to meet content neutral standards will be considered in 2020.

Finish updating all Applications used by the Department

The rental housing application has been modified and a section has been added to the electrical permit application with regards to outdoor lighting requirements. Updates are still needed for the applications for development projects.

Adopt 2018 International Property Maintenance Code

The Township Property Maintenance Code is based on the International Property Maintenance Code (IPMC). In December, staff will present to the Township Board a proposed amendment to adopt the 2018 edition of the IPMC with Township amendments. The 2015 edition of the IPMC with Township amendments is the current version being used.

Evaluate the Need for an Additional Part-Time Rental Housing Inspector

After evaluating the need for an additional part-time rental housing inspector staff determined it was not necessary at this time. Staff will continue to monitor the situation.

Streamline the Scheduling of Mechanical, Electrical and Plumbing Inspections

Inspectors now have access to the Township permit system, not only for scheduling inspections but also for data entry resulting from completed inspections.

Evaluate Providing Office Hours to the City of Mason for Reviewing and Issuing Building Permits

Staff has had ongoing discussions with the City of Mason's Community Development Director. The Service Agreement with the City may need to be amended to cover the additional cost of the providing the services.

Complete the Ordinances for Commercial Medical Marijuana Facilities

Non-zoning and zoning ordinances were approved by the Township Board in May. The first lottery was held in September for provisioning centers in Overlay Areas 1, 2, 5, 6, and 7. The second lottery for a provisioning center in Overlay Area 3/4 was held in October. Special use permit applications for the provisioning centers in Overlay Areas 1, 2, 5, 6, and 7 are currently under review by staff, with public hearings likely to commence in 2020.

ECONOMIC DEVELOPMENT-DIRECTOR BUCK

Online Database for the Township Business Community

With the help of Executive Assistant Michelle Prinz, Director Buck implemented a free version of the software Hubspot. Contact information for businesses in the Township that staff has amassed over the years is currently loaded. Each business can be filtered by geographic location or by industry type. There is still some data entry to complete and more businesses to be added, but once that is done access will be shared with department directors.

Series of Educational Presentations on Population and Housing Needs for the Township Resulting in a Generally understood Direction for the Planning Commission and Township Board to Lead the Development Community. Amendment to the Master Plan?

Director Buck has attended numerous seminars and has read dozens of articles in an effort to educate himself on the housing stock that is becoming more popular around the country and in Mid-Michigan. He has advocated for projects that meet these criteria and has shared some content with members of the Planning Commission and Township Board in both formal and informal settings. When it is time for a Master Plan update, Director Buck will have plenty of information to share.

Form Based Code, Deeper MUPUD Revision and/or Creation of the MFPUD (multi-family without need for commercial). Consider Adopting Small Square Footage Minimums for Single Family and Apartments for Micro-Unit Abilities

Form Based Code has been the primary focus in 2019 and Director Buck has engaged with the Planning Division in its many work sessions and full meetings to approve a draft for a public hearing and recommendation to the Township Board, slated for the first quarter of 2020. It is Director Buck's opinion that if/when Form Based Code is adopted, a decision will need to be made as to whether implementing it on more districts is the solution, or if further MUPUD or possible MFPUD is the best move-forward plan.

FIRE DEPARTMENT-CHIEF HAMEL

Install Grant Funded Remaining 1,250 Combination Smoke/CO Alarms as Part of the FEMA Grant that Expires in 2019

- FEMA authorized purchase of 144 additional alarms with remaining grant funds
- Installed a total of 2,514 smoke/CO alarms in Meridian Township residences over a 2 year period
- 617 owner-occupied residences served
- Average of four detectors installed in each residence
- Grant expired on August 31, 2019

Install One Outdoor Warning Siren in 2019 as part of the 10-year Program

- Siren was installed on Dobie just north of Kinawa Drive and is fully functional as of July 30, 2019
- 2020 Siren will be installed on/near Park Lake Road South of Lake Lansing Road

Review and Update of all Standard Operating Guidelines

- 101 Administrative Directive
 - 101.1 Special Directive Template
- 102 Basic Organizational Structure
- 103 Rules and Regulations
- 104 The WOW Factor
- 105 Response Roadway – High Visibility PPE Requirement
- 106 Risk Management
- 107 Post Incident Analysis (PIA)
- 108 Radio Assignments
- 109 Incident Command System (ICS)/National Incident Management System (NIMS)

Replacement Schedules were Developed and will Start Purchasing Required Personal Protective Equipment Starting in 2019 and will continue over a Five-Year Plan

- Five Sets of Structural Firefighting Gear Purchased
- Five SCBA Cylinders Purchased
- New K12 Saw
- New Positive Pressure Ventilation Fan
- New Cots
- New Stair Chair
- Replacement Hose
- Rescue Power Tools

IT department supported the EMS operation with the purchase of new Dell semi-rugged laptops for four ambulances and one ALS Engine to replace Panasonic Toughbooks. The Dell machines offer updated technology and include a 5-year warranty at a lower cost. Printers were also installed in all ambulances supporting required documentation at the hospital for each patient transported.

Working on 2019 Negotiations Leading up to 2020 Contract

Reviewed contract and made recommendations for language changes. Negotiations still in progress and expected to extend into 2020.

HUMAN RESOURCES-DIRECTOR MARX

Update the 2016 Personnel Policy Manual

The draft update is projected for March, 2020. The update requires language consistency with certain applicable content in the seven Collective Bargaining Agreements all of which are set to expire December 31, 2019. Negotiations, however, are scheduled through the first quarter 2020 for the 312 units (Police and Fire) which may cause further delay and impact the revised Personnel Policy Manual completion date.

Greater Safety Committee Involvement to Reduce Reported Work-Related Injuries

More detailed incident reports with direct follow up investigations conducted by committee members for any lost work time events have reduced reportable injuries. For employees eligible to collect workers compensation payments, specific return to work re-training is conducted prior to return to the position.

Representatives from each area attend quarterly safety committee meetings where every incident is discussed, members offer safety awareness tips and potential safety hazards to immediately address. First Aid/CPR/AED training provided by EMS/Training Chief Priese has yielded trained employees covering every building in the Township.

Initial ergonomic conversations prompted a first look at layout for computer work stations including adjustable stand-up stations and recommended 5-legged wheel based chairs.

Provide an Ergonomic Study by Department as part of a Wellness Program

Initialized a survey to all employees regarding use of a computer stand-up station for shifting from a seated to a standing position and ergonomic chairs. A majority of the Administrative Professional Group have expressed interest in the stand-up desk approach and ergonomic chairs. The cost for this updated equipment is in the 2020 budget.

Increase Utilization of BS&A HRIS (Human Resources Information System) Software Research on-line Application System Options

Carol Hasse, HR Specialist will attend the annual BS&A Training in December, 2019 and will probe on the usefulness and implementation of the HRIS system and capabilities for payroll and self-service options.

INFORMATION TECHNOLOGY-DIRECTOR GEBES

The year brought with it many unexpected opportunities. Foremost, was the decision to replace two System Administrator positions with an Assistant Director of Technology. This was accomplished with the assistance of the Township Manager's Office & Human Resources. The process culminated with the hiring of the Assistant Director of IT in late August. The new assistant director brings a wealth of knowledge and skills that have proven invaluable in the provision of services to the other Departments throughout the organization.

Complete all Routine Maintenance Items efficiently and in the Budget Year: vSphere ESXi hosts, Workstations, Printers, Switches

Routine maintenance items were completed throughout all of 2019. During the past year, there have been several realignment of expenditures. Hiring of outside professional services during gaps in full staffing, and adjusted prioritization of several un-budgeted and/or emergent issues were handled as deemed necessary and appropriate. In some cases budgeted projects, such as standard workstation replacements, were reduced in scope to help offset costs and time required to complete projects. In all cases, existing infrastructure was evaluated and deemed adequate to remain in service until future budget amendments and/or budgets could be approved. At the end of 2019 we completed all essential upgrades, and are in a better position than when we started the year. We are poised for several additional quick steps forward for equipment in early 2020.

Begin Investigation for 2020 Document Management Budget Items, including Consulting Services.

Due to significant staffing shortages between June and August, there were no budget items included in the 2020 Budget. However, there were three major systems that were investigated at various points in 2019. The existing DocuWare system that is currently running in the Office of the Township Clerk, the stand-alone LaserFiche system currently used in the Department of Community Planning & Development, the expanded LaserFiche system available at a higher cost than the existing system, and the OnBase system that is currently used by a number of our neighbors and partners, most notably, Ingham County. Of these systems, the enhanced LaserFiche system is most likely the best fit for our existing infrastructure. Conversations with Township Departments will continue in early 2020, and project options are expected to be discussed as part of the 2021 Budget process.

PARKS AND RECREATION-DIRECTOR MAISNER

Central Meridian Regional Trail Connector Project Footbridge and Restroom in Historical Village

Staff worked with Wolverine Engineering and Surveyors on the design and specifications for the paved trail, boardwalk, and restroom projects in Central Park, and following DNR and Planning Department review, the projects were put out for bid. All the proposals we received were rejected due to higher than anticipated costs. Based on the outcome of the first bids, we were able to re-evaluate the plans and make minor adjustments to help bring the costs more in line with our budget. The plans have been revised and the project will be re-bid in January. Construction is planned for spring of 2020.

Large Dog Park

Planning for development of the large dog park has been underway with many of the components completed in 2019. These elements include clearing of dead trees, grading and seeding of the central hub area, purchasing the perimeter fencing, gate and access system, new signage, and awarding of a bid to create an internal loop trail. All the pieces will come together in the spring of 2020, in conjunction with construction of the Central Meridian Trail Connector, which will provide access to the park. A ribbon-cutting event will be scheduled for early summer 2020.

Pavilion and Restroom at Harris Nature Center

Grants were received from the LWCF and the MNRTF for the addition of a pavilion and restroom building at the Nature Center. Site plans and bid specifications were developed and approved by the DNR and the Meridian Township Planning Department. The projects were put out for bid this fall and will be awarded soon. Construction will take place in the spring for early summer 2020 grand opening.

Senior Center Outdoor Improvements

The Meridian Senior Center is a joint collaboration between the Okemos School District and Meridian Township. With a current membership of 510, the senior center is an important facility for enrichment, socialization, and fitness for our older adults. In order to take advantage of the space provided Chippewa School, the outdoor courtyard was developed with a paved loop trail, outdoor furniture, raised plant beds and landscaping which will provide additional opportunities and experiences for seniors. A ribbon cutting was held with school and township officials present in October.

Evaluate/Renew Williamston Recreation Services Agreement

Meridian Township has provided administrative services for youth sports programs in Williamston since 2011 under a contractual agreement. The relationship has been excellent over the years, but they have worked gradually to bring back most of the programs under local control in conjunction with the boosters and the school system. Even though we will no longer be receiving revenue for administration of these programs, they still intend to participate in our leagues paying a fee to participate. Under this arrangement, we will be recouping much of the lost revenue from the contract. I feel this is a win-win result.

New Fence at Riverside Cemetery

The fencing in Riverside Cemetery had deteriorated to the point that repair was no longer an option. Therefore, new black fencing was installed this summer that replicates the wrought iron that existed there previously. We saved some portions of the old fence for a future amenity in the Historical Village.

Increase Stewardship efforts on Land Preserves

Site restoration refers to anything that increases ecosystem health within the preserve.

Davis Foster

- Removal of invasive species, autumn olive from front field
- Prescribed burn was conducted March, 2019 (33 acre area)
- 90 students from Murphy Elementary participated in seed ball project

Towar Woods

- Tree planting- 500 trees planted and tubed in the spring
- Invasive species management - glyphosate around newly planted trees to kill weeds
- Over 5 acres of mature Buckthorn treated with basal bark herbicide
- \$1,000 received as a generous donation to the tree planting project for 2019

SW Meridian Uplands

- Continue grassland/prairie monitoring

Serafine

- Four workdays complete removing shrubby invasive species such as Buckthorn, Autumn Olive and Honeysuckle
- Jim Hewitt has also been working on his own multiple days a week to treat the shrubby invasives along the roadside
- HOA paid for native plants to enhance the grassland area

Red Cedar Glen

- Continue the removal of invasive autumn olive with neighbors

Ponderosa Preserve

- Contracted for Japanese/Bohemian Knotweed removal over the next four years.

Sower Woods

- Over 100 blue stem and zig zag goldenrod planted

POLICE DEPARTMENT-CHIEF PLAGA

Continue Efforts to Reduce Workers Compensation and Lawsuits Claims

The Department is an active participant in the Township safety committee and we continue to seek safer and more efficient ways of conducting business. The Department has conducted numerous trainings to reduce liabilities. Some of the trainings, attended by officers, included emergency vehicle operations, fair and impartial policing, vulnerable and impaired persons, as well as, a legal update.

Upgrade the Public Safety Building Video Surveillance System

The Department completed this project and the new system has been operational since November 15th. The new camera system added eight new cameras to increase the coverage on the public safety building to include the exterior. This expansion allows for coverage on the main parking and front entrance.

Work diligently toward Full Staffing (41)

The Department has hired four new officers in 2019 and we continue to work with the Mid-Michigan Police Academy to identify qualified applicants. The Department has attended several job fairs and sends recruiting team members to academies throughout the state. We are also partnering with Michigan State University Athletics Department in an effort to recruit from a more educated and diverse candidate pool than what we traditionally are exposed to at the police academies.

Continue Collective efforts to Foster an Environment that is Welcoming, Diverse and Inclusive

The Department's recruitment team is attending various police academies around the State to encourage applications for employment to our Department. The Department also attends the monthly Advocates and Leaders for Police and Community Trust (ALPACT) meetings and receive input and feedback from a diverse group of community leaders.

The Chief's office and command staff continue to have an open door policy with employees in regards to improvements in our business practice. This openness has led to implementing a Senior Watch Program, voluntary range days for officers, and other improvements to the Public Safety Building. Welcoming input from employees and including them in the process has led to employee ownership of their work product.

Continue to Seek Opportunities to Reduce Overall Operating Costs

The Department seeks competitive bids on all purchases over \$250.00. The Department has also adjusted work shift hours to reduce the potential for overtime needs. Supervisors have been diligent in controlling staff overtime throughout the year when possible.

Deploy a Portable Fingerprint Scanning System to Identify Missing or Endangered Children and Adults, as well as, Persons with Outstanding Warrants

The Department deployed the fingerprint scanner in the field in February 2019. Since the deployment of this equipment, it has been used 66 times and 17 persons have been identified that attempted to conceal their identity.

Take a Leadership Role in Finalizing the Police Department's 2020-2022 Collective Bargaining Agreements

Contract negotiations have begun and preliminary offers have been exchanged with the command group. Negotiations are set to continue in December 2019.

PUBLIC WORKS AND ENGINEERING-DEPUTY MANAGER PERRY

Complete the Haslett Road Water Main Replacement Project, the Valve Replacement Project and the South Water Tank Improvements

In conjunction with the Ingham County Road Department (ICRD), the Department reprioritized the replacement of the water main on Haslett Road and valves replacement and used the existing funding to replace the water main on Towner Road and Lake Lansing Road. Both projects were completed in the fall of 2019. The Haslett Road water main will be replaced in 2020.

The south tank improvements, which included a new overflow discharge, were completed in November of 2019. In addition to the south tank, the Lansing Board of Water and Light (BWL) expressed interest in the placement of an antenna to read their meters on the north tower. As compensation for the placement, an attachment agreement was negotiated that provides a cash payment over three years and covers the cost of the installation of a safety handrail on the top of the elevated tank.

Implement the Improved Cross Connection Control Program as Required by the MDEQ

The State of Michigan requires all public water supplies to adopt cross connection rules to protect the public health and safety of its customers. A cross connection is a plumbing connection that could allow an undesirable reversal of flow of water of questionable quality, waste or other contaminants.

In the summer of 2019, the Department of Public Works contracted with Hydrocorp to assist and enhance our existing cross connection program. The current program focuses on industrial and commercial properties in the Township, but will eventually include residential customers of the system. The first inspections using the proactive notification and highly trained inspectors from Hydrocorp began in November.

Begin the Water Service Material Inventory as Required by the MDEQ

The Meridian Water Service Material Inventory was submitted to the Michigan Department of Environment, Great Lakes and Energy (EGLE) in December, meeting the required deadline of January 1, 2020.

We are more fortunate than many of our neighbors, as we do not have any lead services in our system. This new State mandate is the result of the health hazards posed by lead water service to homes and businesses.

Complete the Sewer Main Rehabilitation Projects as Outlined in the 2017 MDEQ SAW Grant and Complete the Installation of an On-Site Backup Generator at the Mud Lake Lift Station

685 feet of 16-inch on Grand River and 805 feet of 12-inch sanitary sewer main was lined by our contractor, Insituform Technologies in October and November of 2019. The cured-in-place-pipe (CIPP) process restores the structural integrity of the pipe, reduces infiltration and eliminates the need to excavate and remove the deteriorating sanitary sewer main.

DVT Electric has been selected to provide the new 30kW standby generator; concrete foundation and automatic transfer switch for the Mud Lake Lift Station. The generator is currently on order and is expected to be installed and placed in service in the spring of 2020.

Assist with the Installation of the Haslett Beautification Association Art and Landscape Project at the Haslett Triangle Property

The Meridian DPW assisted the Haslett Beautification Association with installation of the sailboat art pieces and provided an irrigation system to water the associated landscaping this summer. The Township also installed a small section of pathway on the north end of the property to connect and service the Marsh Road pathway and Lake Drive paved shoulders.

Complete the 2019 Local Road Program, Including the Delayed 2018 Projects

In 2019, the Township resurfaced 3.1 miles of local roads using the Hot-In-Place Recycling method that we were not able to complete in 2018. The roads resurfaced included: Island Lake, Cade, Biscayne Way, Hallendale, Jo Pass, Burcham, White Owl, Woodfield, Sheldrake and Starboard.

In addition, Towner Road, from Marsh Road to Saginaw Highway was also completed. This long delayed project to allow for the construction of the Township Park, now provides a new paved surface and improved paved shoulders along the roadway for biking and walking.

The final local road project for 2019 was the resurfacing of five cul-de-sacs with PASER ratings of 2. The five cul-de-sacs selected for work included: Arundel Place, Hazy Lane, Coventry Circle, Wood Valley and Moss Glen Circle. All five cul-de-sacs received their base paving, with Hazy Lane and Coventry Circle receiving final paving on November 23, 2019. The remaining three roads will receive final paving in the spring of 2020.

The Township also provided direction to the Ingham County Road Department (ICRD) regarding the replacement of the Okemos Road Bridge over the Red Cedar River. The Township will continue to collaborate, and work cooperatively with the County in 2020 on its final design and coordinate with its construction in 2021.

Complete the Municipal Building HVAC Replacement Engineering Study

Final design was completed on the Municipal Building HVAC replacement by our engineering contractor in the summer of 2019. Bidding will occur on the estimated \$2.2 million dollar project over the winter of 2019/2020, with selection and installation in 2020.

Complete the 2019 Facility Projects Funded in the 2019 Budget (kitchens, HVAC and drainage improvements at the fire stations, parking lot surface maintenance, rain gardens installations and building energy lighting replacements at the Municipal Building)

The Solar Panel Landscaping, which included over 530 perennials, grasses, shrubs and trees, was completed in October. An irrigation system was also included as part of the project.

The Municipal Building and Service Center parking lot crack received crack sealing and seal coating over the summer. The North Fire Station Drainage and rear parking lot improvements were also completed.

New kitchen appliances were purchased for the Fire Stations and the South Fire Station HVAC improvements are in progress and will be completed by the end of the year.

Continue to Actively Participate and Represent the Township with the Ongoing and Proposed Improvements at the East Lansing Water Reclamation and Reuse Facility (WRRF)

Throughout 2019, we attended and participated in quarterly meetings with Michigan State University (MSU) and the City of East Lansing regarding progress on the improvements at the WRRF. Work continues steadily on the headworks screening and grit removal portion of the project as well as the solids handling and digestion. As part of the State Revolving Loan fund (SRF), the WRRF qualified for \$1.94 million in loan forgiveness because of the inclusion of an anaerobic digester that will provide both heat and electricity for reuse at the WRRF.

Continue the Implementation and Enhancement of the DPW Cartegraph Operations Management Software system (OMS)

The Department continues to improve its use of the Cartegraph OMS system in conjunction with our ever-increasing GIS mapping and asset tracking functionality. This year we began to incorporate the Verizon Fleet modules into our vehicle fleet to track odometer and error codes so that preventative maintenance schedules could be created in Cartegraph to improve the maintenance and repair of our fleet of vehicles and equipment.

A significant reorganization of the DPW and Parks maintenance team occurred this year with the retirement of the Facility Superintendent. With no increase in the number of overall employees, the new organization has the DPW Maintenance Team responsible for Water Distribution, Sanitary Sewer Collection, Buildings and Grounds (Cemetery) and the Motor Pool. The Parks Maintenance team will now solely focus its efforts on Park properties and facilities, Recreation fields, Land Preservation properties and maintaining the pathway system.

Fully participate in the Local Update of the Census Addresses (LUCA) program in preparation of the 2020 US Census

Our LUCA was prepared and submitted to the US Census in the summer of 2019. In preparation for the 2020 US Census, we have organized a Meridian Complete Count Committee, assisted with census taker recruitment and outreach and prepared our 2020 information campaign to promote the census.

MERIDIAN TOWNSHIP 2020 M-TEAM PLAN

ASSESSING

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

COMMUNICATIONS & MARKETING

- Develop and implement a Strategic Communications and Marketing Plan that includes a multi-platform content timeline, statistic goal benchmarking and internal audit of communications/marketing needs.
- Staff will conduct an audit of all web pages and redesign as necessary. The ability to make payments, create rental reservations and manage business listings are among the enhancements staff looks to implement on the website in 2020.
- Work with departments on onboarding processes of new employees to include brand standard staff training, standardized email signatures and settings as well as the implementation branded templates.
- Work with a diverse group of community leaders to increase awareness and motivate residents to respond in the 2020 Census.
- Continue the digital conversion of historic programming and footage from tape/DVD formats into the HOMTV Video Archive System.
- Staff looks to create a marketing plan for the Alumni Giving Program in 2020 that includes involvement by the Communications Commission.

COMMUNITY, PLANNING & DEVELOPMENT

- Complete Form Based Code for the western portion of Grand River Avenue.
- Complete a plan for the review and update of the Master Plan in 2020.
- Update and amend the Mixed Use Planned Unit Development ordinance.
- Revise the sign ordinance so it is content neutral.
- Finish updating all applications used by the Department.
- Continue to discuss the need for a separate ordinance to address short term rentals.

- Continue the discussion with the City of Mason to provide increased building services and determine the cost for the Township to provide the additional services.
- Provide rental housing inspectors with tablets and create an interactive inspection checklist to streamline inspection reporting.
- Evaluate checklists and guides for residential and commercial permit applications to streamline the processes and eliminate unnecessary confusion and questions.
- Work with the City of East Lansing to decrease the time for an applicant to wait for mechanical, electrical, and plumbing inspections.

ECONOMIC DEVELOPMENT

- Active construction projects in Village of Okemos and Haslett Village Square
- Implementation of Form Based Code starting with a single district. Determine if additional districts are warranted or if additional PUD language requires revision or both.
- Incorporate updated wayfinding Meridian Township signs. Two on the municipal campus and four on the highest traffic count entry points (north, south, east, and west).
- Expand the PICA concept from the 2017 Master Plan to the seven business districts in Meridian: Okemos Village, Haslett Village, Carriage Hills, West Grand River (Whole Foods/Hobby Lobby), Hannah Place (Pizza House, MAC, Hamptons), Jolly Oak District (Elevation, Stillwater/Lucky's, Hotels), and Meridian Center (Mall, Meijer, Home Depot, Best Buy etc). Implement "15-Minute Neighborhood" concept.

FINANCE

- Work with Invoice Cloud to bring on payments for other areas (Permits, Tickets, etc.)
- Implementation of the State of Michigan new Chart of Accounts
- Work with new Purchasing Coordinator to revise the Purchasing Policy
- Look at a new Credit Card (purchasing card) company
- Adopt the 2021 Budget
- Prepare the 2019 Audit

FIRE DEPARTMENT

- Complete Contract Negotiations
- Order New Ladder

- Update Meridian Township Support Emergency Operations Plan
- Develop Township Continuity of Operations Plan (COOP)
- Continue with Emergency Siren Project by Installing Ninth Siren on Park Lake Road North of Lake Lansing
- Continue Review and Update of all Fire Department Policies
- Continue with Five Year Replacement Schedule Required for Personal Protective Gear

HUMAN RESOURCES

- Continued initiatives to openly attract diverse candidates through Career Fairs and Township media opportunities.
- Develop a formal Succession Readiness Plan for anticipated retirements and potential turnover.
- Monthly and quarterly statistical monitoring to ensure continued cost effectiveness of Self-Funded insurance experience vs. Fully Insured insurance product projections.
- Complete 2020 Personnel Policy Revision in conjunction with Labor Contract Renewals.
- Safety Committee Projects: Develop a Formal Visual Guide/Manual to Emergency Preparedness dealing with alert notification procedures, natural disasters, acts of workplace violence, evacuation and shelter procedures. Continued employee education and training regarding potential acts of violence, both at and outside of work.
- Continue an in-house ergonomics study to positively impact employee safety awareness, efficiency, morale and comfort. Purchase equipment (ergonomic chairs, computer stations) to promote a healthy work environment.
- Initiate Employee Wellness/Involvement Programs with opportunities to promote positive physical and mental health awareness.
- Research BS&A self-service programs for employee initiated payroll tax withholding changes and benefits additions/deletions as examples.

INFORMATION TECHNOLOGY

- Establish new help desk offering next generation end-point protection rollout
- Backup plan for online resources including Office 365 assets
- Complete all routine maintenance items efficiently and in the budget year with the highest priority to delayed ESX and Workstations not replaced in 2019

PARKS AND RECREATION

Central Park

- Begin and Complete Construction of Central Meridian Regional Trail Connector
- Begin and Complete Construction of Gateway walk to Historical Village
- Begin and Complete Restroom Building in Historical Village.

Central Park South

- Expand Parking Lot
- Construct and Open Large Dog Park

Marketplace

- Complete Construction and Open “Marketplace on the Green”

Land Acquisition Grant

- Implement Okemos Road Land Acquisition, if grant is awarded

Towner Road Park

- Install Wind Screens on Pickleball Courts
- Apply for Grant to Install Playground Equipment

North Meridian Road Park

- Expand Parking Lot

Harris Nature Center

- Construct Pavilion
- Construct Restroom Building

POLICE DEPARTMENT

- Receive and maintain accreditation through the Michigan Association of Chiefs of Police and the Michigan Law Enforcement Accreditation Commission.
- Select and train a new canine handler and obtain a new canine for the department.
- Work diligently toward full staffing (41).
- Continue collective efforts to cultivate an environment that is welcoming, diverse and inclusive.
- Update the existing Axon in-car and body worn camera system.
- Update the Nelson Conference Room with new tables, chairs and audiovisual equipment to foster training and enhance meeting capabilities.
- Better prepare staff for succession due to retirements or promotions through training and mentoring.

PUBLIC WORKS AND ENGINEERING

- Implement the 2020 local road resurfacing and preventative maintenance program.
- Complete the Haslett Road water main replacement project, the Target plaza fire hydrant line replacement project, and the Dobie Road Booster improvements and begin our meter replacement project analysis in conjunction with the City of East Lansing.
- Complete the Lake Lansing area sewer rehabilitation project, the Towar Garden meter replacement project and the installation of the Shoal Lift Station Standby generator.
- Continue to actively participate and represent the township with the ongoing and proposed improvements at the East Lansing Water Reclamation and Reuse Facility (WRRF).
- Begin construction of the MSU to Lake Lansing Pathway phase one and two in the fall of 2020.
- Replace the Municipal Building HVAC system.
- Complete the replacement of the south Fire Station front access drive, complete renovations to the Municipal Building upstairs breakroom and downstairs kitchenette, replace the first floor Municipal Building exterior windows, and perform preventative maintenance and new pavement markings to the parking lots at the north Fire Station (front), South Fire (rear), Central (HMA) and the Okemos Public Library.
- Complete the installation of solar panels at the Service Center and/or South Fire Station.
- Complete a sidewalk Order to Maintain project in the Heritage Hills and Briarwood West neighborhoods.
- Investigate the relocation and modernization of the Recycling Center. Complete a successful spring, fall community -wide recycling event, and develop a strategy to earn a gold Green Communities Award.
- Develop and implement a community tree-planting program.
- Continue the Implementation and Enhancement of the DPW Cartograph Operations Management Software system (OMS).
- Complete a GIS and special assessment reconciliation project.
- Assist with the completion of a successful US Census count in Meridian.
- Continue to maximize recruiting and networking efforts to achieve increased diversity in our workforce.
- Convert existing paper utility, sidewalk and SESC permits to electronic forms and place on Township DPW webpage.

- Reorganize and redevelop the Old Haslett Library building into a modern Township records and equipment storage facility.



2020 GOALS ACTION PLAN- DRAFT

- A. Fulfill our August 2019 promise to allocate, and account for, 100% of the local road bond revenue in an effective and transparent process. At a minimum, we shall complete work on 14 miles of local roads and enhance our PASER rating from a 4.48 to 5.00.
- B. Serve as an active partner in redeveloping the Village of Okemos and Downtown Haslett.
- C. Develop a detailed, pragmatic financial model that allows Meridian Township to not have to seek a tax increase over the next decade (2020-2029).
- D. Fulfill our promises made to voters in 2017 by allocating enhanced pension payments to MERS, maintaining 73 emergency responders and submitting our purchase order for a new ladder truck.
- E. Expand our branding efforts to include new community pride signage at the major entry points to Meridian Township. We shall also include welcoming signs at the Marsh Road and Central Park Drive ingress points to our Municipal Building.
- F. Open our much-anticipated Meridian Township Marketplace on the Green.
- G. In conjunction with Michigan State University and their solar panel project, and in alignment with our Meridian Township Sustainability Plan goals, expand our solar energy capacity by installing two additional 20kW photovoltaic panels at the Service Center and/or south Fire Station.
- H. Complete a thorough cost/benefit analysis for potential new sites to construct an environmentally sound Meridian Township Recycling Center.
- I. Be diligent in our efforts to have a successful 2020 Meridian Township Census Count.
- J. Continue to work to connect the Township's pathway system, including beginning construction of the MSU to Lake Lansing phase one and two in the fall of 2020.