

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

May 23, 2023

Refer to page 3 for Virtual Meeting Information

REGULAR MEETING
5:30 P.M.
AGENDA

1. Call to Order
2. Remote Location Identification (for remote attendance when permitted by statute)

WORK SESSION ITEMS

3. Discussion on Draft Organizational Review Report
4. Other Updates & Business
 - a. USDA Sewer Bond Issuance Report
 - b. Update on Letter Concerning Oshtemo Post Office
 - c. Change of Dates for June Budget Meetings

BREAK (Time Permitting) – 7:05 P.M.

REGULAR SESSION ITEMS – 7:15 P.M.

5. Pledge of Allegiance
6. Township Mission/Vision/Core Values
7. Public Comment on Non-Regular Session Items
8. Consent Agenda
 - a. Minutes of Regular Meeting from April 11, 2023, and April 25, 2023
 - b. Budget Amendments
 - c. Board Appointments (KRWWC appointee (Supervisor + alternate))
 - d. Township Community Survey
 - e. Job Description for Fire Department Training & Safety Captain
9. Consideration of Trustee Appointment
 - a. Board Consensus on Process
 - b. Process
 - c. Action to Appoint
10. Award Master Plan Contract
11. Consideration of Upgrading Fire Station 2 to Fiber Optic
12. Consideration of Fire Department Drone Use Policy
13. Consideration of Roof Ventilation for Township Hall
14. Moratorium Ordinances for Private Roads
15. Moratorium Ordinances for Commercial Solar and Wind Projects
16. Recognition of June Pride Month in Oshtemo Township
17. Public Comment
18. Board Member Comments
19. Adjournment

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

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

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

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

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

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

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

(adopted 5/9/2000)
(revised 5/14/2013)
(revised 1/8/2018)
(revised 5/3/2023)

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

Oshtemo Township Board of Trustees		
<u>Supervisor</u>		
Cheri Bell	216-5220	cbell@oshtemo.org
<u>Clerk</u>		
Dusty Farmer	216-5224	dfarmer@oshtemo.org
<u>Treasurer</u>		
Clare Buszka	216-5260	cbuszka@oshtemo.org
<u>Trustees</u>		
Vacant		
Kristin Cole	375-4260	kcole@oshtemo.org
Zak Ford	271-5513	zford@oshtemo.org
Kizzy Bradford	375-4260	kbradford@oshtemo.org

Township Department Information			
<u>Assessor:</u>			
Kristine Biddle	216-5225		assessor@oshtemo.org
<u>Fire Chief:</u>			
Greg McComb	375-0487		gmccomb@oshtemo.org
<u>Ordinance Enforcement:</u>			
Rick Suwarsky	216-5227		rsuwarsky@oshtemo.org
<u>Parks Director:</u>			
Vanessa Street	216-5233		vstreet@oshtemo.org
Rental Info	216-5224		oshtemo@oshtemo.org
<u>Planning Director:</u>			
Iris Lubbert	216-5223		ilubbert@oshtemo.org
<u>Public Works Director:</u>			
Anna Horner	216-5228		ahorner@oshtemo.org

Zoom Instructions for Participants

Before a videoconference:

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

To join the videoconference:

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

You may also join a meeting without the link by going to join.zoom.us on any browser and entering this **Meeting ID: 856 6068 9723**

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

To join the conference by phone:

1. On your phone, dial the teleconferencing number: **1-929-205-6099**
2. When prompted using your touchtone (DTMF) keypad, enter the Meeting ID number: **856 6068 9723#**

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



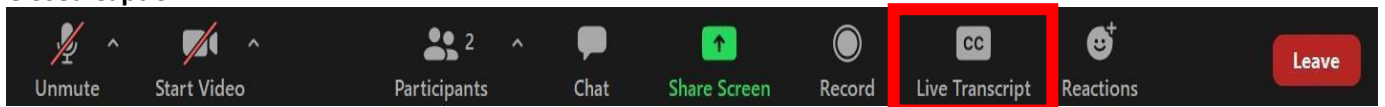
Using the icons at the bottom of the Zoom screen, you can (some features will be locked to participants during the meeting):

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

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

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

Closed Caption:



Turn on Closed Caption:

Using the icons at the bottom of the Zoom screen:

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

Mission:

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

Vision:

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

Core Values:

PUBLIC SERVICE

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

SUSTAINABILITY

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

INNOVATION

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

PROFESSIONALISM

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

INTEGRITY

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


FISCAL STEWARDSHIP

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

MEMORANDUM

Date: May 17, 2023

To: Township Board

From: James Porter 

Subject: Status of USDA Phase I Bond Issuance



As you are aware Mr. DiPiero and Mr. Viland filed a Complaint for Writ of Mandamus on April 25, 2023, seeking to compel the Township Clerk to certify the Petitions for Referendum filed in 2022. Those petitions were properly invalidated due to a number of issues regarding the circulators failure to follow statutory requirements regarding notarization. The new Complaint is virtually identical to the one filed by Mr. Graham in November of 2022. Mr. Graham’s Complaint was summarily dismissed by the 9th Circuit Court and the Appeal filed by Mr. Graham was denied.

The present matter was filed in the Civil Division and assigned to Judge Bell’s court room, however, Judge Bell recused himself on May 15, 2023. The case will be reassigned at which point the Township’s Emergency Motion for Summary Disposition will be set for hearing as soon as possible. I anticipate that the matter will be summarily dismissed based upon “Res Judicata” and the “Bigger Rule”. Res judicata means “a thing decided” and applies in this case because of the Graham decision. The “Bigger Rule” prohibits a Plaintiff from waiting until the last minute to file a Complaint in order to block a public improvement.

I will keep the Board advised on these proceedings. The present matter could very well be considered frivolous and may warrant sanctions. We are evaluating all our options moving forward.

MEMORANDUM

Date: May 11, 2023

To: Township Board

From: James W. Porter

Subject: Proposed USPS Sorting and Delivery United Center - 9th Street



I am happy to report that I received a call from Mary Judnich, from Sen. Stabenow's office, in Grand Rapids. She called to let us know that her office, as well as Huizenga's office, have raised concerns over the process for establishing the Sorting and Delivery Center on 9th Street. According to her, there are no firm decisions at this time and if any further action is taken, the Senators office will keep us apprised. In turn, Mary asked that if we become aware of any activity, that we notify her. She gave us her direct phone number which is: 616-975-0052.

She said the Senator's office made it very clear to the United States Postal Service that they should be more transparent and be looking for public input, before taking any steps forward on this project.

I thank Ms. Judnich for the contact and the for representing the best interest of our citizens.

Budget Amendment Requests

Date	Dept. Head	Fund Name	Funds Requested To			Funds Requested From			Authorization Only (no BA)?	Explanation of Request	Previously Discussed?	Within Approved Budget?
			GL Number	Description	Amount	GL Number	Description	Amount				
4/27/2023	Karen High	Parks	107-756-97400	Capital Outlay/Imp	\$ 14,000.00	107-756-40100	Carryover	\$ 14,000.00		Grange Hall foundation has freeze thaw damage on west, south and north sides allowing water and pest entry.	N	N
			Total			\$ 14,000.00	Total					

Date	Dept. Head	Fund Name	Funds Requested To			Funds Requested From			Authorization Only (no BA)?	Explanation of Request	Previously Discussed?	Within Approved Budget?
			GL Number	Description	Amount	GL Number	Description	Amount				
	Greg McComb	Fire	206-340-80900	Computer operations	\$ 5,500.00	206-001-40100	Carryover	\$ 5,500.00		To bring in reliable internet service to fire station 5-2. See memo to board for further explanation.	N	N
			Total			\$ 5,500.00	Total					

Date	Dept. Head	Fund Name	Funds Requested To			Funds Requested From			Authorization Only (no BA)?	Explanation of Request	Previously Discussed?	Within Approved Budget?
			GL Number	Description	Amount	GL Number	Description	Amount				
	Greg Fountain	Parks	101-756-87000	Mileage	\$ 300.00	107-751-40100	Carryover	\$ 300.00		Funds requested for a newly created mileage GL line for the Park Ranger.	No	No
			Total			\$ 300.00	Total					

Date	Dept. Head	Fund Name	Funds Requested To			Funds Requested From			Authorization Only (no BA)?	Explanation of Request	Previously Discussed?	Within Approved Budget?
			GL Number	Description	Amount	GL Number	Description	Amount				
5/19/2023	Greg Foundation	General	101-218-97400	Capital Outlay	\$ 5,954.00	101-218-97400	Capital Outlay	\$ 5,954.00		See memo regarding roof ventilation system	No	Yes
			Total			\$ 5,954.00	Total					

Grand Total	\$25,754.00
Total Added to Budget	\$19,800.00
Authorization Only	
Total Not Previously Discussed with TB	\$25,754.00

REVIEW DATE

SIGNATURE

Chui B.
5/19/2023

**Kalamazoo Regional Water & Wastewater Commission
c/o Charter Township of Oshtemo
7275 West Main**

Kalamazoo, Michigan 49009

Chair: Libby Heiny-Cogswell (269-375-0487)

Director: Rich Pierson 269-998-4587)

Assistant Director: Tim Hudson (269-384-5113)

**Membership: Alamo Township; Brady Township; Charleston Township; Comstock
Charter Township; Cooper Charter Township; Kalamazoo Charter Township;
Oshtemo Charter Township; Pavilion Township; Richland Township; Ross Township
Schoolcraft Township, Schoolcraft Village; Texas Charter Township**

February 18, 2023

Memorandum

Attn: Ms. Libby Heiny-Cogswell
Supervisor, Oshtemo Charter Township

CC: Jeff Sorensen, KRWWC Executive Committee Member, Vice-Chair
Bret Padgett, KRWWC Executive Committee Member, Secretary-Treasurer
Timothy Ferrand, Legal Counsel, KRWWC
James Porter, Legal Counsel, Oshtemo Charter Township
Tim Hudson, Deputy Director, KRWWC

Re: Resignation of Supervisor Position, Oshtemo Charter Township

Dear Libby;

Thank you for the copy of your resignation letter from the Supervisor's position at Oshtemo Township. Having worked with you for over 10 years on regional utility issues, I want to congratulate you on making the tough choice on work-life balance, and state how pleased I am that your letter expressed your wish to continue working on the regional utility issues with the Regional Commission -- after you step down as Supervisor April 28th.

Your resignation impacts three areas of the Kalamazoo Regional Water & Wastewater Commissions' ("Regional Commission") work:

- Chair of Regional Commission: As Oshtemo Township's appointed Voting Member to the Regional Commission, you have also been Chair of the Kalamazoo Regional Water & Wastewater Commission since November 2012.
 - It is noted that the Intergovernmental Agreement creating the Regional Commission requires the "Voting Members" *to be elected officials of their respective municipalities*, and as such, after April 28th, you can no longer be a voting Member or Alternate on the Commission.
 - We will schedule an Election of Officers for the March 21st (or subsequent meeting) of the Regional Commission.
 - Clerk Dusty Farmer is currently Oshtemo Township's Alternate to the KRWWC.

- UPC appointment: You currently are one-of-four appointees selected by the Regional Commission to sit on the newly created (2021) Water Utility Policy Committee and are also the Chair of the UPC. Until such time as the Regional Commission changes this appointment, your continued involvement on the UPC is necessary and most welcome.
- Wastewater Negotiation Committee: As Chair of the Regional Commission, you have also been a key player in the recently concluded Water Contract negotiations and have continued your involvement as a principal in the on-going Wastewater Contract negotiation. Similar to the UPC appointment, your continued involvement on the WW Negotiation Team is appreciated.

You have been instrumental as Chairperson of the Regional Commission and look forward to your continued involvement as determined by the Regional Commission.

Respectfully;

Rich Pierson, Director
Kalamazoo Regional W & WW Commission

6. Rate the **health** of Oshtemo Township on the following aspects:

	Poor= 1	2	3	4	5	6	7	8	9	Excellent = 10	Don't Know
Cost of living	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Affordability of housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stability of property values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strength of local economy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to health care services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Think about the **shopping opportunities** in using the scale where 1 means "Poor" and 10 means "Excellent." Please rate the Township for providing:

	Poor= 1	2	3	4	5	6	7	8	9	Excellent = 10	Don't Know
Shopping convenience for everyday items	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shopping convenience for major items	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sufficient choices for most of your needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Area restaurant choices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Which types of businesses or services would you like to see more of in Oshtemo Township?

9. Consider all your experiences living in Oshtemo Township in the last year. Using a 10 point scale, where 1 means "Very Dissatisfied" and 10 means "Very Satisfied," how satisfied are you with your community?

Very Dissatisfied=	1	2	3	4	5	6	7	8	9	Very Satisfied= 10
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Consider all of the expectations you have about living in Oshtemo Township. Using a 10 point scale where 1 means "Falls Short of Expectations" and 10 means "Exceeds Your Expectations," how well has living in the Township met your expectations?

Falls Short= 1	2	3	4	5	6	7	8	9	Exceeds= 10
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Imagine an ideal community. How closely does living in Oshtemo Township compare with that ideal? Please use a 10 point scale where 1 is "Not Very Close to the Ideal" and 10 is "Very Close to the Ideal."

Not Very Close= 1	2	3	4	5	6	7	8	9	Very Close= 10
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. On a scale where 1 means "Not Likely" and 10 means "Very Likely," how likely are you to take the following actions?

	Not Likely= 1	2	3	4	5	6	7	8	9	Very Likely=10
Recommend the Township as a place to live	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Remain living in the Township for another five years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteer in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encourage someone to start a business here	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. On a scale where 1 is "**Strongly Disagree**" and 10 is "**Strongly Agree**," how much do you agree or disagree your Township is:

	Strongly Disagree= 1	2	3	4	5	6	7	8	9	Strongly Agree= 10	Don't Know
A safe place to live	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enjoyable place for children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enjoyable place for young adults (age 18-35)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enjoyable place for senior citizens (age 65+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physically attractive/great curb appeal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A great place for families	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A great place to have a business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Growing responsibly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A safe place to bike and walk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A safe place to walk at night	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A perfect community for me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A place that is inclusive and celebrates diversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Briefly, what do you **like most** about Oshtemo Township?

15. Briefly, what do you **like least** about the Oshtemo Township?

Planning, Zoning & Budget

16. To help allocate limited budget resources, Oshtemo Township is strengthening its focus on services that provide the greatest value to residents. Review the list of services and select the **seven** you believe the Township should prioritize for funding. (Mark up to 7.)

- | | | |
|---|--|---|
| <input type="checkbox"/> Law enforcement | <input type="checkbox"/> Add bike/walking paths | <input type="checkbox"/> Code enforcement |
| <input type="checkbox"/> Fire response | <input type="checkbox"/> Dump day | <input type="checkbox"/> Economic development (job creation) |
| <input type="checkbox"/> Emergency medical response | <input type="checkbox"/> Water and sewer service | <input type="checkbox"/> Public participation |
| <input type="checkbox"/> Sidewalk repair | <input type="checkbox"/> Parks | <input type="checkbox"/> Communication (Social media, cable, print, etc.) |
| <input type="checkbox"/> Road maintenance | <input type="checkbox"/> Recreation facilities and programming | <input type="checkbox"/> Fall leaf pick up/ drop off |

17. In planning the budget, there is a need to establish priorities. If revenues were not adequate to maintain Township services at current levels, please indicate the budgeting strategies or approaches you would support for each of the services listed below. (Mark all that apply.)

	Reduce Service Levels	Raise Taxes	Raise User Fees	Special Assessment	Privatize/ Outsource the Service
Law enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fire response	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency medical response	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sidewalk repair	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Road maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Add bike and walking paths	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dump day	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water and sewer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreation facilities and programming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Code enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic development (job creation)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public participation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication (Social media, cable, print, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fall leaf pick up/ drop off	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Consideration of Future Options

18. Because the costs of these services are rising, review the areas below and indicate if you would support a new millage/user fee to fund each one. Note which you would **support** or **oppose**, or if you **need more information**.

	Support Additional Funding	Oppose Additional Funding	Need More Information
Police services (maintain service levels)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Police services (expand service levels)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fire services (maintain service levels)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fire services (expand service levels)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Road maintenance and repair	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. If your individual cost could be reduced, would you support moving toward a Township-wide contract with one company for garbage/recycling services?

Yes No

Town Hall

20. Over the last 12 months, how frequently did you visit the Township Office?

Never (skip to Q23) Less than 4 times 5-12 times More than 12 times

21. Which of the following best describe the reason(s) for your visit(s) to the Township Office? (Mark all that apply.)

Pay property taxes Property information Cemetery information
 Obtain absentee ballot/vote Building permits/ inspections Other (specify below)

22. What other reasons did you have for visiting the Township Office?

23. Currently, the Oshtemo Township Office is open:
 Monday - Thursday, 8 AM to 5 PM, closed 1 PM to 2 PM for lunch
 Friday, 8 AM to 1 PM.

Do the current office hours serve your needs?

Yes (skip to Q25) No

24. Which hours would you like to see the Township offices open? (Mark all that apply.)

Stay open until 5 PM on Friday Stay open until 6 PM at least one night a week Open before 8 AM at least one morning a week

Parks and Recreation in the Township

Oshtemo Township owns the following park facilities: Flesher Field on 9th St., Township Park on West Main St. behind the Township Hall & Library, Grange Hall at N 3rd St. and W H Ave, Drake Farmstead Park on Drake Road, and the Fruitbelt Trail at Flesher Field. All parks have been upgraded in the past 5 years. Improvements were funded through grants from the Michigan Natural Resources Trust Fund, private donations, and the Township General Fund.

25. Which of the following parks have you visited within the last 18 months? (Mark all that apply.)

Flesher Field Grange Hall Fruitbelt Trail I have not visited any park in the last 18 months (skip to Q30)
 Township Park Drake Farmstead Park

26. How often do you visit?

At least once a week A few times a month At least once a month Less than once a month

27. Rate your level of satisfaction with the parks on the following aspects. Please use a scale where 1 means "Very Dissatisfied" and 10 means "Very Satisfied."

	Very Dissatisfied = 1	2	3	4	5	6	7	8	9	Very Satisfied= 10	Don't Know
Park maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enforcement of park rules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your feeling of personal safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welcoming environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Amount of park land in the Township	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreation facilities (playgrounds, ball fields, tennis courts, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

28. Please indicate which activities you do during your visits to the park: (Mark all that apply.)

Playground Hiking or walking Disc golf Basketball
 Picnicking Family/group activities Wiffleball Tennis
 Relaxing Soccer Pickleball Other (specify below)

29. What other activities do you participate in while visiting the parks?

30. How can Oshtemo Township improve the parks to increase your satisfaction and/or desire to visit?

31. What recreation programs or facilities would you like to see added or expanded in the Township? (Mark all that apply.)

Senior programs More parks and playgrounds (developed green space)
 Youth activities such as sports programs, day camps, etc. More green space (undeveloped space)
 More trails for walking and bicycling

32. If you haven't visited a park in the last 18 months, what best explains your reason for not doing so? (Mark all that apply.)

- Lack of transportation
- Safety/security concerns
- Health issues

- Maintenance of facilities
- Lack of facilities/ inadequate facilities
- Other (specify below)

33. Review statements below and indicate whether you agree or disagree:

	Agree	Disagree
Parks provide economic benefits to the Township	<input type="checkbox"/>	<input type="checkbox"/>
Parks enhance the quality of life in the Township	<input type="checkbox"/>	<input type="checkbox"/>
Well-maintained parks enhance the property values of surrounding homes	<input type="checkbox"/>	<input type="checkbox"/>
The parks in Oshtemo Township are well promoted	<input type="checkbox"/>	<input type="checkbox"/>

34. Would you support up to an additional 0.5 mills in property taxes for the following? (Note: for property with a taxable value of \$100,000, this would be \$4.17 per month.)

	Yes	No
Building trails	<input type="checkbox"/>	<input type="checkbox"/>
Purchasing land to conserve for wildlife and passive recreation	<input type="checkbox"/>	<input type="checkbox"/>
Maintaining, upgrading, and improving existing parks	<input type="checkbox"/>	<input type="checkbox"/>

The following questions are for analysis only and will not be used in any way to identify you.

35. How long have you been living in the Township?

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-20 years
- More than 20 years

36. What is your age group?

- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 or over

37. What is your current employment status?

- Employed
- Self employed
- Stay-at-home parent/spouse
- Retired
- Unemployed
- Student

38. Which of the following categories includes your total household income last year?

- \$25,000 or less
- \$25,001 to \$50,000
- \$50,001 to \$100,000
- Over \$100,000

39. Mark the boxes that describe the people living in your house (other than yourself). (Mark all that apply.)

- Spouse/partner
- Child(ren) age 13 to 18
- None of these
- Child(ren) age 5 or under
- Adult child(ren) age 19 to 30
- Child(ren) age 6 to 12
- Dependent parent

40. Which of the following best describes your home?

- Condo
- House on 1 acre or less
- House on more than 10 acres
- Apartment
- House on 1-10 acres
- Mobile/manufactured home

41. Do you have any additional comments regarding the Township you would like to share? (Please print clearly.)

Thank you for your time and sharing your opinion. Please return this survey in the postage-paid envelope provided.

Memorandum



Date: 23 May 2023
To: Township Board
From: Sara Feister, Human Resources Director
Subject: Training & Safety Captain Job Description

Objective

Proposed Motion: Requesting Board consideration to approve the proposed Training & Safety Captain job description.

Background

The Training & Safety Captain position became vacant when Eric Burghardt was promoted to Deputy Fire Chief in April 2023. We initiated staffing activities, which included a job description review. It was discovered that there was not an official job description approved by the Board for this position. There was an internal job description within the Fire Department that gave specific position expectations. Previously, this position fell under the current 'Lieutenants and Captains-Full Time or Paid on Call' job description, which is a Board approved position, but it has evolved over time. Human Resources worked with Chief McComb, Deputy Chief Burghardt, and D/O Adam Bennett to draft up this job description ahead of staffing for this position. Please note that this position is collectively bargained under the Oshtemo Professional Firefighters Local 5240 Collective Bargaining Agreement.

Information Provided

- Training & Safety Captain Draft Job Description

Core Values

Public Service, Sustainability, Innovation, Professionalism, Integrity

CHARTER TOWNSHIP OF OSHTEMO
POSITION DESCRIPTION

Position Title: TRAINING & SAFETY CAPTAIN

General Summary:

Under the general direction of the Fire Chief and the direct supervision of the Deputy Fire Chief, performs administrative and technical work encompassed in the oversight of Fire Department Training, serves as the Fire Department Safety Officer, and fulfills operational activities as required. This position is collectively bargained under the Oshtemo Professional Firefighters Local 5240 Collective Bargaining Agreement.

Work Environment:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Work is performed primarily in offices, vehicles, and outdoor settings in all weather conditions, including temperature extremes during day and night. Work is often performed in emergency and stressful situations. Individuals are exposed to hearing alarms and hazards associated with fighting fires and rendering emergency medical assistance, including smoke, noxious odors, fumes, chemicals, liquid chemicals, solvents, and oils.

The employee occasionally works near moving mechanical parts and in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes, or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

Typical Responsibilities:

1. Performs the duties of the Fire Department Training Officer as identified in NFPA1041 including but not limited to preparing annual, monthly, and other training schedules as required and ensure all employees are competent in the duties for which they are expected to perform.
2. Plans, coordinates, and supervises training of all department personnel in accordance with Departmental Standard Operating Guidelines, laws, and regulations.
3. Maintains accurate records of all training, professional certifications, and licenses of all departmental personnel.
4. Evaluates and coordinates all training requests and scheduling for personnel to attend out-of-department schools, seminars, and conferences.
5. Serves as Department Representative on the Kalamazoo County Training Committee.
6. Serves as Chairman on the Department Health/Safety and Training Committees.
7. Works with other department personnel to provide refresher or remedial training to firefighters.
8. Plans, organizes, and supervises the operation of the Firefighter and Driver/Operator Training Programs.
9. Works with the Deputy Fire Chief in planning, organizing, and supervising the Captain Promotional Process.
10. Identifies safety and health hazards and takes the appropriate actions to ensure those unsafe conditions are corrected within an appropriate time.
11. Ensures compliance with the MIOSHA health and safety regulations including the Respiratory

Protection, Bloodborne Pathogens, and Tuberculosis Requirements.

12. Participates in drills, demonstrations, and outside training seminars to maintain certifications and other knowledge and skills related to operational responsibilities.
13. Complies with all Oshtemo Township Policies and Standard Operating Guidelines.
14. Responds to all incidents requiring a multi-station response occurring during normal working hours prepared to carry out duties assigned by the Incident Commander (IC), including performing the duties of firefighter. This does not include the automatic response to unconfirmed fire alarms.
15. Responds when paged or recalled for significant incidents outside normal working hours. Common examples of significant incidents would include but are not limited to working fires, vehicle crashes with extrication, hazardous materials incidents, and technical rescues.
16. Performs the duties of the Incident Safety Officer as identified in NFPA 1521 when assigned by the Incident Commander.
17. Assume the role of Incident Commander (IC) at all incidents where command has not been established upon your arrival and maintain that role until command is transferred to another officer as prescribed in department procedures.
18. Operate all forms for fire, emergency vehicles, EMS, and rescue related equipment.
19. Enter immediately dangerous to life and health (IDLH) environments.
20. Assists in the management of the department through the development, administration, and implementation of department policies, regulations, procedures, budgets, strategic plans, and goal setting.

The above statements are intended to describe the general nature and level of work to be performed. They are not to be construed as an exhaustive list of all job duties.

Physical Requirements:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to stand; sit; walk; use hands to finger, handle or feel; reach with hands and arms; stoop, kneel, crouch, or crawl; talk, hear and smell. The employee is occasionally required to climb or balance.

The employee must frequently lift and/or move up to 25 pounds and occasionally lift and/or move up to 150 pounds and on occasion perform the physical duties required of firefighters, both during training activities and in response to emergency calls while wearing complete protective equipment, including turnout coat and pants, boots, helmet, hood, gloves, and self-contained breathing apparatus for prolonged periods. Specific vision abilities required by this job include distance vision, color vision, peripheral vision, depth perception and ability to adjust focus. Vision must be correctable to 20/30 in each eye and visual field must be normal.

While performing the duties of this job, the employee will infrequently be required to climb exterior ladders to a height of over 100', drag a weight of up to 145 pounds for 40 feet horizontally and up and down steps, wear physically constrictive and confining safety gear, maintain respirator certification by a medical professional and crawl into progressively confining spaces.

Ability to work under conditions where exposure to environmental factors such as temperature variations and extremes, odors, toxic agents, violence, noise, machinery, electrical current, wetness, disease and/or dust, may cause discomfort and where there is a significant risk of injury.

Minimum Employment Qualifications:

- Must be 21 years of age or older.
- No felony convictions or disqualifying criminal histories within the past ten (10) years.
- Must be able to read and write the English language.
- Must be of good moral character and of temperate and industrious habits.

VEHICLE DRIVERS LICENSE REQUIREMENT:

- Must maintain a current Michigan motor vehicle operator's license without restrictions (other than corrective lenses requirement.).

MICHIGAN FIREFIGHTERS TRAINING COUNCIL CERTIFICATIONS OR EQUIVALENT:

- Fire Fighter I and II
- Fire Officer I and II
- Hazardous Materials Operations
- Fire Apparatus Driving
- Michigan Emergency Medical First Responder License
- NIMS Incident Command (IS 100/200 or equivalent and IS 700)
 - NIMS IS 300/400 and IS 800 is desired
- Fire Instructor I within one year.
- Fire Instructor II within two years.
- Certification as an EMS Instructor/Coordinator within two years.
- Obtain Blue Card IMS Instructor Certification within three years.
- Fire Officer III within three years.

EDUCATION:

Must have post-secondary education at the associate degree level or higher and a minimum of five years' experience in the fire service. Prior experience in training and a thorough understanding of applicable MIOSHA regulations are required. Prior experience driving and operating emergency fire service vehicles.

EXPERIENCE:

- Eight (8) years of fire service experience.
- Experience in driving and operating emergency fire service vehicles.
- Experience in program management and administrative duties.
- Experience in mid to top level management of a volunteer fire and EMS department.
- Four (4) years of providing direct personnel supervision.
- Six (6) years of routinely providing incident command services.
- Skilled in the use of typical office software, i.e., Microsoft Word, Excel, and PowerPoint.

These qualifications represent guidelines; alternative qualifications may be substituted if sufficient to perform duties required by position.

Desired Skills:

LANGUAGE SKILLS

Ability to communicate effectively, verbally and in writing, to subordinates, supervisors, division employees and the general public. Ability to read, analyze and interpret professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups of managers, citizens, employees, and the general public.

MATHEMATICAL SKILLS

Ability to apply basic mathematical concepts to assist in the preparation of budgets, planning and in making purchasing recommendations.

REASONING ABILITY

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram or schedule form.

COMPUTER SKILLS

Basic computer knowledge including the use of Microsoft Word, Excel, PowerPoint, and Firehouse software.

Competency:

To perform the job successfully, the following are amongst the competencies an individual should demonstrate: Customer Service - Manages difficult or emotional customer situations; Provides superior customer service, both internal and external; Responds promptly to customer needs; Solicits customer feedback to improve service; Responds to requests for service and assistance; Meets commitments.

Diversity - Demonstrates knowledge of EEO Policy; Shows respect and sensitivity for cultural differences. Promotes a harassment-free environment; Builds a diverse workforce.

Ethics -Treats people with respect; Keeps commitments; Inspires the trust of others; Works with integrity and ethically; Upholds organizational values.

Organizational Support - Follows policies and procedures; Completes administrative tasks correctly and on time; Supports organization's goals and values; Communicates with employees in a timely and appropriate manner. Leadership - Exhibits confidence in self and others; Inspires and motivates others to perform well; Effectively influences actions and opinions of others; Accepts feedback from others; Gives appropriate recognition to others.

Memorandum



Date: 12 May 2023
To: Township Board
From: Sara Feister, Human Resources Director
Subject: Township Trustee Candidate Information

Objective

UPDATE: Providing the Board all the Trustee candidate materials that were submitted for consideration of appointment to Township Trustee.

Background

Cheri Bell was appointed Township Supervisor effective 05/01/23, which left her previously held Township Trustee position vacant. Human Resources has been accepting letters of interest from candidates regarding consideration for the Township Trustee position. The posting closed on 05/12/23 at 05:00PM. I am providing these documents to the Board for review ahead of the Board Meeting on 05/23/23 at Township Hall. Candidates are as follows:

- Anna Versalle
- Jeff Parsons
- Thomas Graham

Attachments

1. Candidate materials

Core Values

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

5/2/2023

To Oshtemo Township

Re: Township Trustee

To the Board of Directors of Oshtemo Township, Oshtemo Township Staff, and the Constituents of Oshtemo Township;

I am writing today to submit my interest in the current opening for the Township Trustee position. I have lived in Oshtemo Township almost 20 years and I love our community. I am a registered voter in Oshtemo Township, and I have also served as a Precinct Chair and Election Inspector. I am currently serving as a Planning Commissioner for Oshtemo Township and I would be honored to serve my neighbors in the capacity of Township Trustee, and I greatly appreciate your time in considering me as a candidate for this appointment.

Public Service has been a focus in my life from a young age. My mother served as a volunteer Firefighter and EMT in Marcellus, MI where I grew up. I often volunteered my time to assist the families of other Firefighters and EMT's with child care, cooking meals, household chores, or whatever was needed to support them while they responded to emergencies. In high school, I participated in many extra-curricular activities to build leadership skills. After high school I was appointed to Village of Marcellus Planning Commission and got my first experience in local government. Through college I continued to seek opportunities for leadership, and this led me to join the Alpha Phi Omega co-ed Fraternity. After college I continued my drive towards leadership and since December of 2010, I have been a member of JCI Kalamazoo (Kalamazoo Jaycees). During my time as a member, I have served in various roles at the local, State, National, and International level. Some of those key experiences include Chapter President, State Chief Operations Officer, State Communications and Technology Director, National Awards Chair, and International Assistant to the President. I have also attended an extensive amount of leadership training through JCI which I believe has prepared me to continue my leadership journey as I further my career.

I am currently employed with the State of Michigan in the Department of Technology, Management, and Budget as a Departmental Manager. I work in the Client Service Center (CSC) and manage the Service Desk. My team is responsible for processing access requests for VPN (virtual private network) and other administrative tasks as needed to support the department. I have been in this position for 3 ½ years now. As the Service Desk Manager, I am responsible for setting policy and procedure around VPN Access requests, managing my staff for monthly, quarterly, and annual reviews, payroll, managing leaves of absence, managing disciplinary actions, creating, and working through Strategic Plans for my team and within the department, and assisting with training for staff as needed. Additionally, I am the purchasing professional for the CSC where I am responsible for managing and overseeing all purchases for our department. This includes office supplies, equipment, furniture, misc. expenses, reviewing budgets for payroll expenses, contractor staffing, and any other expenses that may arise. Working in

state government has given me a variety of experiences that have prepared me for work in local government. I have also discussed this opportunity to serve my community as a Trustee with my current supervisor who is supportive.

I look forward to the opportunity to speak with the Township Board and hope that I will be the person selected to serve as the Township Trustee. This is an amazing opportunity to step forward as a leader in Oshtemo and I believe I am the best person to step into the Trustee role through November of 2024 and hopefully beyond.

Thank you,

Anna Versalle

REQUIRED QUESTIONS TO ADDRESS IN LETTER OF INTEREST:

1. What goals do you wish to achieve if appointed Trustee?
 - a. If appointed as Trustee one of my first goals would be to work with the Board and Staff to develop a communication plan to better inform constituents of projects and initiatives in the Township. Communication has been a struggle in this township and I have experience and skills with communications that I believe can help.
2. What is your long-term vision for the Township, and how do your goals help make that vision a reality?
 - a. My long term vision for the Township is to see Oshtemo continue to be a leader in Kalamazoo County. Oshtemo is a leader in things like the Dark Sky initiative and non-motorized pathways and trails. I believe that clearer communication between the Township and constituents will support a vision of continued leadership and innovation because residents will understand.
3. Describe what Fiscal Stewardship means to you.
 - a. Fiscal Stewardship means understanding the budget, revenue streams, and financial needs of the Township. It means forecasting future needs and identifying additional revenue streams. It means looking at not only the cost of a project but the long term financial impact. It means looking for the best value not necessarily the least expensive option. It means ensuring that funding projects is done in a way that balances Township and Constituent financial responsibilities.
4. What do you see as the number one priority the Township should address?
 - a. The number one priority that the Township should address is establishing a Housing Department. Having a Housing Department would open opportunities for revenue streams to help the Township and Constituents. Additionally it would allow for a more streamlined management process for rental properties which will benefit all residents.

CHARTER TOWNSHIP OF OSHTEMO

APPLICATION FOR BOARD AND/OR COMMITTEE APPOINTMENT

NAME Jeff Parsons DATE 04/27/23

ADDRESS [REDACTED]

PHONE (DAY) [REDACTED] (EVENING) [REDACTED]

EMAIL [REDACTED]

YEARS RESIDED IN TOWNSHIP 13 US CITIZEN? YES NO

OCCUPATION Emergency Management Specialist

ARE YOU AT LEAST 18 YEARS OF AGE? YES NO

BOARDS AND COMMITTEES OF OSHTEMO TOWNSHIP

Please Check the Specific Board(s) and/or Committee(s) of Your Choice.

BOARDS

COMMITTEES

Board of Review: Hears and acts upon appeals made from determinations and decisions made by the Township Assessor. Do you own property / pay property taxes in the Township? Yes No

Capital Improvements Committee: Coordinates capital improvement projects that make the best use of limited public dollars.

Planning Commission: An advisory Board to the Township Board concerning amendments or change to the Zoning Ordinance. Provides Site Plan Review for Special Exception Uses.

Zoning Board of Appeals: Provides interpretation of the Zoning Ordinance and hears and acts upon variance requests, site plan review and questions arising from the administration of the Zoning Ordinance.

Parks Committee: Oversee the development of the Townships two parks, and rental facilities, by responding to public interest and use of the Recreation Plan.

Friends of the Parks: Citizen volunteers who promote expanded stewardship and preservation of natural features and parks as community resources.

Other (Area of Interest):
Township Board of Trustees

Why would you like to serve on this Board(s) and or Committee(s)?
Please see attached.

Please attach additional resume information, if available.

April 27, 2023

Dusty Farmer, Clerk
Oshtemo Charter Township
7275 W. Main St.
Kalamazoo, MI 49009

Dear Township Board of Trustees,

I am writing to express my sincere interest in becoming a member of the Oshtemo Township Board of Trustees. Throughout my time serving the Township, I have had the pleasure of collaborating with other residents, local business leaders, and public officials to make positive changes in our community. These partnerships have helped to improve public spaces and foster economic growth.

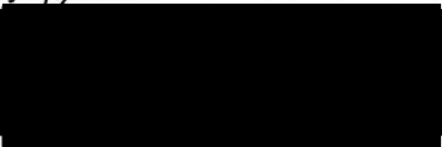
I am particularly excited about the opportunity to work with this board, which has a long-standing commitment to addressing the concerns of Oshtemo's residents, including its social, environmental, cultural, and infrastructure needs. I believe that I can be an asset to this board and help in its efforts to improve the quality of life of our citizens.

I understand that the board's work is not easy, but I am confident I can contribute. I therefore respectfully request your support of my nomination to the Oshtemo Township Board of Trustees.

Thank you for your time and dedication to serving our community.

Yours truly,


Jeff Parsons



1. What goals do you wish to achieve if appointed Trustee?

As a potential Trustee, my goal is to promote greater community engagement and inclusion. A diverse range of perspectives is essential to building a solid and representative deliberative body. To achieve this, I propose creating a Diversity Equity and Inclusion Commission to encourage participation in planning and updating our Mission, Vision, and Values statements. This approach will enable us to fully leverage diversity, particularly the diversity of thought and experience, to provide practical solutions for our community.

2. What is your long-term vision for the Township and how do your goals help make that vision a reality?

We can build a sustainable and prosperous community that meets the needs of its residents. To achieve this vision, we must ensure that our fund balance supports capital expenditures for maintaining, repairing, and replacing natural resources, infrastructure, and digital and capital assets. We must support solid partnerships with neighboring jurisdictions to ensure effective program and project management. By promoting economic development and enabling appropriate planning for the community's long-term growth, we can ensure that Oshtemo Township remains a great place to live for years to come.

3. Describe what Fiscal Stewardship means to you.

To me, fiscal stewardship means managing the resources entrusted to us. Planning and budgeting carefully, making sound financial decisions that promote growth and development, and ensuring that every dollar spent is accounted for and used effectively. In being good stewards of our resources, we can build a stronger, more vibrant community that provides for the needs of all its residents.

4. What do you see as the number one priority the Township should address?

The number one priority that Oshtemo Township should address is finding collaborative solutions to meet our safe and affordable housing challenges. This is a critical issue facing all communities, and Oshtemo's ability to manage affordable housing independently is limited. To address this issue, I propose meeting regularly with housing organizations to remain current on housing challenges, foster a creative regional problem-solving approach, and position Oshtemo as a leader and model for addressing this vital issue.



Recent Professional Experience:

*Aug 2019 -- Present -- **Emergency Management Specialist** -- Kalamazoo County Emergency Management*

- Ensure operational readiness of the County emergency communications and warning systems.
- Develop and maintain local emergency operation plans for Cities, Villages, and Townships.
- Assist the Emergency Management Director in planning, coordinating, and managing the County's—consolidated emergency management and domestic preparedness program.

*Aug 2017 -- Aug 2019 -- **Emergency Preparedness Coordinator** -- Kalamazoo County Health & Community Services*

- Developed and maintained County Health Department's emergency response plan.
- Provided training and advised senior management on emergency response, mitigation, and recovery activities.
- Liaison for the community, state, and federal agencies during a public health emergency.

*Nov 2013 -- Aug 2017 -- **Accounting Clerk; Booking Clerk** -- Kalamazoo County Sheriff's Office*

- Oversaw financial accounting, including accounts payable, receivable, and inmate transactions
- Managed over 400 inmate files, court updates, and arrestee information in the jail management system.
- Processed incoming inmates and arrestees using Law Enforcement Information Network.

Civic & Professional Activities:

*April 2022 -- Present **Board Member** -- Michigan Citizen-Community Emergency Response Coordinating Council -- Lansing, MI*

- Appointed by Governor Whitmer.
- Assists in developing, maintaining, implementing, supporting, and promoting emergency response principles, strategies, and practices within government agencies and the private sector.

*Jan 2021 -- Present **Board Member** -- Hardship Assistance Review Committee -- Oshtemo Twp., MI*

- Work with township officials and board members to assist residents with the expenses of connecting to the public sanitary sewer.

*Jan 2020 -- Dec 2020 **Graduate** -- Southwest Michigan First: Leadership Kalamazoo 2020 -- Kalamazoo, MI*

- Strengths-based leadership program established to identify and shape strong community leaders.
- Leading and coaching high-performance teams using emotional intelligence.
- Explored diversity, equity, and inclusion, using tools for navigating change, exploring conflict, and difficult conversations in the workplace.

*Jan 2011 -- Jan 2014 **Vice President** -- Oshtemo Friends of the Parks -- Oshtemo Twp., MI*

- Founding member of the board.
- Worked to promote stewardship and preservation of parks within the community.
- Secured additional park funding through innovative fundraising strategies.
- Worked with township officials to maximize volunteerism and organizational goals.

*Jan 2011 -- Jan 2013 **Board Member** -- Oshtemo Sunburst Run -- Oshtemo Twp., MI*

- Community-wide 5K run/walk for improving Oshtemo parks and promoting and preserving the Kalamazoo River Valley Trail.
- Raised funds to match a grant from the Michigan Natural Resource Trust Fund.
- Served with township and local business leaders, increasing participation and fundraising totals yearly.



Certifications & Education

Michigan State Police/Emergency Management and Homeland Security Division (MSP/EMHSD) -- Lansing, MI
Michigan Professional Emergency Manager (PEM)

International Public Management Association for Human Resources, (IPMA-HR) -- Alexandria, VA
IPMA-HR Certified Professional (IPMA-CP)

Western Michigan University, BA, MPA -- Kalamazoo, MI
Major: Political Science Minor: International Business
Master of Public Administration, Concentration in Local Government Management

In re: Letter of Interest for Trustee appointment

Please consider this letter of interest my application for the vacant trustee position

Thank you,

Thomas Graham

[REDACTED]

Kalamazoo, MI 49009

[REDACTED]

Over the last few years I have learned more about the internal functions of municipal and county governments than I ever wanted to know. I have read the statutes that create the entities, that give the entities their authority and countless legal cases in regard to all manner of disputes. I have read literally all the Oshtemo ordinances, I've participated in township meetings and I have even sued when I thought the township was out of line. I can confidently say that I have knowledge of government responsibilities, functions, powers and operations.

Every day, as the IT Systems Development Manager of a Hazardous Waste Disposal Facility (TSDF) I manage projects and people to ensure regulatory compliance with LARA, DOT, EPA, DEA, and Homeland Security. Over my career I've designed and built double entry accounting systems, inventory, manufacturing production scheduling and resource planning systems, as well as court administration systems.

I have acted as the parliamentarian for several political groups and am well acquainted with Roberts Rules of Order. I am accustomed to working on boards.

My vision for the township;

Fiscal responsibility; stop making parks that are vacant most of the time that need to be maintained. Keep the parks that are used the most and sell the rest to developers.

Pay more attention to what Trustees say on the record; When trustees at a board meeting call Walmart's legal property tax liability "cheating" or "underhanded" that opens the township up to litigation, which trustees should not do.

Return to Ethical ways of paying for township priorities; Goals that benefit the entire township, be that clean groundwater, a way for residents to get from one place to another, lighting a street corner, etc... the township as a whole should pay for any capital improvement. Dusty's idea of paying for the sewer extension with a millage was brilliant and should have been used instead of the unethical connection fee structure. I applaud the road millage that was used. In a recent Oshtemo court case filing, the township itself has stated that the purpose of the sewer expansion is to benefit everyone in the township. That being said, the only ethical way to pay for the expansion is with a millage.

The number one goal of the township ought to be to gain buy-in of the residents affected for any vision. Stop making plans, committing funds, and signing contracts when it is likely that those plans will be derailed. My ultimate goal is for the township board to regain the trust of Oshtemo residents and businesses.

I have acted as an advocate for the people of the township who felt they have been treated unfairly. I have led referendum efforts and learned what a large number of residents think and are concerned about. I've run for state and county office, each time spending weeks talking to constituents. I have the trust of a large number of Oshtemo families. Isn't that the ultimate qualification for a Trustee?

Memorandum



Date: 18 May 2023
To: Township Board
From: Iris Lubbert, Planning Director
Subject: Comprehensive Master Plan Services - Consultant Selection

Objective

MOTION: Board approval to authorize Cheri Bell, Township Supervisor, to enter into a contract with Progressive AE for an amount not to exceed \$330,000 for comprehensive master plan services.

Master Plan Background

The Michigan Planning Act defines a Master Plan (MP) as a land use and infrastructure plan that sets forth local goals, objectives, and policies for community growth and/or redevelopment over the next 20 – 30 years. The MP is an official document authorized by Michigan law that serves as a basis for zoning and can be viewed as a blueprint for a community’s future. As growth happens, the MP provides a framework for Township residents and officials to determine how, where, and when. Oshtemo’s first MP was adopted in 1993. Oshtemo’s current MP was adopted in 2011, with amendments added to the plan in 2017 and 2019. A list of all Township MP documents can be found on the Township website (<https://www.oshtemo.org/Officials-Departments/Departments/Planning-Zoning-Department/Master-Land-Use-Plan>).

With the knowledge and understanding that a comprehensive review of the existing MP is timely and the need for a single comprehensive MP is paramount, the Township Board allocated ARPA funds to assist the Planning Commission and staff in completing a Comprehensive MP update. A Request for Proposals (RFP) for Professional Planning and Transportation Engineering Services for a comprehensive MP was posted on April 5, 2023.

Consultant Evaluation

Two consultants submitted proposals in response to the Township’s RFP: Progressive AE and McKenna. The proposals from both consultants are attached to this memo. A MP review team, comprised of the Township Supervisor, Planning Director, Public Works Director, Parks Director, and three (3) Planning Commission members, reviewed the submissions and unanimously recommended proceeding with Progressive AE. The submissions were evaluated against a set of review criteria that were provided within the RFP (a maximum score of 50 points). A summary of the evaluations are outlined below and on the next page.

Evaluation Summary

	Progressive AE	McKenna
Experience in similar communities and similar project types	10/10	10/10
Evaluation of team by member expertise, structure, and capacity	10/10	7/10
Approach to public engagement	10/10	7/10
Understanding of project goals	10/10	5/10
Overall cost and value proposition	10/10	5/10
Total Points:	50/50	34/50

Experience in similar communities and similar project types (10 points): Both firms have extensive experience creating master planning documents for communities. Each proposal was awarded 10 points.

Evaluation of team by member expertise, structure, and capacity (10 points): Both McKenna and Progressive AE outline robust Teams. McKenna's proposed team is comprised of McKenna and Prein & Newhof staff members to bring a rounded planning and engineering perspective. Progressive AE's proposed team is comprised of Progressive AE staff (both planners and engineers), an economic development specialist from Chesapeake Group, and members of Tool Design (non-motorized experts). Given the scope of the project, the variety of specialization that the Progressive AE team would provide was seen as more desirable by the review team.

Approach to public engagement (10 points): Both consultants outline sufficient engagement plans, however Progressive AE's proposal regarding public engagement was far more robust, innovative, and iterative to fit the needs of the Township and its residents. Overall, Progressive AE's proposal provides more opportunities and venues for the public to engage and participate in the process.

Understanding of project goals (10 points): Progressive AE's proposal demonstrated that they understood the requested scope of work outlined within the RFP. Their proposal is thorough and well thought through to meet the desired deliverables. Progressive AE's proposal took a more holistic approach, offering a deeper understanding to each project goal and communicated that they clearly understood how they would need to be uniquely modified to a community based on its individual values and public feedback. The proposal from McKenna did not go into the same level of detail and did not adequately give the proper weight to the project goals. The proposed scope of work and final deliverables that are proposed between the two firms are drastically different.

Overall cost and value proposition (10 points): The baseline work outlined in McKenna's proposal totals \$110,000. The baseline work outlined in Progressive AE's proposal totals \$330,000. McKenna did not provide a cost breakdown as requested in the RFP (fee breakdown per deliverable). As noted in the previous evaluation point, the proposed scope of work and final deliverables that are proposed are drastically different between the two proposals. What is being offered in Progressive AE's proposal provides a greater value proposition as the Township would be contracting with a Consultant team that would procure a level of a comprehensive plan as requested in the RFP.

Based on this evaluation and the positive feedback provided from their references, the Master Plan Review Team unanimously recommends proceeding with Progressive AE.

Budget Consideration

The Township had budgeted \$250,000 in ARPA funds for this project, half in 2023, and half anticipated for 2024. Progressive AE's proposal outlines the fee schedule broken down per each deliverable (see Page 61 of proposal). A baseline project budget of \$292,600 plus \$7,400 for expenses is proposed. All the tasks listed are needed to complete a thorough Comprehensive Master Plan project and address ongoing issues/gaps in the Township's policies. In addition to the tasks to meet the minimum deliverables outlined in the RFP, four additional services and associated costs are also provided which were also requested in the RFP. Of the four additional services proposed, one is deemed necessary by the review team: Private Street Design Guidelines. With the addition of the Private Street Design Guidelines, the total proposed project amount is \$330,000.

The remaining additional services will be determined as progress occurs in the project if the team determines they are appropriate to properly reach targeted demographics and further analyze final recommendations in the MP. If needed, they would come to the Board as budget amendments at that time.

This year's budget includes \$125,000 in ARPA funds for the comprehensive Master Plan project. Staff recommends that with the proceeding with Progressive AE's proposal, it is also committed that the 2024 budget will include the remaining \$205,000, budgeted from ARPA, General Funds, and Road Funds.

Information Provided

RFP for Comprehensive Master Plan Services: Progressive AE proposal & McKenna proposal

Core Values

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

Request for Proposals

Comprehensive Master Plan Services



General Overview:

Oshtemo Charter Township is seeking an RFP from leading industry consultants (or consultant teams) to be considered for consultant services related to creating a new Comprehensive Master Plan. The Comprehensive Master Plan will focus on the Township's future with a strong emphasis on land use planning, placemaking, transportation, and economic development.

Deadline for Submittals:

Responses will be accepted until **2 p.m. on Wednesday, May 10, 2023**. Responses should be submitted as 2 hardcopies and 1 flash drive with electronic copy in searchable format. Responses submitted after the deadline will not be accepted. All submissions shall be sent to:

Iris Lubbert, Planning Director
Oshtemo Charter Township
7275 W Main Street
Kalamazoo, MI 49009

About the Community:

Oshtemo Charter Township is located in southwest Michigan in Kalamazoo County. The Charter Township is situated halfway between the cities of Chicago and Detroit, just north of Interstate 94 with US 131 bisecting the eastern end of the township north-to-south. Oshtemo Charter Township contains almost 36 square miles. The Charter Township is bordered by the City of Kalamazoo and Township of Kalamazoo to the east, Alamo Township to the north, Texas Township to the south, and Almena Township to the west.

Originally an agricultural community, Oshtemo Charter Township has grown to a population of 23,702 and is ranked the 85th largest community in Michigan by the 2021 American Community Survey out of 1,520 incorporated cities, villages, and townships. Oshtemo is now predominantly a residential community; with the majority of the residential, commercial, and industrial growth having occurred within the eastern portions of the Township. Oshtemo has a strong commercial area along West Main Street which generally serves communities in the western and northern parts of the County and beyond and another commercial area along Stadium Drive serving a more local customer base. As a community with a large residential base, growing and convenient commercial base, lower taxes, and Kalamazoo, Mattawan, and Otsego Public Schools, Oshtemo is an attractive place in which to live and work. Per the Township's 2017 Master Plan update, the population is expected to continue to grow to approximately 33,306 by 2040.

Oshtemo Charter Township's current Comprehensive Master Plan was adopted in 2011 with updates in 2017 and 2019. The Township is currently working on a Housing Action Plan, estimated to be completed July 2023, and an update to the 2019 Go! Green Oshtemo Plan focusing on Parks, estimated to be completed December 2023. Current Master Plan documents can be found at: <https://www.oshtemo.org/Officials-Departments/Departments/Planning-Zoning-Department/Master-Land-Use-Plan>.

Project Background:

Oshtemo Charter Township is often considered a rural or suburban community to the City of Kalamazoo. The general perception that Oshtemo is just a small, rural community continues to influence how the Township has and is managing its growth. As time progressed, and incremental zoning changes occurred through the adoption of sub area plans, etc. and as more development occurred, significant parts of the Township have passed the point of being rural. Oshtemo is now the 85th most populace community in Michigan. To preserve the valued rural character of Oshtemo, previous Master Plans have concentrated development opportunities in the eastern areas of the Township where water and/or sewer are readily available and where change had already been occurring. In summary, the eastern portions of the Township are now completely developed with traditional neighborhoods and commercial areas to the extent that this area is considered urban by the Federal Adjusted Census Urban Boundary. A new Comprehensive Master Plan is needed that reflects the growth that the Township has experienced and looks at how the Township should continue to grow, while remaining a healthy community.

The eastern quarter of the Township is urban in character and has established traditional neighborhoods and commercial areas. Retrofitting public utilities and non-motorized facilities has been a priority for the last decade and continues to need to be completed. Residents that live within the rural and urban areas both highly value the rural nature of community and want to preserve that character. Recognizing that the Township doesn't own the land, tools are needed to help guide and manage development. The new Comprehensive Master Plan will need to consider services and projects for both the rural and urban identities of the Township.

The current Comprehensive Master Plan was adopted in 2011. In 2017 and 2019 a number of amendments and subarea plans were approved resulting in multiple Master Plan documents. The new Comprehensive Master Plan will honor and build upon Township's previous planning efforts. For efficiency and consistency, a single Comprehensive Master Plan document is needed. Sections of existing Master Plan documents need to be reassessed, updated, merged, and/or compiled.

Project Goals:

- The process shall include utilization of multiple, creative community outreach techniques during the public input phase(s), to facilitate a diverse and full engagement of the Township Planning Commission, stakeholders (residents, developers, business owners, etc.), and Township Board, in such a manner as to discern stakeholder subset distinct voices.
- Creation of a practical, usable Comprehensive Master Plan that reflects the community's desired direction for the Township's future and provides appropriate guidance for implementation. The Plan will be well-organized, accessible online, and user friendly with plain language, illustrative information, diagrams, photos, etc.
- The Plan will evaluate existing Master Plan documents, including sub area plans and the parks and recreation master plan, under a holistic lens and incorporate existing or previous content from the documents as appropriate. The Plan will honor and build upon Township's previous planning efforts.
- The Plan shall include a baseline analysis of how growth has impacted Oshtemo's quality of life; including but not limited to community characteristics such as: current levels of traffic, type and quantity of commercial uses, natural features, and adverse environmental issues like noise, light, and glare.
- The Plan will include an Economic Development Strategic Plan that evaluates internal and external factors that favorably and/or unfavorably influence the overall economic health of the community. The plan will identify target economic strategies and opportunities that are both realistic and compatible.
- The Plan will evaluate if and where marijuana sales and/or production should be permitted in the Township.

- Create a clear and achievable transportation plan that will enhance the network for all users and that best serves the current and projected residential and commercial growth. The Plan will incorporate strategies and projects to maximize the connectivity of street networks and pedestrian corridors. This effort will include updating the Township’s Future Road Connections Map, Access Management Plan, Complete Street Policy, and Non-motorized Plan. The Plan will help create standards for where and how private roads should be permitted in the Township; considering differences for rural and urban contexts.
- The Master Plan must be compliant with the Michigan Economic Development Corporation’s Redevelopment Ready Communities (RRC) Certified Communities format. The Master Plan should incorporate all RRC Best Practices.
- The Master Plan will emphasize placemaking and placemaking strategies keeping in mind the Township’s rural vs urban characteristics. Inclusivity is a top priority of the Township.

Project Deliverables (Minimum):

- A user-friendly Comprehensive Master Plan, in written and electronic form, which incorporates existing Master Plan content where applicable.
- An updated Future Land Use Map
- An Economic Development Strategic Plan
- Marijuana Ordinance review and necessary amendments
- An updated Future Road Connections Map
- An updated Access Management Plan
- An updated Complete Street Policy
- An updated Non-motorized Transportation Plan
- A Road Standards Policy which identifies where and how private streets should be permitted

Project Schedule:

It is anticipated that this project will be ongoing through 2023, 2024, and 2025. Below are anticipated milestones and other applicable dates. Given the scale of the project, the Township is agreeable to a variation to the schedule assuming justification is provided in the proposal. Shorter time frames are encouraged. Any recommended changes to the schedule and critical path items shall be outlined in the submittal.

RFP distributed	April 5, 2023
Questions deadline	April 19, 2023
Answers provided by	April 27, 2023
Completed RFP due to Township	May 10, 2023
Interviews of Consultants	May 16 and 17, 2023
Consultant Selected and Approved by the Board	May 23, 2023
Community Survey (outside project)	May 2023
Comprehensive Master Plan Kick off	June 2023
Housing Action Plan adopted (outside project)	July 2023
Comprehensive Master Plan Survey	September/October 2023
Public Meetings	TBD
Draft Complete of Comprehensive Master Plan	Early 2025
Public Hearings	TBD
Final Comprehensive Master Plan Approval	Mid/Late 2025

Description of Team and Areas of Expertise:

Consultant Team: The team shall be multidisciplinary and have a keen ability to balance planning, economic development, and transportation principals. Team member(s) trained in diversity, equity, and inclusion are desired to ensure value is gathered from all perspectives and input is reflective of the entire community. Desired consultant team composition is outlined below:

- Project Team Lead: Due to limited Township staff capacity, the consultant team shall provide overall project management to ensure that the project stays on schedule and budget. This includes facilitating meetings and/or workshops with Township staff. The project team lead shall have experience and knowledge in leading similar master planning projects with multiple elements.
- Planning Expertise: The team shall consist of member(s) with extensive experience with master planning for growing communities. They must be knowledgeable in current planning best practices, have AICP certification, and be skilled in community engagement with diverse stakeholders and in placemaking. Knowledge in climate resiliency and environmental stewardship is also important and desired.
- Economic Development Expertise: The team shall consist of member(s) with expertise in economic development strategies for Municipalities and have experience in developing Economic Development Strategic Plans. Familiarity with Michigan Marijuana laws and industry best practices is required.
- Transportation Expertise: The team shall consist of member(s) with expertise in transportation engineering and transportation planning. They must have ability to consider the large and small impacts of projects, how they fit into the entire community but also the feasibility of them being implemented. The Township is not an agency focused only on vehicular traffic but more the entire system and users of all types, abilities, and needs. Experience in creating and gathering stakeholder input for policy documents is required.

Township Staff: The Planning Director will serve as the point of contact for Oshtemo Township. The Public Works Director and Supervisor will be the other key staff team members. The Planning Commission will be the Steering Committee for the process. The Township anticipates that the Township Board will provide guidance through the process.

Proposal Content:

- Cover Sheet
- Exhibit A: Authorization Page, attached
- Table of Contents
- Letter of Interest
- List of key project personnel, their roles, and their related experience (Substitutions will require Township approval) including any subconsultants
- Summary of Firm's background and focus
- Work Program/Approach: shall include public engagement approach. List at least three innovative public engagement activities utilized in past projects.
- Proposed project schedule, including critical path items
- Minimum of three (3) examples of similar projects and professional references for each
- Proposed fee broken down per each listed minimum deliverable within this RFP and any additional recommended deliverables, for the comprehensive master plan update.
 - Depending on cost, the Township may prioritize only certain deliverables or seek additional funding.

- List any additional expense rate anticipated by the Firm that are not included in the above costs.
- This project will be awarded as Lump Sum contract.

Review Criteria (Total 50 points):

- Experience in similar communities and similar project types (10 points)
- Evaluation of team by member expertise, structure, and capacity (10 points)
- Approach to public engagement (10 points)
- Understanding of project goals (10 points)
- Overall cost and value proposition (10 points)

Interest and Questions:

Any questions should be submitted to Iris Lubbert, Planning Director, at ilubbert@oshtemo.org. Questions and clarifications shall be submitted prior to 5:00 pm local time on April 19, 2023. Information provided in response to questions that changes or clarifies this RFP will be posted on the Oshtemo Township Planning Department page (<https://www.oshtemo.org/Officials-Departments/Departments/Planning-Zoning-Department>) by April 27, 2023 by 5:00 pm local time.

Legal Notice:

The final decision on selection of the Firm for this project will be determined by the Oshtemo Township Board. Oshtemo Township reserves the right to reject any proposals or parts of proposals. The Township also reserves the right to waive any irregularities, inconsistencies, or take other action determined to be in the best interest of the Township.

Oshtemo Township's Nondiscrimination Bidding Policy can be found at <https://www.oshtemo.org/About-Oshtemo/Bidding-Process>.

The Firm will be required to furnish to the Oshtemo Charter Township prior to commencement of work, a Certificate of Insurance as well as any required endorsements. In lieu of required endorsements a copy of the policy sections where coverage is provided for additional insured and cancellation notice would be acceptable. Copies or certified copies of all policies mentioned below shall be furnished, if so requested.

Professional Liability Insurance in an amount not less than \$1,000,000 per claim. If this policy is claims made form, then the Firm shall be required to keep the policy in force, or purchase "tail" coverage, for a minimum of 3 years after the termination of this contract.

**Exhibit A: Authorization Page
OSHTEMO CHARTER TOWNSHIP**

Submit this Completed Form as part of your Proposal.

Firm Name: _____
Address: _____
Telephone: _____
Website: _____

Representative Authorized to Sign Offer and Contract:
Name: _____
Title: _____
Email: _____
Telephone: _____
Address: _____

Authorized Point of Contact/Project Team Lead:
Name: _____
Title: _____
Email: _____
Telephone: _____
Address: _____

I certify that I am authorized to execute and submit this proposal on behalf of the Firm listed above; that all of the RFP instructions and rules, exhibits, addenda, explanations, evaluation criteria, submittal requirements, terms and conditions and any other information provided by the Township has been reviewed, understood and complied with; and that all information in this submission is true, correct, and in compliance with the terms of the RFP.

I hereby state that I have the authority to submit this proposal which will become a binding contract if accepted by the Oshtemo Charter Township. I further state that I have not communicated with nor otherwise colluded with any other person or Firm, nor have I made any agreement with nor offered or accepted anything of value from an Official or employee of the Oshtemo Charter Township that would tend to destroy or hinder free competition.

Authorized Representative Signature

Date



REQUEST FOR PROPOSAL

Oshtemo Charter Township

Comprehensive Master Plan Services | May 10, 2023

**THE FUTURE DEPENDS ON
WHAT YOU DO TODAY.
- MAHATMA GANDHI**

Table of Contents

	Letter of Interest
P 01	Project Team
P 17	Project Approach
P 41	Proposed Project Schedule
	Experience & Qualifications
P 43	- Community Engagement
P 47	- Master Planning
P 61	Proposed Fee

Exhibit A: Authorization Page
OSHTEMO CHARTER TOWNSHIP

Submit this Completed Form as part of your Proposal.

Firm Name: Progressive AE _____
Address: 1811 4 Mile Road NE, Grand Rapids, MI 49525 _____
Telephone: 616.361.2664 _____
Website: progressiveae.com _____

Representative Authorized to Sign Offer and Contract:

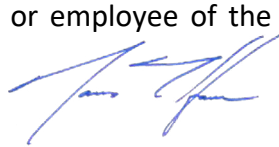
Name: Jim Horman, AIA _____
Title: Principal _____
Email: hormanj@progressiveae.com _____
Telephone: 616.340.9605 _____
Address: 1811 4 Mile Road NE, Grand Rapids, MI 49525 _____

Authorized Point of Contact/Project Team Lead:

Name: Suzanne Schulz, FAICP _____
Title: Urban Planning Practice Leader, Project Manager _____
Email: schulzs@progressiveae.com _____
Telephone: 616.988.4809 _____
Address: 1811 4 Mile Road NE, Grand Rapids, MI 49525 _____

I certify that I am authorized to execute and submit this proposal on behalf of the Firm listed above; that all of the RFP instructions and rules, exhibits, addenda, explanations, evaluation criteria, submittal requirements, terms and conditions and any other information provided by the Township has been reviewed, understood and complied with; and that all information in this submission is true, correct, and in compliance with the terms of the RFP.

I hereby state that I have the authority to submit this proposal which will become a binding contract if accepted by the Oshtemo Charter Township. I further state that I have not communicated with nor otherwise colluded with any other person or Firm, nor have I made any agreement with nor offered or accepted anything of value from an Official or employee of the Oshtemo Charter Township that would tend to destroy or hinder free competition.



5/10/2023

Authorized Representative Signature

Date

May 10, 2023

Iris Lubbert, Planning Director
Oshtemo Charter Township
7275 W Main Street
Kalamazoo, MI 49009

Dear Ms. Lubbert,

The Progressive AE team is enthusiastic about the opportunity to work with Oshtemo Charter Township to develop a new Comprehensive Master Plan. Our goal for this planning effort is to build energy, excitement, and community support not only for the planning process but to truly make your plan a living document that residents and business owners can get behind. We are eager to represent the growth of the Township in a vibrant plan reflective of the conditions of today and those anticipated for tomorrow. It is with great interest that this proposal is being submitted for your consideration.

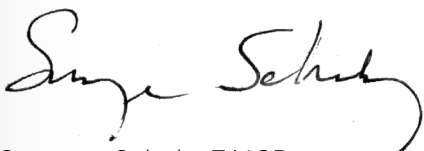
Getting It Done. Our experience in planning and zoning processes is unparalleled in Michigan. Progressive's team consistently works alongside growing communities situated in times of exciting momentum. We have had plans awarded by the Michigan Association of Planning as well as the American Planning Association because of the quality of the planning processes crafted for each project, which then manifested themselves into the formation of places that create value and improve quality of life.

Innovative Leadership. As project manager for this effort, I am pleased to offer my nearly three decades of planning expertise to Oshtemo Charter Township. I have a demonstrated track record of successfully managing ambitious planning processes that resulted in significant systems change during my 20-year tenure with the City of Grand Rapids. I am also deeply knowledgeable about best practices in the Michigan planning field; having served as the former Chair of the Michigan Association of Planning's Board of Directors, Chair of Michigan's Complete Streets Advisory Council, Member of the State of Michigan Marijuana Advisory Panel, and Member of the Michigan Economic Development Corporation's Redevelopment Ready Communities Advisory Committee.

We've Done Our Homework. We've thought about your project. In our proposal, you will find a well-designed process that addresses future land use and community development scenarios that will position Oshtemo Charter Township for long-term success. Planning processes assist in identifying and balancing who should be at the table, where there is energy and interest, what is most important, when implementation should occur, and how success will be measured. Our goal is for this thoughtful process to help build excitement and generate community support for implementation, long after the official planning process is complete.

We would very much enjoy this opportunity to form a growing partnership with Oshtemo Charter Township and look forward to discussing our proposal details with you. Should you have any questions on this proposal or need any additional information, please do not hesitate to contact me at 616.988.4809 or schulzs@progressiveae.com.

Sincerely,



Suzanne Schulz, FAICP
Urban Planning Practice Leader

Project Team

Progressive AE's workforce is a unique blend of creative people who think strategically, and strategic people who work creatively. The firm is guided by Performance Based Design, a fundamental and forward-thinking philosophy. Through Performance Based Design, we commit to optimizing performance for clients and validating results after the project is complete.

FULL SERVICE
ARCHITECTURE & ENGINEERING FIRM

60 YEARS
OF EXPERIENCE

ACTIVE IN
48
STATES

10
MARKETS

140+ DESIGN
AWARDS

245+ SKILLED PROFESSIONALS

LOCATIONS = **3**

Full Service Expertise

One thing we know is each client faces unique needs that must be met, while keeping the future in mind. This is exciting to us. No challenge is too great, thanks to our comprehensive range of services. Whatever discipline is required, we have subject matter experts on hand to find the right solution.

Our Areas of Expertise Include:

- Architecture
- Design-build
- Engineering
- Interior Design
- Landscape Architecture
- Change Management Consulting
- Transportation Planning
- Universal Design
- Urban Planning
- Water Resources

Firm Locations

Grand Rapids

1811 4 Mile Rd. NE
Grand Rapids, MI 49525
616.361.2664
192 employees

Charlotte

330 S. Tryon St. #500
Charlotte, NC 28202
704.731.8080
31 employees

Detroit Office Opening June 2023

Firm History

Progressive AE was founded in 1956 as Progressive Engineering Company. Later acquiring architectural firms KSV Architects, Design Plus and ai Design Group, today Progressive AE is a full-service architecture, engineering, and planning firm licensed in all 48 contiguous states.

Your success is defined in the eyes of your community members and we will take the time to understand and anticipate their desires, a process we've perfected.

Community Expertise

Our passion for community is evident in who we are and what we do. We have more than 60 years' experience in creating engaging, energetic and collaborative communities. An intimate knowledge of the local community, combined with a full range of design services, gives us the unique ability to look holistically at community projects. These projects require awareness and understanding of various administrative requirements including regulatory and civic compliance. Our understanding of local and state regulations helps pave the way for a smooth and efficient process from initial engagement through project completion.

We Start With You.

No matter the project, we always begin by understanding you, your residents, businesses and visitors, and the aspirations and drivers of your community. Having a firm understanding of where you are today and where you want to be tomorrow will help guide our design decisions and recommendations. Design is a process; it takes understanding, vision and realistic recommendations. We're here to lend our guidance and expertise to your project.

Our experience includes projects for different clients and communities across the country including these project types:

Municipal

- Airport
- Correctional Markets
- Parks and recreation
- Public works
- Water resources

Mobility

- Safety analysis
- Geometric planning
- Traffic engineering
- Signal design

Nonprofit

- Chamber of commerce
- Community foundations
- Development authorities
- Economic development agencies

Arts and Entertainment

- Convention and visitor centers
- Fine and performing
- Gardens and parks
- Hotels
- Museums
- Sports and recreation
- Stadiums

Planning

- Comprehensive plans
- Corridor plans
- Downtown placemaking
- Placemaking
- Bike and mobility plans
- Zoning ordinances
- Design manuals
- Form-based codes
- Housing policies



Subconsultant Information: The Chesapeake Group

BUILDING A FOUNDATION FOR THE FUTURE

The Chesapeake Group’s mission is to facilitate sustainable land use, community-based activity, business development, redevelopment, and expansion in rural, suburban, and urban settings.

TCG...

IS an independent firm. Our independence allows doing what is best for our clients and not focus on “watching the clock.”

HAS significant experience in many areas of the country, including the Midwest. TCG has had numerous efforts in Michigan, Indiana, Ohio, Illinois, and others. We have worked in smaller and larger population centers throughout Michigan. We are often directly involved with implementing concepts and projects, including partners, investors, and developer recruitment.

HAS stimulated more private investment and higher private sector to public sector dollar ratio investment than any other known organization.

USES only highly-skilled principal-level professionals and not lower-level staff with minimal experience.

HAS built its reputation on providing a high level of service, being committed to making efforts successful, and providing a quality product that produces results.

IS proud that most public and private sector clients return consistently to use our services.

HAS a diverse client base. We understand the needs of residents, funders, governments, community-based groups, developers, and small and large business interests, as our client base includes all these entities.

HAS a reputation for being associated with creative, pragmatic, and successful projects.

IS committed to professional excellence at a reasonable cost.

OUR HISTORY

TCG was formed in 1974 and incorporated in Maryland a year later. In addition to our home base in Maryland, we have offices in Michigan, Pennsylvania, and Florida. TCG purchased ownership of Ackley Marketing Group in 1998. Now a subsidiary of TCG, Ackley Marketing Group is a full-service marketing and advertising firm that assists clients with targeting markets, formulating creative direction, and communicating sales messages. All projects integrate Principals from our four offices.

REDEVELOPMENT READY COMMUNITIES

In Michigan, TCG is also the only consultant involved with the State of Michigan’s Redevelopment Ready Community Certification Program for the two most recent administrations and the former “Cool Cities Neighborhood Program” during previous administrations.





Subconsultant Information: Toole Design Group

GROUNDBREAKING WORK THAT MOVES PEOPLE

Toole Design is committed to designing and building spaces where people can move freely and intuitively, enjoying the experience and becoming a part of the community instead of just moving through it. Our success is built on collaborative partnerships with our clients, and thinking that goes beyond conventional solutions. For 19 years, we've transformed the way people move, and helped communities thrive.

OUR VALUES

At Toole Design, ethics, empathy, and equity inspire and guide everything we do. These values compel us to help build a transportation system that is safe, efficient, and sustainable. We envision a system where everyone—regardless of their race, abilities, economic status, or location—can walk, bicycle, and use transit not just as a way to get from Point A to Point B, but to thrive.

We call our approach the New E's of Transportation, and whether you're a client, industry peer, community member, or part of our team, we want to share this vision with you.

OUR HISTORY

Jennifer Toole founded Toole Design in 2003 with a simple mission: to support innovative streets and dynamic communities where people of all ages and abilities can enjoy walking, biking, and access to transit. This is more than just a description of what we do; it is the lens through which we see the world around us, and it defines our approach to every project we work on.

From a single office in Maryland, Toole Design has grown to 18 offices throughout the United States and Canada. Our talented team of planners, engineers, and landscape architects are committed to delivering quality work that meets the needs of people in motion, regardless of age or ability and no matter how they choose to travel.

Progressive AE's Urban Planning Practice has a demonstrated track record of successfully managing ambitious planning processes for communities experiencing growth and change, while preserving their true character. Working with local and appointed leaders, township staff, residents, business owners, and other stakeholders, we create high-quality, well-planned, and actionable community visions. We are excited to collaborate with you to inspire local pride and participation in this planning process as we envision the future of Oshtemo Charter Township!



 Suzanne Schulz, FAICP
Project Manager
Urban Planning Practice Leader



Engineering

Christopher Zull
 Lead Transportation
 Engineer

Nicholas LaCroix
 Transportation Engineer



**Planning & Community
 Engagement**

Suzanne Schulz
 Urban Planning Practice
 Leader

Mausharie Valentine
 Urban Designer

Julie Tschirhart
 Planner

Joy Sportel
 Urban Designer

James Kilborn
 Planner

Sara Moring-Hilt
 Planner



Toole Design Group

Drew Parker
 Senior Planner

Ian Lockwood
 Livable Transportation
 Engineer



The Chesapeake Group

Howard Kohn
 President and CEO



Suzanne Schulz, FAICP

Urban Planning Practice Leader

schulzs@progressiveae.com
616.988.4809

Suzanne brings more than 28 years of experience and an extensive background specializing in urban planning, zoning, transportation planning and policy development. In her role with the City of Grand Rapids, Suzanne served as the Managing Director of Design and Development and the City's Director of Planning. She was extensively involved in project management for community-led processes, including Plan Grand Rapids (comprehensive master plan), Green Grand Rapids, and the Vital Streets Plan. She was the principal author of the City's ground-breaking 2007 Zoning Ordinance (Zone Grand Rapids), Transformation Advisors Report, Sustainable Streets Task Force Report, and the Michigan Street Corridor Plan. In addition, during her two-decade tenure, she oversaw the implementation phases of every project and leveraged billions of dollars of investment.

Education

Michigan State University
Bachelor of Science, Urban Planning

Registrations

American Institute of Certified Planners, #016099, July 1, 2000
Inducted into the College of Fellows, May 1, 2022

Michigan Association of Planning Zoning Reform Toolkit for Housing Supply

A ground-breaking document to encourage Michigan communities to think differently about how zoning affects housing supply. The toolkit focuses on talking points for public officials and various zoning approaches to meet a community's housing needs. This work has been nationally recognized by the American Planning Association.

Plainfield Township Reimagine Plainfield Corridor Plan and Zoning Ordinance

Developed the plan to evaluate existing conditions and the redevelopment potential of land along Plainfield Avenue in Plainfield Charter Township. A design charrette and concept sketches were used to engage community leaders in visioning how the corridor could be different than it is today. Authored zoning ordinance text amendments to implement the plan's vision. Currently working on behalf of the Township on implementation projects.

Plan Danville!

Leading the community engagement and implementation efforts for the City of Danville, VA comprehensive plan. Danville is a city of 40,000 people and was the last capital of the Confederacy. The plan's focus is on health, equity, education, environment, empowerment, housing, and transportation.

Village of Lawton Road Map

Project Manager for community engagement, planning, and report to create a literal "road map" for the Village of Lawton, MI.

Green Grand Rapids, Grand Rapids, Michigan

Clear outcomes were defined for parks and greenspaces, urban tree canopy, stormwater, local food, the Grand River, and bike facilities. This work resulted in zoning amendments to protect steep slopes and wetlands, increase tree canopy, and manage stormwater.

City of Grand Rapids Zoning Ordinance, Zone Grand Rapids

A community pattern workbook was created to facilitate neighborhood and business district discussions about context. A cutting-edge hybrid code was then drafted that reflected community voice, allowed for administrative approvals, and facilitated the development of more than 8,000 housing units. Subsequent amendments to the ordinance included updated provisions as a result of new community plans, case law, or new laws that affected topics such as stormwater management, tree canopy, mobility, short term rentals, housing, signs, and marijuana.⁶



Christopher Zull, PE

Transportation Practice Leader

zullc@progressiveae.com

Phone: 616.365.2664

Chris has over 18 years of experience as a transportation engineer, spending the last 15 years working for the City of Grand Rapids, most recently as the Traffic Safety Manager. In this role, Chris managed the Lighting, Signals and Signs Department which provides off-hours and emergency services.

Chris has been responsible for the oversight of staff and consultants for the conversion of over 40 miles of road diet from 4-lanes to 3-lanes in Grand Rapids. Key project components included review and update of roadway geometrics, pavement marking layout, parking management with local business owners and invested stakeholders, bicycle lane design and connectivity, appropriate signing and signal head alignment updates, in depth public engagement and educations, crash analysis, traffic volume data collection and analysis for both before and after conditions.

Education

Michigan State University
Master of Science in Civil Engineering

Michigan State University
Bachelor of Science in Civil Engineering

City of East Grand Rapids Mobility/Bike Action Plan

Worked closely with the City to evaluate street networks and infrastructure to add and improve cycling facilities to enhance and promote cycling activities and best practices for safety. Developing a comprehensive plan with mapping through public engagement, stakeholder meetings and community surveys to identify near and long term infrastructure needs as well as identifying policies needed for all users to feel safe and comfortable.

City of Grand Rapids Vital Streets Plan and Design Guidelines

Vital Streets is a combination of Complete Streets and Green Infrastructure that creates the brand of infrastructure unique to Grand Rapids. The Vital Streets Design Guidelines provide detailed information regarding street design considerations that promotes self-enforcing principals to enable users to naturally and intuitively comply with speed and other operating expectations. Design controls are utilized to reflect the context and character of land uses and transportation needs with a clear perspective on operational and maintenance requirements.

City of Grand Rapids, Michigan Street Corridor Plan

A regional corridor of significance that has experienced over \$1 billion of development over the last 10 years. The road needed a transportation plan to accommodate its growing future. Recommendations related to traffic included a 20 year plan with a target to shift 40% of traffic to transit or other non-motorized modes, bike routing through neighborhoods rather than on Michigan Street, on-street parking management where appropriate, planning for future transit only lanes, improving the pedestrian and bike environment. The overall study included placemaking, accommodating a wide variety of land uses, quality of life, community health, public art, climate resiliency, and promote organized economic investment and job growth.

City of Grand Rapids, Non-Motorized Network Development, 2010-18

As part of the Technical Advisory Committee on behalf of the City of Grand Rapids for both the Silver Line and Laker Line bus rapid transit (BRT) projects Chris helped foster operational coordination, geometric decisions, and communications interests. The result is completion of the first BRT system in the state of Michigan with the Silver Line (August 2014) and ongoing construction of the systems first expansion, the Laker Line. Major design details for the Silver Line include 34 BRT specific stations, 9.6 miles in length, dedicated bus only operations, and transit signal priority.



Nicholas LaCroix, PE, PTOE

Senior Transportation Engineer

lacroixn@progressiveae.com

Phone: 616.447.3411

Nicholas has more than 18 years of experience in transportation engineering analysis and design with focus on projects including transportation planning, traffic signal systems, traffic impact studies, corridor studies, work zone mobility, parking studies, campus transportation, traffic calming and walkability, and non-motorized facilities.

Nick has extensive experience utilizing multiple traffic engineering modeling software packages, including Synchro/SimTraffic, VISSIM and Transmodeler.

Education

Michigan State University

Bachelor of Science, Civil Engineering

City of East Grand Rapids Mobility/Bike Action Plan

Worked closely with the City to evaluate street networks and infrastructure to add and improve cycling facilities to enhance and promote cycling activities and best practices for safety. Developing a comprehensive plan with mapping through public engagement, stakeholder meetings and community surveys to identify near and long term infrastructure needs as well as identifying policies needed for all users to feel safe and comfortable.

Newaygo Downtown Walkability Improvements, Newaygo, MI

Lead Traffic Engineer for developing conceptual plans to improve walkability within downtown Newaygo. The project is located along M-37 (State Road) and includes reducing the roadway cross-section to 3-lanes, providing parking on both sides of the roadway, creating curb bump outs, constructing a new mid-block crosswalk, and a potential roundabout at the M-37/M-82 intersection. Tasks completed include developing conceptual corridor graphics, roundabout concept design and cost estimates, existing and future operational and capacity analyses of intersections within the project limits, safety analysis along the corridor, sight distance studies, and evaluation of non-motorized impacts.

University of Michigan Hayward St. Pedestrian Crossing, Ann Arbor, MI

Project manager and lead traffic engineer for evaluating an existing mid-block crosswalk located on the U of M North Campus. Tasks included collecting vehicular speed and volume data, pedestrian data, and site geometrics. A final report was developed outlining recommendations to increase pedestrian safety at the mid-block crosswalk.

University of Michigan North Campus Non-Motorized Master Plan Update

Lead traffic engineer for developing a non-motorized transportation plan for the North Campus. Tasks included a review of non-motorized elements of the North Campus, campus wide traffic and pedestrian data collection, pedestrian safety review, and developing a list of approximately 50 recommendations for immediate, mid-term, and long-term improvements.

I-96/Cascade Road Interchange Study, Grand Rapids, MI

Traffic engineer for the interchange feasibility study for the replacement of the existing bridge carrying Cascade Road over I-96. Two interchange configurations were analyzed, including a partial cloverleaf and a Diverging Diamond Interchange (DDI). The preferred concept utilizes two bridges to carry Cascade Road over I-96 providing for better geometrics at the crossovers as well as construction staging benefits as one bridge can be constructed over I-96 while the existing bridge is maintained.



Mausharie Valentine, AIA, NCARB, CDT

Architect | Planner

valentinem@progressiveae.com
Phone: 616.447.3426

Mausharie is a design architect committed to designing imaginative, holistic environments that bring each client's unique project goals to life. Mausharie's express desire is to create equitable and inclusive places that emphasize achieving beautiful, well-loved places through empathy, continual market research, collaborative team effort, and visionary thought leadership in problem solving.

Education

Andrews University
Bachelor of Science, Architecture

Andrews University
Masters of Architecture

Plan Danville

Assisting the community engagement and implementation efforts for the City of Danville, VA comprehensive plan. Danville is a city of 40,000 people and was the last capital of the Confederacy. The plan's focus is on health, equity, education, environment, empowerment, housing, and transportation.

City of Kentwood Housing Study

Leading the City of Kentwood's Planning Commission and City Commission to establish consistent language and expectations for future Zoning Ordinance text amendments and potentially revised approval processes. The engagement process that highlights sticking points between the two commissions to construct a successful path forward.

DGRI Lyon Square Redevelopment

Design Architect for a flexible, four seasons space that will be used to bring people together in the heart of Downtown Grand Rapids. This unique space will establish a memorable destination that promotes a culture of engagement and inclusion.

Epicurean Village

Design Architect for a 28,000 square foot mixed use space in the heart of the historic Village of Spring Lake, Epicurean Village was designed to provide uncommon experiences that connect a charming past with a vibrant future. The development includes a restaurant, retail and residential space, with one restaurant, three retail spaces, a bakery, and five or six residences per floor.

Goodwill West Michigan Store Prototype

Store design concepts, image, and layout were developed from a programming/planning design charrette with executives, store managers, regional managers, marketing personnel, and maintenance personnel from multiple Goodwill chapters. Progressive AE's prototype concept plans have resulted in three new stores on Alpine Avenue, Lowell, and Wyoming with stores planned in the near future in Ionia and Standale.



Julie Tschirhart

Planner

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Phone: 248.252.7705

Julie has worked in various planning positions throughout her career, including interning for the City of Ann Arbor, as a Contract Planner for the Planning Department of the City of Grand Rapids, and most recently as a Planner for the City of Royal Oak. At Progressive AE, Julie is looking forward to strengthening her skills as a researcher, facilitator, and planning policy analyst.

Julie served as the Vice President on the Transportation Riders United Board of Directors from 2017- 20. She has also been an active member of the Michigan Association of Planning. She was awarded the APA Outstanding Student Award while in graduate school at the University of Michigan in 2017.

Education

Middlebury College
*Bachelor of Arts, magna cum laude,
Sociology and Anthropology*

University of Michigan
*Master of Urban Planning,
Transportation Planning*

Reimagine Plainfield Zoning Ordinance Amendments – Plainfield Township

Working closely with Township staff, Julie helped to revise the Plainfield Township Zoning Ordinance to align with the policy recommendations of the Reimagine Plainfield corridor master plan. The project included multiple work sessions with Township staff and presentations to Planning Commission.

Development and TIF Plan for the Saginaw Highway Corridor Improvement Authority – Delta Township

To address decline in the commercial corridor, Julie worked with a team to establish the Saginaw Highway Corridor Improvement Authority (CIA). Researching best practices and state enabling legislation, she helped to craft the development and tax increment finance plan for the CIA. Julie also prepared meeting materials for the CIA Board and public meetings.

City of Royal Oak Social District Plan

After passage of state law to allow for the creation of social districts in 2020, Julie worked with a cross-departmental team to formulate the Social District Plan for the City of Royal Oak in 2021. She coordinated with local businesses to gather feedback, consulted with local units with existing social districts to glean best practices, and produced the report submitted to the state for approval. Julie also supported the wayfinding and marketing strategy for the district and other logistics.

Connecting the Coastline: Envisioning a Port Huron to Toledo Greenway – University of Michigan

Working with the Community Foundation for Southeast Michigan (CFSEM), this plan built upon the successes of the Greenways Initiative to create a vision for a continuous greenway connecting Port Huron, Michigan and Toledo, Ohio. Julie served as project manager for her team, helping to structure the research and engagement process and formulate the layout of the report. The final product became a foundation for the Great Lakes Way initiative currently underway at CFSEM, a greenway and blueway plan to connect Lake Huron and Lake Erie.

Transit Feasibility Study and Implementation Plan – Freshwater Transit

While Research Assistant at Freshwater Transit, Julie was part of a team that produced a multi-modal transit feasibility study and implementation plan for the Detroit Riverfront Conservancy (DRFC). The DRFC aimed to create a water taxi and trolley bus system serving key destinations along the Detroit River. In this role she led research efforts into comparable case studies across North America to create a list of best practices. Julie also engaged stakeholders through one-on-one interviews and facilitated focus groups to gather community input.



Joy Sportel, AIA, NCARB

Architect + Planner

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269.720.6563

Joy is a recent addition to Progressive AE, bringing almost eight years of prior experience in creative placemaking. A registered architect with a background in schematic planning and spatial design, she specializes in programming engaging environments both in the interior and exterior of the built environment. From site plan development to fine-tuning material details, she engages from initial concept inception through construction and final occupancy. Joy has completed multiple design projects with a focus on team engagement, brand/place identity and multi-media information design.

Education

Lawrence Technological University
Bachelor of Science, Architecture

Lawrence Technological University
Masters of Architecture

Universiteti Polis, Albania
Parametric Design + Craftsmanship

Politecnico di Torino, Italy
Summer School on Urban Studies for Smart City (To_uS)

Plainfield Township Re-Imagine Plainfield Corridor Plan and Zoning Ordinance

Project lead for site test-fits, providing high-level programming, site investigation, preliminary site concepts, building layout, conceptual façade design, graphics and rendering design. Also provided diagrammatic support for zoning ordinance.

Downtown Grand Rapids, Inc. and City of Grand Rapids Downtown Wayfinding

Workshop and client coordination, implementation strategy, and high-level planning

Dwelling Place Affordable Housing Development at Burton and Union

Community engagement support, graphic design and site planning

Mercy Health Saint Mary's Strategic Campus Planning

Graphic design and document support for strategic campus planning effort

JML Real Estate Downtown Allegan Projects

Project manager and designer providing workplace strategy, façade design, urban community boardwalk connection and visual renderings to create river connection

City of Coldwater Downtown Streetscape Project

Community and city engagement, implementation and strategy sessions, streetscape design, graphics and diagrams, placemaking education, visual and graphic design.

Cass County Historic Courthouse Administration

Lead designer and space planner for building assessment and adaptive re-use development. Led engagement sessions and feedback meetings, providing project coordination and staff management

Zoo City Farm and Food Network Urban Micro-Farm and Pavilion

Lead designer responsible for client coordination, urban installation design and engagement for project in Kalamazoo, MI

Plazacorp, 225 Parsons Development

Building assessment, adaptive re-use development, information coordination and site development in in Kalamazoo, responsible for design and renderings, space-planning and high-level strategy, event planning and project celebration. Provided on-going support for project financing and historic approvals.



James Kilborn

Planner

kilbornj@progressiveae.com

616.361.0643

James brings more than three years of experience in municipal, county, and private planning environments. He carries a technical and creative skillset that includes research and document drafting, GIS mapping, development plan review, graphic and content design, and data analysis. In previous positions he revised city ordinances, developed master plan and parks and recreation plan updates, and developed policy papers for a variety of regional land use and transportation challenges. His role as Associate Planner allows him to apply these experiences and elevate the important work currently occurring in Progressive AE's partner communities.

Education

Grand Valley State University
Bachelor of Science, Geography and Sustainable Planning

Grand Valley State University
Masters of Public Administration

Ada Township Master Plan Update

Participated in public engagement sessions, accumulated data, performed research and created analytical maps, and drafted and formatted the Township's first Master Plan Update since 2016.

City of North Muskegon Master Plan and Zoning Ordinance

Helped facilitate open house planning events and sub-area planning charrettes, developed analytical maps and graphics for inclusion in the City's Master Plan.

Traverse City Mobility Action Plan

Developed engagement materials for community events, synthesized public feedback, created maps and graphics for inclusion in the City's first-ever non-motorized transportation plan.

City of Coopersville Tree Ordinance Revision

Updated City's Tree Ordinance to provide clarity on permitted tree plantings, developed graphics for ease of interpretation and enforcement.

City of Three Rivers Parks and Recreation Plan

Project Manager for Parks and Recreation Plan development, involved parks and inventory analysis, map creation, observation of MDNR requirements, and final distribution for adoption by City Council.

City of Benton Harbor Master Plan

Developed analytical maps for Benton Harbor planning process, including existing land use maps, vacant parcels map, environmental sensitivity map, and tax productivity maps.

Ottawa County Metropolitan Planning Organization Report

Developed policy document on metropolitan planning organizations (MPOs), outlining their structure, enabling legislation, powers and responsibilities, and opportunities for greater regional collaboration.



Sara Moring-Hilt

Planner

moring-hilts@progressiveae.com
616.365.8562

Sara has nearly three years of experience in Urban Planning in a diverse range of planning environments. As a part of the Infrastructure Team at Progressive AE, she works to create exciting engagement opportunities and development plans for communities of all kinds. She enjoys being able to think creatively and formulate solutions that will truly help people. Sara has extensive experience with ordinance revision and interpretation, land use planning, master planning, and community engagement and extends her capabilities to new heights with each project.

Education

Michigan State University
Bachelor of Science, Urban Planning

Traverse City TART Trail Improvement and Extension

Currently facilitating community engagement efforts with Traverse City to assist in the enhancement of the TART Trail running along the bayfront in the community. Planning open houses and interactive platforms to engage the public and capture their voices.

Village of Lawton Master Plan

Assisted in the process of creating a new Community Master Plan for the Village of Lawton centered around its small-town charm and strong sense of community pride displayed by its people.

Robinson Township Master Plan

Designed engagement materials for public open houses to determine the priorities of the public for the Master Plan update. Presented to the public and led small group discussions and activities.

East Grand Rapids Bike and Mobility Plan

Developed an active community input display analyzing how the people of East Grand Rapids utilize a prime intersection near Reed's Lake. Engaged in tactical urbanism efforts by painting the road and placing plants and developed a survey encompassing the goals of the project.



Howard Kohn

President and CEO

tcgroup@rcn.com

With over 35 years of experience, Howard has directed projects throughout many parts of the United States. His work creates economic and revenue-producing benefits. His comprehensive, community, downtown, and other revitalization projects have been prepared for a broad range of suburban and urban settings - from locales with less than one thousand population to areas within major cities. Howard's plans are successful because of his knowledge of technological change impacting all facets of our lives and his awareness of what attracts people to specific areas for business, shopping, housing, or recreational activities.

Education

Bachelors and advanced degrees (Master's and Ph.D.) in Economics from the University of Maryland

Master in Urban and Regional Planning from George Washington University

Howard Kohn, President and CEO of The Chesapeake Group (TCG), is an experienced small community, rural, suburban, and urban economic planning consultant. As an economist and market analyst, he frequently defines opportunities, market positioning, and economic impacts of public and private activity and developments. For this effort, he will be TCG's primary analyst and Project Manager.

Howard pioneered the renowned commercial revitalization efforts in Baltimore, beginning his career as the initiator, analyst, and project planner. He later established Baltimore County's revitalization program. During his public-sector career, he prepared major components of four comprehensive city and county-wide plans, defined development opportunities for heavy and light-rail transit stations, defined the successful approach to attracting tourists to the Inner Harbor in Baltimore, and planned and implemented more than 23 neighborhood revitalization programs.

Howard has lectured on market assessments and economic development at colleges and universities in the Washington- Baltimore region. He was a consultant to the Main Street Program of the National Trust, Ford Foundation, Enterprise Foundation, C. Stewart Mott Foundation, the Paul C. Johnson Foundation, and others.

Professional Activities

Keynote Speaker at the Maryland Building Industry Association Annual Meeting

Former President and Treasurer of the Maryland Downtown Development Association

Former member of EPA's Brownfields Task Force

Former Co-Chair of the Neighborhood Economic Revitalization Committee of the Washington-based National Center for Urban Ethnic Affairs

Former Board Member of the Neighborhood Design Center

Former Business Advisory Committee Member of the Center for Suburban & Regional Studies at Towson University

Member of the National Trust for Historic Preservation and the American Planning Association



DREW PARKER

SENIOR PLANNER

PROFESSIONAL HIGHLIGHTS

Years of Experience: 11

Toole Design: 2021-Present

HDR: 2015-2021

City and County of Denver: 2015

Colorado Center for Community Development: 2013-2014

Communities in Schools of Seattle: 2012-2013

City Year Seattle/King County: 2011-2012

EDUCATION / CERTIFICATION

Master of Urban and Regional Planning, University of Colorado: 2015

Bachelor of Arts, English, Kalamazoo College: 2011

APPOINTMENTS / AFFILIATIONS

Association of Pedestrian and Bicycle Professionals, Colorado Chapter Leader

American Planning Association

Drew is a transportation planner with a background in pedestrian and bicycle safety analyses, citywide and neighborhood active transportation planning, and bicycle and pedestrian facility design. He has worked on projects including network visioning, corridor studies, roadway design, pedestrian and bicycle crash analysis, traffic analysis, design standards, and rapid-implementation intersection safety improvements. Drew takes a collaborative and inclusive approach to transportation planning by empowering people and building capacity and understanding.

SELECTED PROJECT EXPERIENCE

Marietta Active Transportation Plan, Marietta, OH

Drew is the Project Manager for the City of Marietta, Ohio Active Transportation Plan. He has led the existing conditions analysis, including crash analysis, level of traffic stress for segments and intersections for pedestrians and bicyclists, network development, and public engagement. The project will ultimately create a 10-year prioritized plan for improving walking and bicycling conditions in Marietta.

Traverse City Mobility and Bike Action Plan, Traverse City, MI

Drew is the Toole Design Project Manager for the Traverse City Mobility and Bike Action Plan. Drew led the network analysis portion of the project, focused on identifying the high-injury network and assigning Bicycle and Pedestrian Level of Traffic Stress scores to the segments and intersections of the transportation network. Drew is currently leading the development of proposed future pedestrian and bicycle networks.

CDOT DTD Urban Arterials Study, Denver, CO

Drew is the Project Manager for the Colorado Department of Transportation (CDOT) Urban Arterials Study. This effort is examining pedestrian and bicycle safety and connections along and across arterials that are State and US highways owned by CDOT, known colloquially as "urban arterials." The project goal is to develop a plan for improving bicycle and pedestrian safety at crossings and enhance walking and bicycling conditions along these urban arterials.

Denver Neighborhood Transportation Management Program Action Plan: Five Points Neighborhood, Denver, CO

Drew led Denver's first-ever Neighborhood Transportation Management planning process in the Five Points neighborhood and also completed a similar plan for the Baker neighborhood. The program includes developing 10% designs of neighborhood transportation improvement projects in coordination with stakeholders and the general public.

Littleton Transportation Master Plan, Littleton, CO

Drew managed the development of low-stress bicycle network and pedestrian priority areas and recommended key intersection improvements for both bicycles and pedestrians as well. The ongoing focus through the Littleton process has been integration of the concurrent Comprehensive Plan update and how to best provide cost-effective, attainable solutions to Littleton's transportation problems.



IAN LOCKWOOD, PROFESSIONAL ENGINEER

LIVABLE TRANSPORTATION ENGINEER

PROFESSIONAL HIGHLIGHTS

Years of Experience: 36

Toole Design: 2014-Present

AECOM: 2001-2014
(Glatting Jackson legacy firm: 2001-2009)

City of West Palm Beach, FL:
1996-2001

J.P. Braaksma & Associates, Ltd:
1987-1996

EDUCATION / CERTIFICATION

Loeb Fellow in Advanced
Environmental Studies,

Harvard University: 2012

Master of Civil Engineering,
Carleton University: 1995

Bachelor of Civil Engineering,
Carleton University: 1987

Professional Engineer: ON

APPOINTMENTS / AFFILIATIONS

Route 31/Flemington
Smart Growth Project,
ITE Project of the Year

Journey through Hallowed
Ground Corridor Plan,
Pennsylvania Historic
Preservation Award

Charter Award, University
of California, Santa Barbara,
Master Plan, Congress for the
New Urbanism

Over his career, Ian has honed a design approach for maximizing walkability that he applies to projects at every scale, ranging from trails, to campuses, to downtowns, to tourist areas. In the 1990s, Ian led some of the first arterial calming, road diet, and flush street projects in the country, and in 2005, he helped define the term “Complete Streets.” The “Path-as-Place” doctrine—that trails, corridors, and streets should be places rather than places to simply pass by— informs all of Ian’s work, which includes designing flexible-use public spaces, the design of Main Streets, downtown revitalization initiatives, one-way to two-way street restorations, and highway removal projects, all with the goal of increasing social and economic exchange.

SELECTED PROJECT EXPERIENCE

FDOT District 1 Complete Streets Training

Ian led a day-long training session for the FDOT’s District 1 staff to help them achieve a higher awareness and compliance with the FDOT’s new policies and directives. The training focused on the most challenging; i) technical issues such as complete arterial design, slowing design speeds, dealing with conflicting goals, retrofitting the suburbs, and dealing with sprawl-oriented cities and counties; and ii) cultural issues such as changing the mindset/paradigm of the practitioners so that they would see their role differently and better interpret the design guidance and policies. Ian is now preparing a more advanced course focused on redesigning State roads for slower and safer speeds.

City of South Bend Smart Streets Initiative, South Bend, IN

Ian served as the Project Manager for this initiative to attract people and investment back to South Bend’s downtown and create a vibrant and attractive core. The plan employed changes to the street network to spread traffic loads on several parallel streets, restoring the one-way streets to two-way, adding trees and separated bike lanes, and narrowing the travelways to two lanes in order to operate more slowly, safely, and with fewer traffic signals. A park and trail component helped the downtown reengage with its waterfront.

Designing Downtown Denison, Denison, TX

Ian collaborated on a redesign of the City’s Main Street, that incorporated several traffic calming measures, provided a barrier-free environment for events with curbsless streets, and removed all but one set of traffic signals. On the large vacant block at the west end of the Main Street, Ian assisted in designing a civic park. In the center of downtown, Ian helped design a shared space/plaza. Finally, Ian helped design a road diet on the perpendicular arterial street that severed Main Street to better reconnect the two parts of Main Street.

OTHER RELEVANT EXPERIENCE

Dillard Street Complete Streets Project, Winter Garden, FL

Project Approach

Project Understanding

Oshtemo Charter Township's community character cannot be quickly defined as one "type". It is rural and urban, young and old, local and regional, bedroom community and employment center, walkable and auto-oriented. It is possible for a community to be all of these things at once, but understanding how these various dichotomies work together is critical for Oshtemo to maintain its quality of life. There needs to be a deep understanding of the benefits and trade-offs of growth in order to properly plan for the future.

Oshtemo's current Comprehensive Master Plan was adopted in 2011, with updates completed in 2017 and 2019. The new Comprehensive Master Plan for Oshtemo Charter Township will guide the future growth and development of the community over the next 20 years, while building on the efforts, voices, and ideas found in related sub-area plans, Go! Green Oshtemo Plan, and other documents created to date. A holistic lens that is inclusive of thinking from past work will be an important ingredient in the creation of the new master plan.



Ensuring the community is actively involved in the process of developing their master plan is important for multiple reasons. First, the plan affects the daily lives of Oshtemo Township stakeholders who live, work, do business, learn, recreate, worship, and own property here. Second, if community members are excluded from the process the work in creating the plan can be de-legitimized and subject to criticism. Third, a quality planning process can make life easier for the Township Board and Planning Commission because community priorities are clear. Finally, it is an opportunity to build community "owners" for the ideas contained within the plan to advance implementation.

The planning process to create your new master plan will be iterative - meaning that the Progressive AE Team will be continuously listening, learning, and seeking feedback from community stakeholders (residents, developers, business owners, etc), Township Planning Commissioners, Township Board Trustees, and other community partners such as utility providers and the Kalamazoo, Mattawan, and Otsego public school districts. Our Team will specifically tailor a community engagement plan that is unique to Oshtemo Township to reach as many people as possible during the planning process, pulling from our full toolbox of fun and creative outreach techniques.

A master plan that sits on the shelf...sits on the shelf. This is why it is imperative to create a usable and relatable master plan that provides a robust implementation strategy. The plan will be clear, well-organized, accessible online, and user-friendly with plain language, illustrative diagrams, photos, tables, and matrices. As a former public-sector planner, Suzanne (your Project Manager) knows the importance of properly aligned policies, programs, and practices within a well-drafted plan; as well as the need to demonstrate community voice in the work to build ownership.

Community engagement provides the qualitative data needed for a master plan. Quantitative data, such as traffic counts, water and sewer capacities, socio-economic characteristics, project housing demand, existing land uses, commercial vacancy rates, steep slopes, wetlands, floodplain areas, and other factors are also a key component. As part of this process, an Economic Development Strategic Plan will be developed that evaluates internal and external factors that influence the overall economic health of Oshtemo Township. Opportunities will be identified, as well as strategies, to ensure that not only is the Township's growth sustainable and inclusive, but also resilient - meaning that decisions about where and how growth occurs is fiscally responsible and stands the test of time.

In addition to understanding and documenting desired future land use patterns, this effort also includes consideration for how the transportation network will equitably function for all modes and all users. The melding of what occurs in both the public and private realms is essential to develop the right strategies that will guide Oshtemo Township's growth for the next two decades. The importance of transportation and its influence on the built environment cannot be overstated.



Although Oshtemo does not have control over MDOT and Road Commission rights-of-way, there is still a large body of work that can be undertaken to influence connectivity, access, modal preference, and the efficient movement of people and goods. It is important for the Township to be able to articulate its expectations. The scope of work includes updating the Township's Future Road Connections Map, Access Management Plan, Complete Streets Policy, and Non-Motorized Plan. In addition, standards for the design and development of private roads in the Township are needed.



The Michigan Economic Development Corporation's Redevelopment Ready Communities (RRC) program criteria and all elements of RRC Best Practices will be woven into plan recommendations. Many of these will be included as part of the Zoning Plan (as required by the Michigan Zoning Enabling Act), but the foundations for which will be described throughout the master plan to provide the foundation and reasoning behind why the elements are considered to be best practices. Suzanne is a former RRC Advisory Member and has also experienced the RRC certification process during her tenure as Planning Director.

Marijuana...oh we love talking about thee. Best practices will be utilized here, too. As noted in the work plan, this will be one of the first tasks that will be undertaken. Marijuana policy decisions can either be very simple or very complicated. How the Township wishes to regulate marijuana will determine the level of complexity. If equity mapping is required to understand potentially vulnerable land uses, then the work would align with the data collection and analysis phases of the master plan. If this is not needed, the Township Planning Commission and Board will be asked a series of questions to guide the drafting of ordinance language and an amendment can be quickly prepared..

Your new Comprehensive Master Plan will emphasize placemaking and placemaking strategies. This is important not only for community identity but to also create a sense of belonging and encourage interactions between neighbors. Placemaking is people-based and can take many forms. Given the diverse range of rural and urban contexts, approaches will need to be suitably adapted. What happens in the urbanized, eastern extent of the Township will be different than what would be found in rural areas...whether it is in the form of housing types, commercial businesses and their operations, parks and open spaces, roads and streets, bicycle and pedestrian facilities, or public art and tactical interventions. Ultimately, it should be a guiding principle that everyone feels safe and welcome in Oshtemo Township.

What Makes a Great Place?

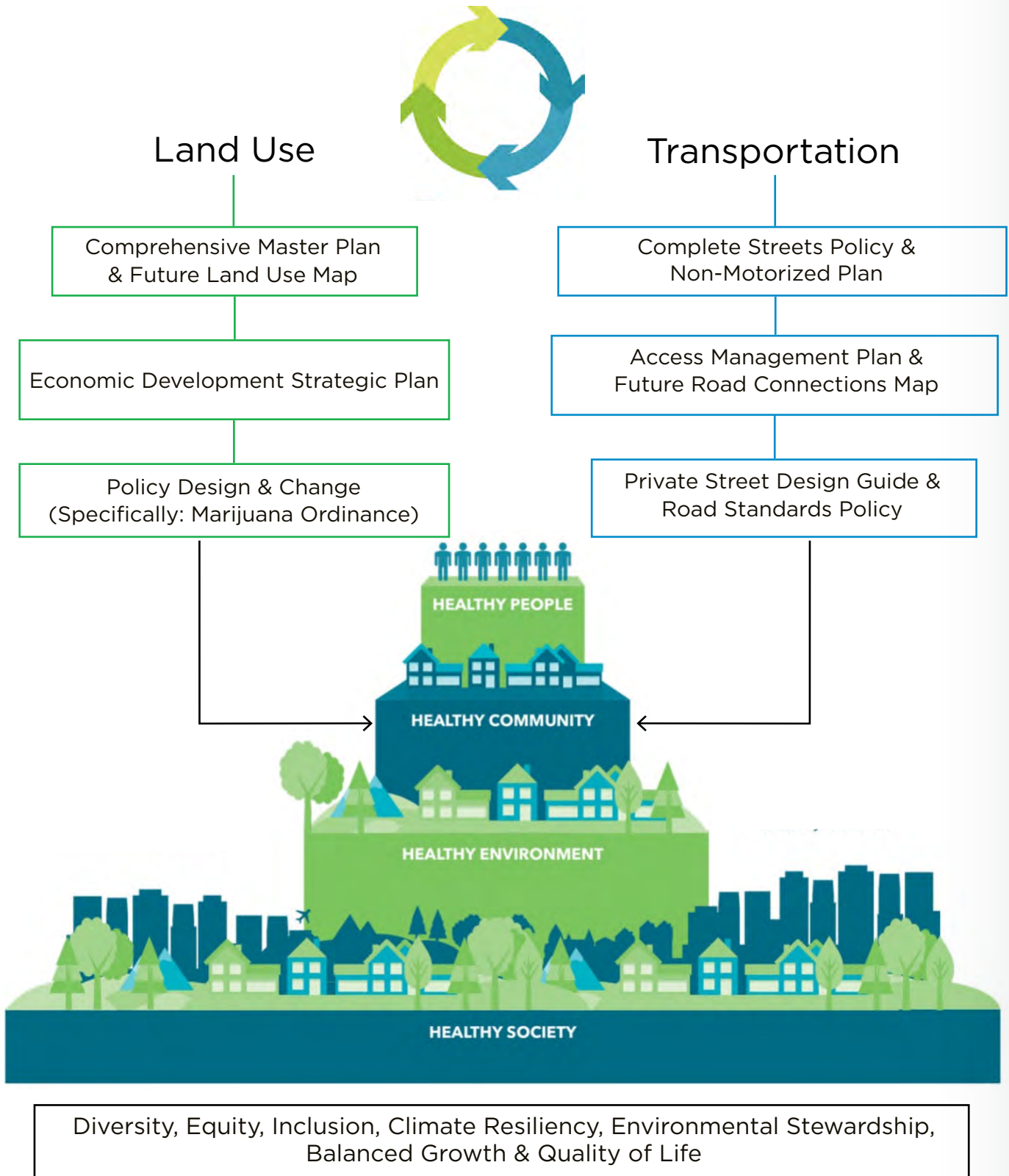


Project for Public Spaces

[What Makes a Great Place?](#)

Project Structure

We commend Oshtemo Charter Township for being so holistic in your view of how land use and transportation concepts connect so closely and have the power to work together to create cohesive community design and function. Land use elements (economic function, infrastructure and zoning policy) and transportation elements (connectivity, street design, and non-motorized options) are integral to one another.



Project Team and Areas of Expertise – At a Glance

	Person/s	Background
Project Team Lead	Suzanne Schulz	Suzanne led Grand Rapids' 2002 Master Plan, Neighborhood Pattern Workbook, Green Grand Rapids Plan, Michigan Street Corridor Plan, Vital Streets Plan and Design Guidelines and rewrote the City's 1969 Zoning Ordinance; facilitating more than \$6 billion in public and private projects. She has been leading Plainfield Charter Township, Delta Charter Township, and Ada Township through planning processes to manage change. She understands the complexities, in multiple contexts, of the necessary elements to create effective and implementable plans and policies.
Planning Expertise		
Comprehensive Master Plan, Zoning Plan and Future Land Use Map	James Kilborn Suzanne Schulz Sara Moring-Hilt	James just recently completed the Ada Township Master Plan, which is based on "character areas" that focus on village, neighborhood, corridor, and rural preserve designations. In the City of Muskegon, climate resiliency is a plan component he is incorporating. James specializes in GIS and will create maps for your Master Plan and Future Land Use Map. Suzanne developed Grand Rapids' neighborhood typologies that align with zoning and street standards.
Community Engagement	Mausharie Valentine Sara Moring-Hilt Joy Sportel	Mausharie has been leading a complex community engagement process in Danville, VA that includes project branding and storytelling, the use of community ambassadors, a project storefront, digital marketing, billboards, a "supersized" community map, neighborhood pop-up events, community block parties, and more. One of the three pillars of the planning process is equity; ensuring that all members of the community are able to participate in the planning process. Sara and Joy will provide support.
MEDC Redevelopment Ready	Suzanne Schulz Julie Tschirhart	Suzanne served on the Redevelopment Ready Advisory Council, experienced the RRC process in Grand Rapids, and has been working with other Michigan communities to receive their RRC certification. Julie will provide support.
Placemaking/Context	Joy Sportel James Kilborn	Joy is an urban designer and certified architect. She is currently working with the cities of Houghton and Hancock on context-sensitive redevelopment and is often hired by higher-end developers focused on designing great places, not subdivisions.
Marijuana Ordinance	Suzanne Schulz Julie Tschirhart	Suzanne served on the State of Michigan's Medical Marijuana Advisory Panel and drafted Grand Rapids' medical marijuana and recreational marijuana zoning ordinance amendments. Julie has worked in the cities of Ann Arbor, Grand Rapids, and Royal Oak as a staff planner writing and evaluating ordinance changes.
Economic Development Expert	Howard Kohn	Howard is recognized throughout Michigan as an expert in the creation of economic development strategies and plans. His broad range of national experience will assist in selecting the right approaches for the distinctly different areas of Oshtemo Township and managing future trends.
Transportation Expertise		
Future Road Connections Map	Chris Zull Nicholas LaCroix James Kilborn	Chris is the former Traffic Safety Director for the City of Grand Rapids and, assisted by Nick, has undertaken extensive traffic modeling projects and studies for public and private entities at PAE. He specializes in negotiating more people-friendly designs with MDOT and Road Commissions. He and Suzanne are currently working with Plainfield Charter Township and Delta Charter Township on transforming roads similar to West Main.
Access Management Plan	Chris Zull Nicholas LaCroix	
Complete Streets Policy	Suzanne Schulz Katie O'Lane	Suzanne served as Chair of Michigan's Complete Streets Advisory Committee, advising the State Transportation Commission, and led the creation of Grand Rapids' Vital Streets (Complete Streets + green infrastructure) Plan and Design Guidelines. She is currently updating Traverse City's policy.
Non-Motorized Plan	Chris Zull James Kilborn David Shipps Katie O'Lane	PAE and Toole Design are currently working together on the Traverse City Mobility Action Plan. This partnership has been highly beneficial in bringing best practices methodology and case studies into discussions with community stakeholders as routes and facility types are identified.
Road Standards Policy	Chris Zull Suzanne Schulz Mariel Colman	Road standards must align with context to be successful, which is why both Chris and Suzanne will work together to ensure that what is proposed complies with the MMUTCD, NACTO, and other design standards in conjunction with the character of each area in Oshtemo.

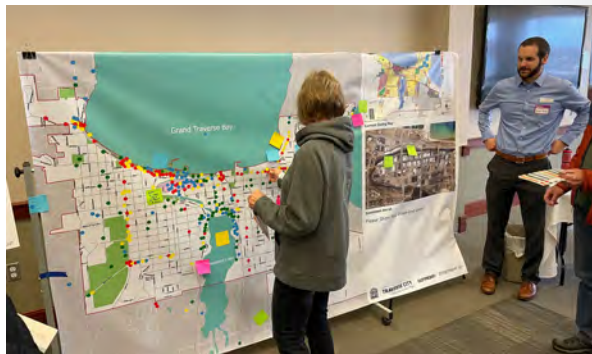
Community Engagement Plan

Progressive AE will facilitate an open and inclusive public engagement process that will allow local officials, business and property owners, civic and neighborhood groups, and individuals with divergent viewpoints to be involved in the preparation of the master plan. The public involvement process will facilitate the creation of an implementable plan by involving both stakeholders who will be responsible for its implementation and those who will be affected by it. Below is a suggested framework for a community engagement plan. However, this approach may not be the one that is best suited for Oshtemo Township. At our first meeting, we will review this framework with you to make sure that you are comfortable with the proposed process.

Engagement Opportunities and Meetings

Meetings are proposed with the Master Plan Committee, small business interests and other civic interests (through focus groups), and community gatherings scheduled throughout the plan development process. The following meetings are proposed:

- Ten (10) meetings with the Master Plan Committee.
- Three (3) focus groups with stakeholders such as MDOT/Road Commission/KATS: business and development representatives; community partners (water/sewer authority, adjacent municipalities and governmental agencies); or and civic, philanthropic and faith-based organizations (Task 2).
- Community survey (Task 3).
- Three (3) community pop-ups will be used to meet people where they already are, at the grocery store, local restaurant, farmer’s market or other locations as suggested (Task 3).
- Planning Information Center setup at the Township Hall or Public Library (Task 3).
- Eight (8) Virtual “coffee talks” via the Township’s Zoom account will be held on a regular basis to keep the community up to date on the status of the planning process (ongoing).
- Three (3) community gatherings to obtain broader input from neighborhood, business, civic groups, and the general public at major plan milestones (Tasks 4, 5, 6 and 7).
- One (1) plan status meeting with Township Board at important milestone in the planning process.
- One (1) Planning Commission meeting with public hearing to review the master plan before presenting it to the Township Board for review and comment (Task 8).
- One (1) presentation to the Township Board for review and comment to provide authorization for master plan distribution to gather public comment (Task 8).
- One (1) public hearing by the Planning Commission to hear and review any comment received during the public review period and vote on the resolution recommending adoption of the master plan (Task 9).
- One (1) final presentation to the Township Board to adopt the master plan (Task 9).



In addition, we will coordinate regularly with the Planning Director, Township Supervisor, Public Works Directors and other key staff members in developing plan content and refining the planning process. The Township shall be responsible for completing all public hearing notice requirements.

Master Plan Committee Meetings

The Master Plan Committee will meet approximately 10 times during the planning program period to monitor progress, review and accept draft products, provide policy direction, and serve as an oversight body.

Meetings will involve feedback on previous work tasks, the preview of materials to be used in upcoming tasks, and decision-making concerning the content of the master plan. Two additional formal Planning Commission meetings are also identified to meet the requirements of the Michigan Planning Enabling Act.

The purpose of each Master Plan Committee meeting is summarized below:

- Meeting 1 - Issue Notice to Plan; review public involvement program; recommend focus group participants and meeting format; provide input for community survey.
- Meeting 2 - Review community profile PowerPoint presentation, to include Due Diligence and Analyses phases from the Economic Development Strategic Plan.
- Meeting 3 - Review summary of public survey, focus groups, pop-ups, and any additional data; review format for community gathering #1 (vision, goals, and objectives).
- Meeting 4 - Review results of community gathering #1; review proposed draft goals and objectives; provide direction on future land use alternatives and framework concepts; review format for community gathering #2 (planning framework) and #3 (plans and policies).
- Meeting 5 - Review results of community gatherings #2 and #3; refine vision, goals and objectives, future land use alternatives, and plan components and policies; identify special studies if desired.
- Meeting 6 - Review special studies results (if applicable); Non-Motorized Plan recommendations; review proposed implementation approaches, and the Economic Development Strategic Program.
- Meeting 7 - Refine implementation and zoning plan recommendations; discuss alignment with Capital Improvements Plan and other Township plans; review and refine preliminary draft master plan.
- Meeting 8 - Review Complete Streets Policy update and provide guidance on Road Standards Policy and Private Street Design Guide.
- Meeting 9 - Review/recommend Road Standards Policy and Private Street Design Guide, and any other policies or implementation components.
- Meeting 10 - Review adopted Zoning Plan and Redevelopment Ready Communities checklist for changes to the Township's Zoning Ordinance, discuss approach and next steps.

Focus Groups

A structured interview process will be used in three focus group meetings to gather input on community issues and opportunities. Individuals will be personally invited to represent their constituency. The Master Plan Committee will assist in identifying those various individuals and/or groups, both public and private, that should be added. The meetings will be convened, for example, with representatives from:

- Oshtemo businesses, industries, and institutions (i.e., education, health care)
- Civic, philanthropic, and faith-based organizations
- Development community (developers, lenders, realtors)

Community Survey

As a precursor to the community outreach effort, a survey will be circulated via Alchemer (an online survey tool) to the broader Oshtemo community. The survey will be advertised with posters, coasters, press release, and the Township's Facebook account. If desired, a budget has been included for purchased advertising. The tabulated results will be provided in the Community Profile PowerPoint for community discussion.

Pop Ups

It is important to go to where the people of Oshtemo Township are – at places of activity or commerce. This could be on a Saturday at the Farmer's Market, the grocery store, a community park, or other location where people can approach a tent with a large billboard-sized map and engage with the consultant team.

Planning Information Center

To draw attention to the planning program, we recommend that the Township identify a repository in the community where technical materials and maps can be reviewed by the public. This planning information center may be sited at a public facility, such as the Township's office, the library, or a public school. It would be the Township's responsibility to maintain the repository, deliver drafts, meeting minute summaries, etc., as they are created over the course of the project.

Community Gatherings

Progressive AE proposes three Community Gatherings during the planning process after the focus group series, community survey, and pop ups have been completed. These public involvement events are structured to bring together people with an interest in the growth and development of the Township to share perspectives and work towards consensus. Community Gatherings will occur at the following points in the planning process:

- Community Gathering 1: Vision, Goals and Objectives. Summary findings of the Community Profile, survey results, and issues and opportunities tasks will be presented; small groups will define "preferred futures" and report out to the larger group; overall priorities will be established.
- Community Gathering 2: Planning Framework. The community will review opportunities for change based on the overall priorities established in the first Community Gathering. Innovative planning concepts will be applied to specific "locations for change" to test ideas. This information will support the work of the Economic Development Strategic Plan.
- Community Gathering 3: Preliminary Plan Components and Policies. Future land use alternatives will be presented with a discussion about policy implications and priorities. Goals and objectives will be aligned with representations shown on the map with public input gathered on what is most important.

Media/News Releases

Progressive AE will work to use local publications and electronic media to develop narrative for each major milestone of the planning process. Major milestones are periods where Planning Commission or Township Board action is taken, or a community gathering is taking place. Progressive AE will prepare draft news releases, as well as "talking points" for the Master Plan Committee prior to each of the four community gathering meetings. Project Manager Schulz will be available to give special briefings to interested media representatives.

Web and Mailings

All meeting notices, draft working papers, and handouts will be posted by the Township on its website for review and retrieval by the public. Township staff will be responsible for notifications and mailings associated with all Planning Commission meetings, the three public gatherings and the public hearing. In addition, the Township will develop and maintain a mailing list of participants and other interested individuals. Using this mailing list, the Township will send out notices of scheduled times and places for master plan meetings.

Comprehensive Master Plan Work Program

We believe that comprehensive planning recommendations, the non-motorized plan, and other policy changes need to be developed based on a shared understanding of current conditions, citizens' vision for the future, local political factors, environmental constraints (and opportunities), and the desired character of the community. Preparation of Oshtemo Charter Township's new Comprehensive Master Plan will be accomplished through nine tasks with associated meetings and products:

- Task 1 - Pre-Planning and Scoping
- Task 2 - Community Profile
- Task 3 - Issues and Opportunities Identification
- Task 4 - Vision, Goals and Objectives
- Task 5 - Township Planning Framework
- Task 6 - Preliminary Plan Components and Policies
- Task 7 - Implementation and Zoning Plans
- Task 8 - Preliminary Draft Plan
- Task 9 - Final Plan

These tasks generally occur sequentially over the life of the project; however, the Public Involvement Program as previously described continues throughout the project. A description of each task is presented below.

Task 1 - Pre-Planning and Scoping (JUNE - AUGUST '23)

During this task, Progressive AE will perform a zoning analysis, research existing community planning documents, review Census data, and assist with identification of additional steering committee members providing a variety of expertise to support the process along with the Planning Commission members.

Task 2 - Community Profile (AUGUST-OCTOBER '23)

The purpose of this task is to focus early public involvement and participation in the planning process by providing participants with a shared understanding of past and current issues confronting the Township that may have land use and infrastructure implications. Stakeholders will be educated about societal, environmental, or economic trends as well as the master planning process itself. The results of the focus group discussions, pop-ups, and community survey will be incorporated into the Community Profile. Progressive AE will then prepare a PowerPoint presentation which documents the current state of the Township and key planning issues. We will provide a "snap-shot" of existing physical, social, and economic characteristics that may influence future land use patterns and redevelopment opportunities. At a minimum, the community profile will include:

- Demographic and Socioeconomic Trends
- Market Conditions
- Existing Land Use Evaluation
- Community Character
- Environmental Resources Evaluation
- Transportation Analyses
- Utilities Analyses

Demographic and Socioeconomic Trends, Market Conditions

An understanding of demographic and socioeconomic trends in Oshtemo Charter Township will provide important background to assess land use patterns and potential future development, as well as infrastructure and service needs. We will look at change over time for a variety of population, household, income, housing, and labor characteristics. Progressive AE will work with the Master Plan Committee to determine which data items should be provided. This effort will coincide with Chesapeake Group's data mining of economic indicators for the Market Conditions analysis.

Existing Land Use Evaluation

An updated existing land use map, to be provided by the Township, will become the basis for the land use evaluation. A statistical profile of land use distribution by category (e.g., single- and multifamily residential, office, retail, industrial, etc.) will be prepared. A map of existing zoning will be compared to the existing land use map to identify areas of discontinuity. With the Township's assistance, publicly owned, vacant/undeveloped, and underutilized lands will also be mapped to identify potential reinvestment opportunity areas. The Township will also be asked to assist in the identification of significant projects in the discussion and/or planning stages. Discussion and review of previous planning studies will also be essential in understanding their land use implications.

Community Character

Progressive AE will conduct a windshield survey of the community to understand and evaluate its visual characteristics and to identify those which have a significant impact on the image of the Township overall. This survey will consider topography, vistas, neighborhood focal points, development densities and the overall type, pattern, and condition of buildings, open spaces and street rights-of-way. Sub-areas will be identified based on shared visual characteristics and a character typology (e.g., traditional neighborhood, retrofitted suburbia, rural preserve) will be proposed as the basis for structuring related policy and strategy recommendations later in the planning process. The Township will provide information on any designated historic structures. The results of this evaluation of the community's characteristics will be summarized in map, photographic, and narrative form.

Environmental Resources Evaluation

Available mapped information concerning the community's environmental resources (e.g., wetlands, floodplains, and water features, woodlands, watersheds, and steep slopes) will be compiled by Progressive AE to identify opportunities and issues to be considered in future planning and decision-making, particularly around climate resiliency and environmental stewardship. Information concerning identified sites of environmental concern and regional and local environmental issues will also be reviewed. Unless more detailed and accurate information can be provided by local sources, environmental information will be derived from readily available local, state and federal sources (e.g., watershed maps, U.S. Soil Conservation Services Soil maps, U.S. Corps of Engineers and FEMA floodplain maps, and MIRIS maps of the Michigan Department of Natural Resources).

Transportation Analyses

Progressive AE will contact the Michigan Department of Transportation (MDOT), Kalamazoo County Road Commission (KCRC), and the Kalamazoo Area Transportation Study (KATS) to obtain information on the use and characteristics of existing surface transportation facilities serving the Township including roadways, bikeways, public transit, railroads, and airports. It is assumed that most data will be readily available, where data is not available, but found to be essential for decision-making, a separate proposal will be prepared for the Township's consideration.

Roadway functional classes, existing and projected traffic volumes, traffic hazard locations and committed (funded) and proposed roadway improvements will be documented from currently available data. The adequacy of these facilities to accommodate future growth will be evaluated. Progressive AE will examine current policies and standards in place which address pedestrian movement, access management, traffic calming, roadway safety, and parking.

Findings from the Go! Green Oshtemo Plan will serve as a basis for the categorization of non-motorized transportation in the Township until the Non-Motorized Plan is developed. Finally, the potential of proposed bus travel routes will be examined based upon population and employment densities and other factors associated with transit demand.

Utilities Analyses

The utilities analysis will document the service areas and capacities of existing utility systems (sewer, water, storm water drainage and solid waste) to support new development. Policies and capital improvements programs will be examined to identify planned utility improvements. Existing and proposed sewer service areas, public water service areas, and major stormwater drainage facilities will be documented based on information provided by the Township.

Community Facilities

Progressive AE will review existing Oshtemo plans. Existing recreational sites and facilities will be considered in conjunction with access by the transportation network, residential densities, demographic characteristics, the availability of current park land and facilities, and community input acquired through Community Gathering events.

Regional Context Evaluation

Progressive AE will review planning documents of adjacent communities and Kalamazoo County in order to identify background information that may support solutions to address critical regional issues. These include housing availability and affordability, agriculture industry viability, edge conditions with neighboring communities, future water and sewer service, highway improvements, open space preservation, and watershed/storm water management. We will also identify long-range planning proposals for bordering communities that may influence land use recommendations at the Township's edge.

Task 3 – Issues and Opportunities (NOVEMBER-DECEMBER '23)

Progressive AE proposes an extensive outreach program to collect information from community residents, community-based organizations and business associations/interests focusing on four purposes that will assist in shaping the direction of the master plan through the identification of:





- Strengths and opportunities within the community that can be redefined as values and goals.
- Weaknesses and threats that manifest themselves as existing and emerging issues of local concern that may influence future land use planning decision making.
- Description of community character and the naming of components that best describe Oshtemo Township that should be preserved and/or enhanced.
- Location of opportunities for change within the community.
- Challenging areas for non-motorized users that affect mobility and accessibility to community resources.

Task 4 – Vision, Goals, and Objectives (JANUARY-MARCH '23)

In this task, the public is invited to formulate a shared vision of Oshtemo Township's "preferred future." The results of this visioning process, in combination with results of the master plan survey, Community Profile, and Issues and Opportunities Identification tasks, will serve as the basis for Progressive AE to prepare a draft statement of master plan goals and objectives to be reviewed and approved by the Master Plan Committee.

The visioning session is structured as a Community Gathering in which participants meet first as a large group for a basic orientation, then break into small groups of 10-12 for visioning and finally gather again as a large group to report out and prioritize core vision components. A special breakout area will be provided for the Non-Motorized Plan.

Progressive AE will integrate the results of the visioning session with the findings of Tasks 2 and 3 to prepare draft goals and objectives for each master plan topic to be reviewed with, and approved by, the Master Plan Committee. The goal statements will describe a general direction and desired future outcome. The objective statements will amplify and clarify the meaning of each goal. The goals and objectives will become the basis for formulating plan alternatives and testing policy and strategy recommendations.

	Rural Preserve 	Corridors 	Neighborhood 	Village 
Character of Natural Space	Abundant natural landscapes and undeveloped natural spaces	Natural screening from highway corridor	Front yards with trees and landscape screening	Focused in central parks, squares, and public plazas
Housing Typology	Single-detached residential unit on large, wooded lot	Some scattered residential, but not a dominant form	Nearly entirely single-detached units	Mixed housing types with single-detached and attached, multi-unit, duplexes
Business Typology	Few non-conforming businesses	Large office and industrial buildings	Few non-conforming businesses	Close-knit mixed use buildings with first-floor retail, office, and restaurant
Street Pattern	Private drives, cul-de-sacs, occasionally unpaved	High-speed highway corridor, shared access driveways	Winding suburban streets, cul-de-sacs, some connectivity, big blocks	low-speed streets oriented in a grid pattern with small blocks
Walkability	Currently no sidewalks	Currently no sidewalks	Currently limited sidewalks	Abundant sidewalks, sidewalk dining and retail
Social Opportunities	Low, isolated	Low to moderate, in places of business	Moderate to high, depending on area	High, gathering place and event programming

Task 5 – Township Planning Framework (APRIL-MAY '24)

The purpose of this task is to evaluate the location of opportunities for change as identified in the Issues and Opportunities task, and to prioritize reinvestment opportunities to be used in structuring development alternatives for discussion at Community Gathering #2. Progressive AE will perform a preliminary screening of the full list of opportunities for change. The Master Plan Committee will then evaluate the screening results to prioritize reinvestment opportunities. We anticipate that the screening criteria will include, for example, tests of market feasibility and implementation timing (e.g., short-, mid- or long-term) as well as tests of relative impact in moving towards priority goals and objectives.

Establishing the planning framework provides the opportunity to present innovative planning approaches, while focusing on the long-term, sustainable use of Township resources.

This information will be presented and discussed at Community Gathering #2 to select the components of a preferred land use future. The second Community Gathering will follow a similar format to the prior event; small group breakouts will be based by theme so that participants can spend time developing a deeper understanding of key concepts and validate applicable draft goals and objectives.

Suggested Added Services: Special Studies. It is recommended that a budget be set aside for “Special Studies”. These studies can be in the form of scenarios as illustrative examples taken from opportunities for change locations, a research whitepaper on a specific topic, or other need identified during the planning process that provide the public the ability to test concepts and build an understanding of the underpinnings of key planning concepts that will advance the community’s vision and the Master Plan Committee’s priorities.

Task 6 – Preliminary Plan Components and Policies (JUNE-AUGUST '24)

The purpose of this task is to prepare and evaluate alternative future land use scenarios within the Township Planning Framework and incorporate related policies. Illustration of key concepts will be manifested in three alternative land use scenarios. The general implications of these alternatives in achieving the Vision, Goals and Objectives will be summarized for comparison. As appropriate, photos or graphics illustrating varying development approaches will be assembled to allow Community Gathering #3 participants to better understand the choices presented in the alternatives.

Policies will provide guidance for future decision-making by outlining a general course of action for achieving master plan goals and objectives. Key policy considerations for each scenario will be provided. Many times, trade-offs must occur in the creation of good public policy. For example, if a street is placed on a road diet (4 lanes to 3 lanes) there can be significant safety benefits, an opportunity to accommodate other modes, and road edges can be protected from wear. Conversely, commuters may complain about perceived increased travel times or there may be difficulty pulling out from side streets (depending on volume). Similar examples can be made for housing, environmental protection, and urban design decisions. Community Gathering #3 will ask participants to select a preferred future land use scenario and policies (or portions of each).

Progressive AE will review the results of Community Gathering #3 with the Master Plan Committee. Using a charrette format, we will work with the Committee to create a consensus-based illustration of the future land use for the Year 2045. Key policy concepts will be refined. The plan and policies will include future land use descriptions (for example, residential, mixed use, office, retail, industrial, parks, public and quasi-public) and development types.

Task 7 – Implementation and Zoning Plans (SEPTEMBER-OCTOBER '24)

While a master plan is intended to provide the necessary guidelines for making future land use, community facility, and capital improvement decisions, its true value cannot be realized unless it is implemented. In this task, plan and policy components are translated into implementation action strategies. While the policies define the “what” of plan implementation, the strategies define the “how,” or the specific steps to be taken. Strategies will be summarized in a matrix format to illustrate timing and sequencing and to allow for the identification of implementation responsibilities.

A key component of implementation is zoning. To this end, Progressive AE will evaluate the Township's Zoning Ordinance (text and map) in this task to recommend strategies that would better implement the recommendations of the updated master plan, address any inconsistencies with state enabling law, resolve problems and inadequacies in the current Zoning Ordinance, and incorporate contemporary planning and design standards. The technical review will consist of organizational and technical recommendations for amending the ordinance, with specific proposals for new language/districts for implementing the Township's long-range vision.

At Community Gathering #4, the “preferred” future land use map, zoning plan, Economic Development Strategic Plan recommendations, and corresponding policies and action steps will be presented for review and comment. Champions will be sought to “own” various components of the plan to assure implementation and accountability. Revisions and refinements suggested by the community at the Community Gathering, and feedback by the Master Plan Committee will be incorporated in preparing a Preliminary Draft Plan in Task 8.

Task 8 – Preliminary Draft Plan (NOVEMBER '24 - JANUARY '25)

The purpose of this task to prepare and review a Preliminary Draft Plan with the Master Plan Committee before it is made available for review by the community. Progressive AE will review the Preliminary Draft Plan with Master Plan Committee members and revise the document to incorporate their comments. The Committee will make any additional refinements to the implementation and zoning plan recommendations and discuss alignment with the Township's Capital Improvements Plan. The Preliminary Draft Plan will also be compared to the MEDC's Redevelopment Ready Communities checklist to assure compliance with all requirements.

The Preliminary Draft Plan will be presented in a public hearing format so that the Planning Commission can hear additional public comment before sending it to the Township Board for distribution, as required by the Planning Enabling Act. The Planning Commission will then vote to send the Preliminary Draft Plan to the Township Board. A formal presentation will be made to the Township Board to provide authorization for master plan distribution to gather additional public comment.

Task 9 – Final Plan (FEBRUARY-APRIL '25)

After the required 63-day waiting period, and making any needed revisions, the Planning Commission will hold a formal public hearing to review any comments received during the public review period and vote on the resolution recommending adoption of the final master plan to the Township Board. The Township Board will then approve the final master plan!

Economic Development Strategic Plan Work Program

The Economic Development Strategic Plan will go alongside the Comprehensive Master Plan process to inform decision-making and then to validate the preferred Future Land Use scenario. There are five steps to the process of formulating the Plan:

1. Due Diligence, including secondary data gathering and new primary database development processes.
2. Analyses, including demand forecasting.
3. General and Site-Specific Definition of opportunities from the multiple analyses.
4. Future Land Use Validation.
5. Strategic Economic Development program.

Task 1 - Due Diligence

- Collection & Review of Available Data
- Stakeholder Interviews & Focus Group Sessions.

TCG, the Team's subconsultant, anticipates undertaking ~ 15 to 20 stakeholder interviews. These will be accomplished through one-on-one Zoom methodology. Examples of those to be interviewed include large property owners, industrial and commercial Realtors, large employers, Township leadership, and other interest group leaders. Experience indicates that the most effective way of achieving stakeholder participation is when interview invitations are extended by Township representatives.

Task 2 - Analyses

- Analysis Of Property Trends and Patterns

Non-residential property trends and patterns will be analyzed using online sites and others that track sales, rental rates, and other factors. Per square foot information is expected to be extracted or developed.

- Demand Forecasting

TCG will define opportunities and activity by examining the demand for goods and services. The forecasting would focus on retail goods and related services, select entertainment activity, a range of industrial options, and office activity.

The forecasting of demand would include:

- Definition of demand's commercial components, such as area residents, traffic, and visitors.
- Definition of the current or potential components of demand penetration levels.
- Definition of competitive advantages and disadvantages concerning commercial and industrial for the area and targeted sites.
- Demand forecasts for retail and retail-related services by major retail category and sub-category (over 50 types of operations) and capturable space activity.
- Definition of future housing demand.
- Definition of potential for reinvented or expanded ag activity including "indoor" cultivation for cannabis and non-cannabis-based products.
- Multi-tenant industrial space demand forecasts.
- Definition of specific niches, clusters, and critical mass that would be marketable for opportunities for the target sites.

- Estimated future niche commercial, industrial, and mixed-use for the targeted sites.
- Estimates of supportable space and absorption.

Task 3 - Opportunities Definition

- TCG will provide the following for commercial and industrial sectors and activities.
- Identification of opportunities that result in penetration into market segments.
- Identification of opportunities that create internal synergy.
- Specific niches and clusters to create new market opportunities.
- Site-specific clusters for the targeted area and sites.

Task 4 - Future Land Use Validation

The Future Land Use map and corresponding text will be reviewed to ensure that proposed land uses are economically viable and will contribute to the Township's tax base in a manner that will provide financial stability and consistency during the 20-year time horizon.

Task 5 - Strategic Program

- The program will include direction on how to focus on taking advantage of opportunities.
- Funding resources.
- Targeted recruitment strategy.
- Enhancing employment opportunities.
- Enhancing entrepreneurship.
- Enhancing agriculture and ag linkages beyond cannabis.

Marijuana Ordinance Review and Amendments

Thankfully, there is now a full body of court cases and administrative decisions that can now be relied upon to guide revisions to marijuana ordinances in the State of Michigan. Knowing how the Township Board desires to regulate marijuana will be very helpful in formulating an acceptable approach.

Task 1 – Background Information

Meet with the Township Supervisor and Planning Director to obtain more background information about the history of marijuana decisions in Oshtemo Township, preferred regulatory approach (if known), and major concerns heard either by the community, Township Trustees, or staff.

Task 2 – Alternatives Development

A “pros” and “cons” matrix will be developed that provides options to Township leadership for consideration after non-negotiables are defined. A number of choices are available for a local community to regulate marijuana. For example, regulating by license, land use, or both. Location and concentration of marijuana uses may be of concern and there are options for that, too.

Task 2x – Sensitive Uses and Populations Analysis

An analysis may need to be performed for proximity to sensitive uses and populations, depending on the approach desired. This would be done using GIS to map a radius around a marijuana use and the uses or persons that may be affected.

Task 3 – Preferred Approach

Once the preferred regulatory approach is defined, then draft ordinance language will be prepared for consideration. If necessary, an informational public meeting will be held to answer questions from the community.

Future Road Connections Work Program

Road connectivity serves multiple important functions it can: decrease traffic on arterial streets; provide for continuous and more direct routes that facilitate travel by nonmotorized modes such as walking and bicycling and that facilitate more efficient transit service; provide greater emergency vehicle access and reduced response time, and, conversely, provide multiple routes of evacuation in case of disasters; and improve the quality of utility connections, facilitate maintenance, and enable more efficient trash and recycling collection and other transport-based community services. The Township is to be commended for taking a proactive approach to road connections.

Task 1 – Background Information

Meet with the Township Supervisor, Planning Director, Director of Public Works, and the Kalamazoo Road Commission to understand past practices, policies, and plans. If there have been issues, what have they been. Data collected as part of Task 1 of the Comprehensive Master Plan/Non-Motorized Plan tasks will be utilized to understand the street system, including functional classification, and land use patterns.

Task 2 – Road Systems Analysis

Existing street volumes will be identified and layered with existing land use, vacant and underutilized land, physical constraints (waterways, steep slopes, floodplains) that may prevent the construction of a road, and anticipated density based on the recently completed Upjohn Housing Study and preliminary findings from the Economic Development Strategic Plan.

Task 3 – Best Practices Case Studies

A series of best practices will be shared with Township staff for consideration. Based on the level of intensity of development that is anticipated in various places of the Township, there may be different approaches adopted for required connectivity.

Task 4 – Future Road Connections Map

An update to the Future Road Connections Map will be made, to be eventually layered with the Future Land Use Map. The Road Connections Map will identify which streets are intended for public ownership for the purposes of being able to leverage public-private partnerships as development continues.

Task 5 – Evaluation

Given that this task will be completed before the Comprehensive Master Plan's Future Land Use Map, Progressive AE will then re-evaluate the Future Road Connections Map alongside the Future Land Use Map to ensure that the two are coordinated once land planning is complete.

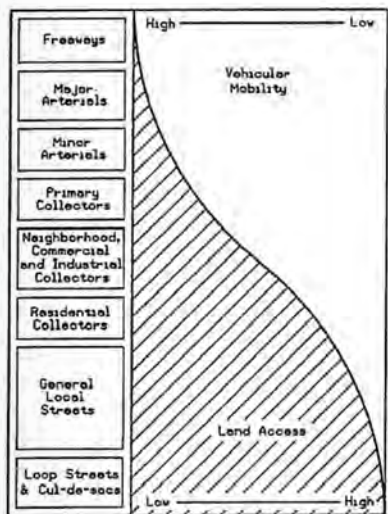


Figure 1.7. Street Hierarchy
Concept for Austin, Texas, 1994.

Non-Motorized Transportation Plan Work Program

Progressive AE and Toole Design will compile and analyze all data from Township staff (and others), along with input from the public engagement process, to develop an updated plan for the bicycle and pedestrian network. The network will emphasize the use of “low-stress streets” such as collectors and local streets when available and focus on mobility.

Task 1 – Existing Conditions Analysis

- Identify areas with high user demand. Collect Strava data (or equivalent) as well as compiling the results of the community and stakeholder engagements will help us delineate user preferences to create facilities that will meet the needs of the Oshtemo community.
- Crash data over the past 5 years for non-motorized users.
- Risk factors will be taken into consideration such as multiple lanes (3+), traffic volume (AADT greater than 5,000), and traffic speeds (speed limits greater than 30 MPH). These are known to be barriers to active transportation. This information also provides a baseline for determining higher stress crossings, where neighborhoods are effectively disconnected from other areas.
- Transitions between facility types, types of facilities in appropriate contexts, neighborhood access points, intersection crossings, and future streets are just some of the details our team will need to consider in order to create a robust and easy to implement Non-Motorized Plan for Oshtemo.

Task 2 – Vision, Goals, and Strategies

- Updating of the existing vision, goals, and strategies for the Non-Motorized Plan will done in tandem with the public engagement sessions scheduled as part of the Community Master Plan process for efficiency and to build positive momentum.
- To be successful, it is important to reach a diverse group of people with various needs of all ages and abilities to provide safe and inclusive non-motorized facilities to individuals, families, senior citizens, and persons with disabilities.

Task 3 – Update Map and Project List

- The “Nonmotorized Transportation New Facilities” Map will be updated.
- Identify near and long-term projects and policies intended to provide safe, comfortable, and convenient facilities for a broad spectrum of users.
- Identify priority corridors that connect to existing facilities of adjacent communities.
- Near and long-term infrastructure improvements will consider guidance from the NACTO Bikeway Design Guide, NACTO Urban Street Design Guide, MMUTCD, and AASHTO manuals, including the decades of project experience from around the country that Toole Design provides. All near-term recommendations will be focused on actionable items that comply with industry best practices and guidance.

Task 4 – Optional Tactical Engagement Projects

As part of this work, tactical engagement “quick build” projects can be included at an additional cost. The project team would recommend quick build options for the Township to consider. The quick build will temporarily transform a street space located at key intersections or crosswalks, into a more walkable, safe, and welcoming space using temporary materials such as cones, flagging tape, planters and landscape materials, and chalk spray. A quick build demonstrations can involve pre-and post-installation surveying and speed studies in collaboration with the Sheriff’s Department. Collecting data will be important for informing options for future reconstruction or resurfacing projects.

Access Management Plan Work Program

For the purposes of the project timeline, the Access Management Plan's first task is considered within Task 1 of the Comprehensive Master Plan process. After Task 1, the work will diverge to data analysis specifically for the purposes of developing the access management strategy. There are four steps to the process of formulating the Plan:

Task 1 - Data Collection (aligning with Master Plan Task 1)

To better understand the circulation trends of the road network and its connector streets, Progressive AE and its resources will collect the following data:

- Traffic Speeds
- Traffic Volume
- Traffic Circulation
- Pedestrian Volume (including Strava Heat Map Data)
- Crash Data

Additionally, we will review all existing documents, plans, policies, and data as it pertains to the road network and access management.

Task 2 - Data Analysis

Upon completion of Task 1, our team will analyze the information gathered. The analysis will involve the determination of high crash areas along major corridors within Oshtemo Township where access management would be beneficial. An understanding of the current traffic flow will then be evaluated by utilizing the available traffic counts in Synchro (modeling software). The analysis from Synchro will provide a visual representation of the current state of the road network. If additional traffic data is needed, Progressive AE does have the ability to collect this information as an amendment to the approved scope of work.

Task 3 - Concept Development and Analysis

The results from Task 2 will assist in evaluating different alternatives for consideration and discussion. Two alternative concepts will be created for up to two affected roads in Synchro based on our findings. Upon completion of the two alternative concepts, one meeting will be held with the Township staff, Planning Commission, and Township Board to obtain feedback on the proposed concepts and to determine the preferred concept for the road network.

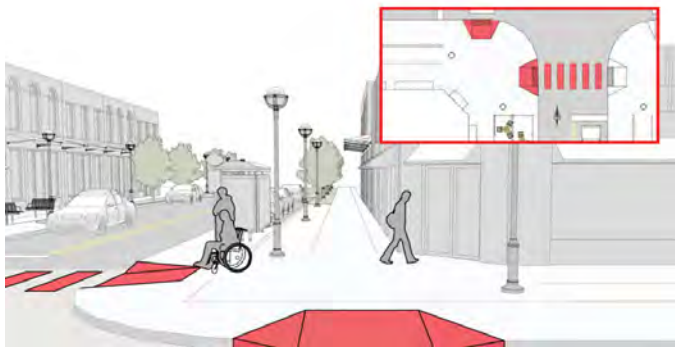
Task 4 - Project Completion and Presentation of Results

Progressive AE will produce an Access Management Plan for the road network, encompassing the data analyzed and discussions held throughout the study. The final report will share recommendations for increased ease and efficiency of circulation, enhancement of user safety, and increased pedestrian comfort. Based on feedback obtained in Task 3, the preferred road network concept will be revised and finalized.



Complete Streets Policy Work Program

The Township's Complete Streets Policy will be reviewed and updated, as needed. Additional guidance will be provided about expectations for context-appropriate street design with an accompanying map. Post-Covid approaches the use of public rights-of-way and micro-mobility will be addressed.



DESIGN CONTROLS

Two key principles drive the design of Vital Streets in Grand Rapids:

1

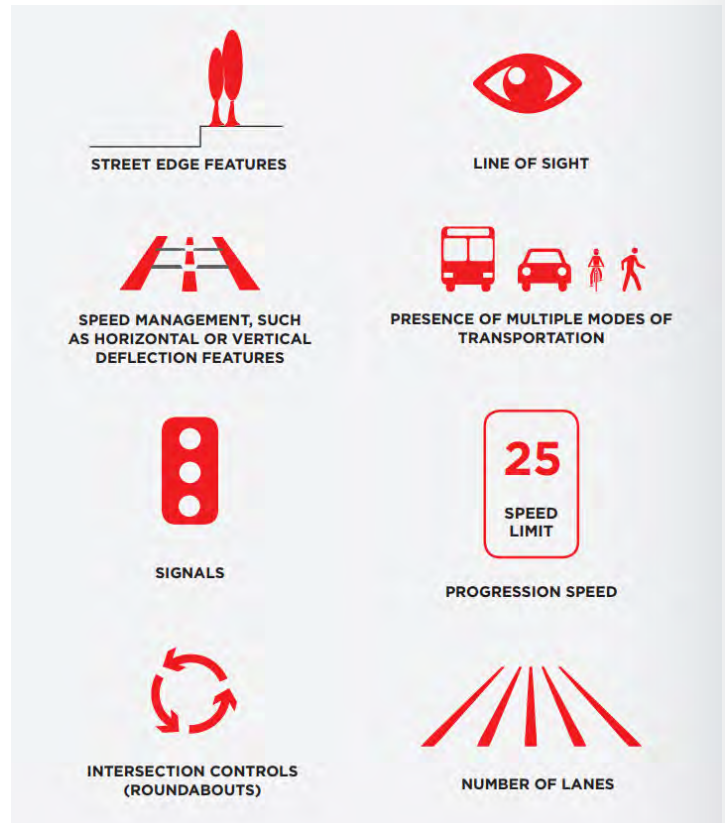


ALL STREETS SHOULD BE SAFE AND ACCESSIBLE FOR ALL USERS.

2



STREETS SHOULD BE LOGICAL AND INTUITIVE TO USE.





Road Standards Policy Work Program

Where and how private roads should be permitted in the Township will be evaluated as part of this work program. Standards will be created that are context appropriate and reflective of the desired existing and future character for Oshtemo. The Road Standards Policy work program will be focused on the appropriateness of private streets to facilitate growth and development.

Task 1 – Background Information

Meet with the Township Supervisor, Planning Director, Director of Public Works, and the Kalamazoo Road Commission to understand past practices, policies, and plans. If there have been issues, what have they been. Data collected as part of Task 1 of the Comprehensive Master Plan/Non-Motorized Plan tasks will be utilized to understand the street system, including functional classification, and land use patterns. A review of the updated Future Road Connections Map will be conducted.

Task 2 – Interviews

Three interviews will be conducted with the development community to understand current benefits, challenges, and desires for private streets in Oshtemo Township. Attempts will also be made to discern if there are certain areas of the Township that are more desirable for the construction of private streets than others, and in which context. This information will be layered with the Future Land Use map to evaluate the anticipated rate of change and projected residential and commercial growth.

Task 3 – Best Practices

A series of best practices will be shared with Township staff for consideration. Based on the level of intensity of development that is anticipated in various places of the Township, there may be different approaches to private street standards. For example, a recent project in Ada Township required 8 variances to be able to construct a walkable neighborhood in close proximity to Ada Village. As part of the best practices investigation, various options will be explored regarding the long-term “care and feeding” of the infrastructure.

Task 4 – Policy Draft

The policy will be drafted and reviewed with the Planning and Public Works Directors, Township Supervisor, and others as appropriate. Illustrative cross sections will be prepared. One suggestion for additional services in this Proposal is the creation of a Private Streets Design Guidelines manual to ensure that appropriate design specifications are being followed in a manner that meets Township goals and expectations.



Deliverables

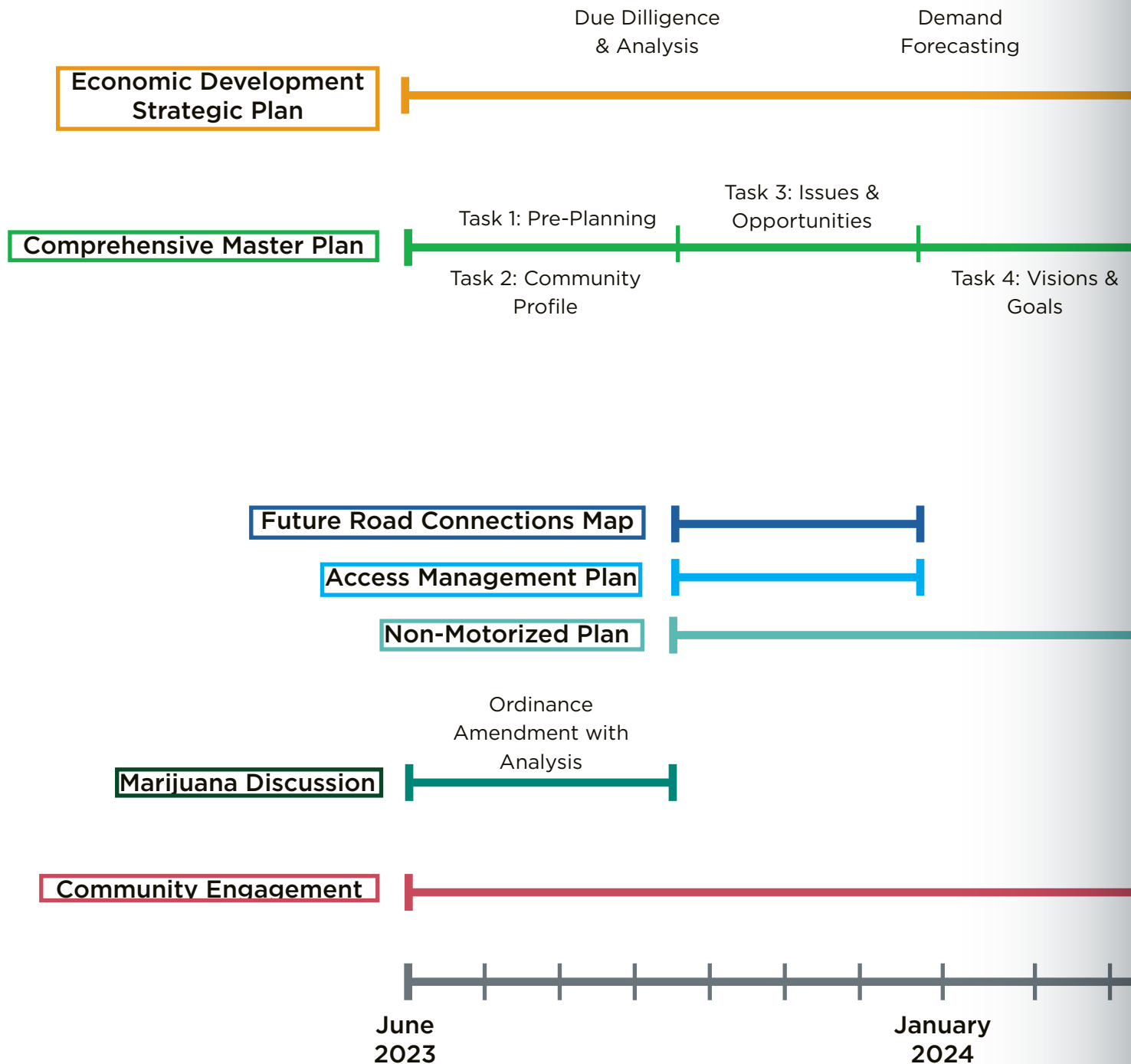
Progressive AE will produce the following for Oshtemo Charter Township:

- A user-friendly Comprehensive Master Plan, in written and electronic form, which incorporates existing
- Master Plan content where applicable.
- An updated Future Land Use Map
- An Economic Development Strategic Plan
- Marijuana Ordinance review and necessary amendments
- An updated Future Road Connections Map
- An updated Access Management Plan
- An updated Complete Street Policy
- An updated Non-motorized Transportation Plan
- A Road Standards Policy which identifies where and how private streets should be permitted
- Other: Copies of ongoing drafts, memoranda, or data developed throughout the process
- Optional additions: Private Streets Design Guidelines, special studies, media buy for community engagement, and tactical engagement projects

Proposed Project Schedule

Timeline

Given the many working parts of this planning process, we anticipate the schedule to align with the outline provided in the request for proposals, a 20-23-month process.



Strategic Economic Development Program

Opportunities
Definition

Task 5: Planning
Framework

Future Land
Use Validation

Task 7: Implementation
& Zoning Plans

Task 9: Final Plan

Task 6: Preliminary
Plan Components
& Policies

Task 8: Preliminary
Draft Plan

Special Studies

**Validate Road
Connections Map**

Complete Streets Policy

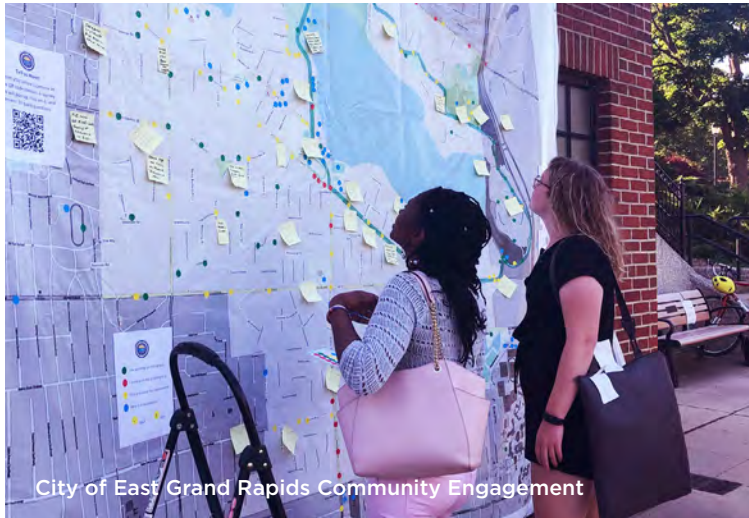
**Road Standards Policy &
Private Streets Design Guide**

June
2024

January
2025

April
2025

Experience and Qualifications - Community Engagement



Commitment to Community Engagement

To ensure clarity throughout the planning process, we work closely with you, key stakeholders and your community. Adherence to our meticulous discovery process enables our team to gather feedback and make informed, creative decisions. Community engagement sessions provide an opportunity for two-way discussion and active engagement in the planning process. Through the use of discussion panels, focus groups, design charrettes, games that are a “meeting in a box”, pop-up events, kids activities, virtual presentations, social media, surveys, and other techniques, our team develops an inspirational vision that will lead to new investment. We have a passion for community based projects and have utilized engagement sessions and meetings on many projects for a variety of clients including:

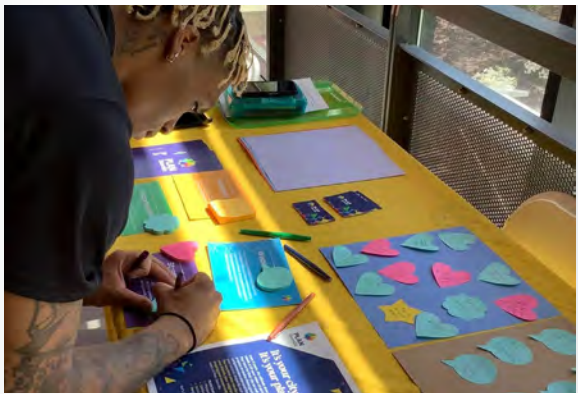
- City of Danville Comprehensive Plan - 2023 (ongoing)
- Plainfield Charter Township Community Master Plan - 2023 (ongoing)
- City of Houghton Placemaking Strategies for Businesses - 2023 (ongoing)
- Traverse City TART Trails Expansion - 2023
- Plainfield Charter Township, Zoning Revisions - 2021
- Dwelling Place Community Land Trust, Burton Street Project - 2021
- Village of Ada, Envision Ada Master Plan - 2013
- Ada Township, Master Plan Update - 2022 (ongoing)
- Ada Township, Connect Ada Plan - 2019
- City of Traverse City, East Front Street Redesign - 2021
- Delta Township Corridor Improvement Authority - 2021
- City of Grand Rapids, Aman, Butterworth, Burton Woods, Caulfield and Kensington Park Improvements - 2020
- Village of Lawton, Downtown Streetscape and Master Plan - 2020
- Village of Lawton, Community Master Plan - 2022 (ongoing)
- East Grand Rapids, Mobility-Bike Action Plan - 2020
- Aquinas College, Campus Master Plan - 2020
- City of Grand Haven Master Plan Update - 2022
- City of Kentwood Housing Policy Discussion - 2022 (ongoing)
- Downtown Grand Rapids, Inc. Wayfinding Project - 2021 (ongoing)
- City of Traverse City 2-Way Street Conversion - 2022
- City of North Muskegon, Master Plan and Zoning Ordinance Update - 2022 (ongoing)
- City of Kalamazoo, 2-Way Street Conversion - 2022 (ongoing)
- City of Traverse City, Mobility Action Plan - 2022 (ongoing)

City of Danville Comprehensive Plan: Geofencing Analytics

Danville, VA



A PEOPLE-BASED STRATEGY THAT ENGAGES THE COMMUNITY TO ACTIVELY SHAPE THE IMPLEMENTATION OF A SHARED VISION FOR THE FUTURE OF DANVILLE.



Plan Danville is a community-centered engagement process to develop a new comprehensive plan for the City of Danville, Virginia. The process intentionally realizes Danville's future dreams, ideas, and priorities from a diverse array of viewpoints. An essential premise is that the more people are engaged in shaping the plan, the more likely they will participate in actively implementing the shared vision. In partnership with Keggereis Digital Marketing, we are utilizing YouTube video ads, billboard marketing paired with geofencing analytics, and coasters with custom geofenced QR codes per area to capture as many voices as possible. This year-long journey with several phases integrates individuals to add to the conversation about what Danville residents would like to see for their community.

The process follows a people-based strategy to ensure people are actively engaged in shaping the plan so they are empowered to take an active role in implementing the shared vision. Community strength and resiliency are created through activities focused on storytelling, mapping, and gathering data through surveying. This iterative approach is designed to build the community's confidence in their role to craft their environment in a way that reflects their cultural values.



Ada Township Envision Ada Master Plan and Implementation Projects: **Housing Typologies**

Ada Township, MI

Housing was a prominent theme throughout the Ada Township Master Plan process. With the ever-increasing demand for housing availability and housing diversity in the area, we turned to the people to see what they would design to accommodate the housing needs of Ada.

During our “Living in Ada” activity, we asked attendees at our community event to help us as we craft the framework for gentle density and incremental development in the Village area. The process was as follows:

Step 1: Distribute the Housing Typology packets amongst your group, and take 5 minutes to review each housing type.

Step 2: Look at the map and discuss as a group a strategy for additional housing on the designated lots can occur.

Step 3: With the housing type pieces discussed in Step 2, arrange the pieces on the map to reflect your proposed design strategy.



Duplex - Side-by-Side

	Front-Loaded	Rear-Loaded
Number of Units	2 Units	2 Units
Typical Unit Size	600 - 2,400 sq. ft.	600 - 2,400 sq. ft.
Typical Lot Size	5,000 - 11,250 sq. ft.	4,500 - 10,500 sq. ft.

Benchmarks

Ada Master Plan
progressive|ae

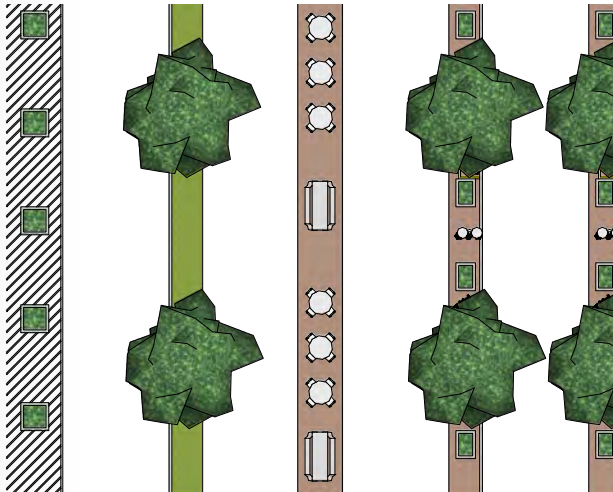
Front-Loaded Rear-Loaded

Tri-County Regional Michigan Avenue Corridor Study: Streetmix Live!

Lansing, MI

The Michigan Avenue Corridor is a unique corridor that is a gateway to the State's capitol building, while being the main transportation route that links Lansing, East Lansing and Michigan State University.

Progressive AE worked to allow Michigan Avenue to evolve into a vibrant mixed-use district that attracts new investment, retains existing businesses and supports residents and neighborhoods. To engage the public and determine the ways in which they would like to see the street transform, we developed an activity called Streetmix Live! During this activity, participants did the following:



Step 1: With your group, review the types of street sections available to build the street. Each group of rubber bands contains elements as it relates to walking, cycling, public transportation, cars, parking, and buffers.

Step 2: Group sections together to build the street according to the design guidelines, to fit between the two highlighted dashed lines.




 PEDESTRIAN-CENTRIC

 CYCLING-CENTRIC

 PUBLIC TRANSIT

   FLEX ZONE: FOOD TRUCK, TAXI, SHARED REALM

 VEHICLE PARKING

 DRIVE LANES

Ada Township Envision Ada Master Plan and Implementation Projects

Ada, MI



Services: Stakeholder engagement, public participation, master planning, civil engineering, landscape architecture, traffic engineering and analysis, non-motorized land planning, mechanical engineering, electrical engineering, interior design

Reference: John Said, Township Planning Director, Ada Township, jsaid@adatownshipmi.com, 616.920.7313

- Master planning process completed over a six-month period engaging diverse stakeholder groups, including the Township, local business owners, property owners and involved community members using community forums, as well as social media tools
- Creation of a sustainable plan which allows the natural feature of the river to be fully realized as a community asset; includes green street design standards, storm water management
- Solutions provide increased accessibility for pedestrian traffic, increased availability of residential properties within the village, and creation of community green spaces as gathering places
- Existing and future conditions modeling of roadway network
- Signal warrant analysis and signal design at the M-21 (Fulton Street) / Headley Street intersection
- Development of alternatives for the Headley Street re-alignment
- Streetscape design including median islands, bulb-outs, sidewalks, ornamental lighting, street trees, and site furnishings such as bike racks and benches
- Subsequent master plan implementation projects that Progressive AE has partnered with Ada Township and other stakeholder to complete include Legacy Park and the Amy Van Andel Library and Community Center

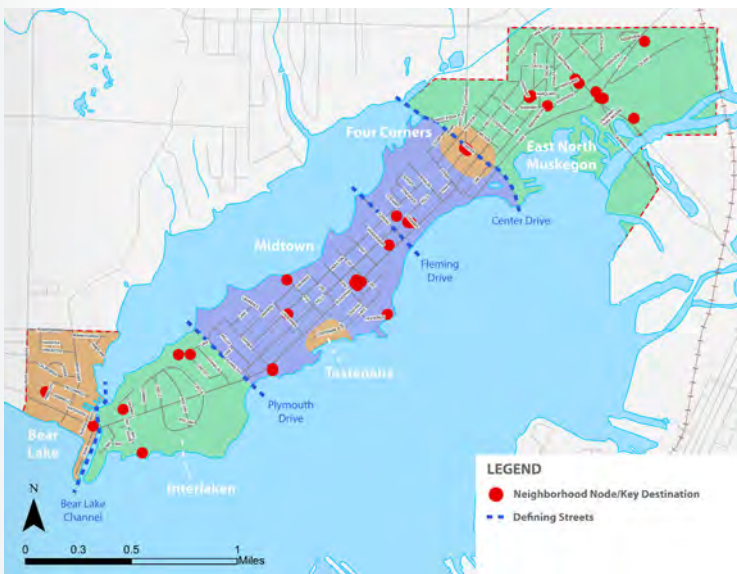
Read the full plan [HERE!](#)

North Muskegon Master Plan + Zoning Ordinance

North Muskegon, MI

As a residential community located on a peninsula, North Muskegon partnered with Progressive AE to create a new Master Plan and Zoning Ordinance to shift the city's image away from being a sleepy bedroom community by accommodating greater varieties of retail and housing development. The Planning Team created specially-branded sunglasses and drink koozies and hosted numerous "pop-up" events across town to hear from residents and stakeholders, asking them to envision the future of their community. Through this process, residents cited the city's access to water, small-town charm, and walkability as key assets to emphasize and build upon.

The planning process also includes sub-area planning through design charrettes. This entails a multi-disciplinary team of architects, traffic engineers, and planners from Progressive AE to spend multiple days in three parts of the city, identifying opportunities for change and methods for improving the built environment in these select areas. As a community intent on encouraging new retail, restaurant, and housing opportunities, these sub-area plans focus on rebuilding the city's once-vibrant business districts.



Services: Stakeholder engagement, public participation, master planning, civil engineering, landscape architecture, traffic engineering and analysis, non-motorized land planning, mechanical engineering, electrical engineering, interior design

Reference: James Ferro, Township Planning Director, Ada Township, jferro@adatownshipmi.com, 616.676.9191

Village of Lawton Master Plan

Lawton, MI

Progressive AE joined the Village of Lawton in their journey to help shape the future of the Village by developing a Comprehensive Master Plan in 2021. The Village has a special small town charm and is home to passionate residents who take pride in their community's resources.

The Planning Team worked closely with a steering committee of local stakeholders and the residents of the Village to comprise five different themes as points of focus throughout the master planning process. Their ideas were captured through engaging workshops and open house events with the public. The five themes are carried throughout the new Master Plan and corresponding action items are included to encourage the achievement of the Plan's goals.



The new and enlivened Master Plan created for the Village encompass the priorities and desires of the residents of Lawton while maintaining a cadence unique to the Village and its people.

In our work with Lawton, we were able to secure MEDC approval to also include a full revision of the Village's Zoning Ordinance as part of the grant through the Redevelopment Ready Communities Program. Revisions to the zoning code will begin later in the summer of 2022 as part of their MEDC RRC certification process.



Services: Stakeholder engagement, public participation, master planning

Reference: Lisa Imus, Village Manager, Village of Lawton, imusl@lawtonmi.org, 269.624.6407

Village of Lawton Streetscape Design

Lawton, MI



Progressive AE has been working with the Village of Lawton to perform an update of the 2012 Lawton Streetscape Plan. In 2023, the Michigan Department of Transportation (MDOT) will be reconstructing Lawton’s Main Street, M-40, through the heart of the village. Master planning activities incorporated sidewalk, parkway, planters, trees, street lighting, communications conduits, on-street parking, crosswalks, street furniture, and other desired placemaking elements into a phased multiyear streetscape plan. It was important for the Village to have their design goals met within the parameters of an MDOT project. In the Summer of 2020, a community survey was conducted using QR codes in local stores so the public could provide early direction in the planning process. Then a charrette was conducted in the Fire Barn to allow for social distancing, which included a “walk about” of the business district. Goals and objectives were created to implement the Village of Lawton’s vision to “be a vibrant small town that is inviting, beautiful and safe”.



Completion: January 2021

Services: Urban planning, civil engineering, landscape architecture

Reference: Lisa Imus, Village Manager, Village of Lawton, imusl@lawtonmi.gov, 269.624.6407



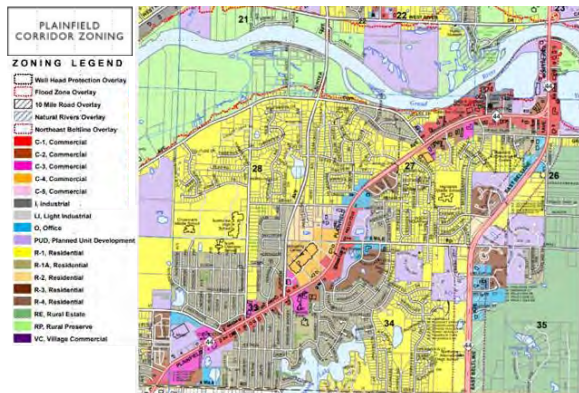
Plainfield Charter Township Reimagine Plainfield Corridor Plan and Zoning Amendments



Grand Rapids, MI



Plainfield Charter Township hired Progressive AE to assist in the creation of a corridor plan. Plainfield Avenue, also known as M-44, carries nearly 36,000 cars per day. Once dubbed the “Motor Mile” this post-World War II corridor has many buildings and parcels that are tired – with one that has been vacant for more than two decades. The North Kent Mall has since been modified and a former K-Mart was recently converted into a self-storage facility. Commercial property tax receipts in the corridor have remained flat for the past decade. Where there has been investment, it has been largely for the expansion of existing auto dealers and repurposing of some existing buildings for fast-food related operations.



The Reimagine Plainfield project began with a steering committee appointed by the Township Board. The Committee spent the first 9 months in a pre-planning process to listen and learn about factors that affect the corridor and the people around it. In conjunction with Disability Advocates of Kent County (DAKC), Committee members were able to experience the corridor from the perspective of someone who is restricted to a wheelchair or is sight impaired. DAKC’s “test pilots” – persons with a physical disability – were present to lead the group and share their personal reflections. Other experiences included speaking with the real estate and development community; meeting with MDOT, County Road Commission and the Rapid (transit authority); seeing a presentation from the Lower Grand River Organization of Watersheds (LGROW) to discuss stormwater; and interacting with Planning staff on the development approval process. Community input was solicited through a series of surveys during Covid. This past fall, a charrette was held with Progressive AE using the opportunity as a “day of learning” to have multiple disciplines contributing to the discussion.



A series of development scenarios were developed for key locations. The scenarios informed recommended modifications to the Township’s Zoning Ordinance and the zoning plan. The Reimagine Plainfield Plan was adopted on May 24, 2021. The zoning amendments were adopted on November 22, 2021. Zoning amendments include a new mixed-use zone district that allows by-right development to create pedestrian-oriented mixed-use areas, design and landscape standards, and provisions that allow the corridor to transition over time through the use of flexible non-conforming standards and administrative departures.

Size: 4 miles

Completion: 2021

Services: Planning, traffic engineering, urban design, landscape architecture

Reference: Jennifer M. DeHaan, MPA, Assistant Township Manager/Superintendent, Plainfield Township, 616.262.1343

Read the full plan [HERE!](#)

Traverse City Mobility Action Plan

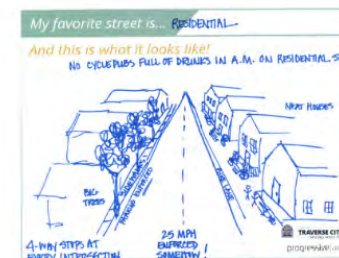
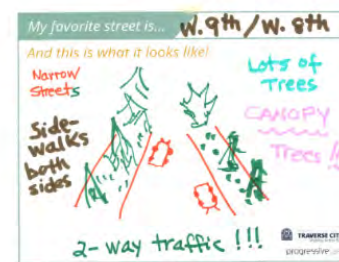
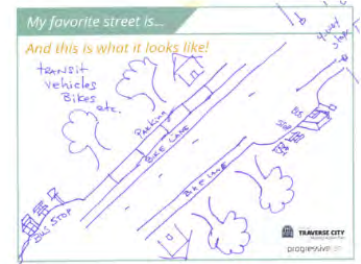
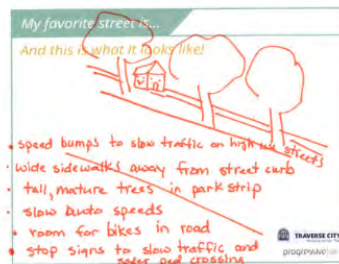
Traverse City, MI



Following Traverse City's desire to improve city-wide cycling and pedestrian infrastructure, Progressive AE partnered with Toole Design to develop the Traverse City Mobility Action Plan. Driven by a robust community engagement process that engaged hundreds of people through two community open house events, this plan outlines a practical, incremental approach to developing a comprehensive mobility network. This plan identifies short, medium, and long-term projects – empowering city staff to incorporate mobility projects into the city's annual capital improvements process.



Progressive AE and Toole Design developed the proposed mobility network with a complete streets approach, pulling from world-class examples in other communities. This approach seeks to create an inclusive cycling environment where people of all ages and abilities feel confident cycling and walking to access all aspects of daily life. With this plan, city leadership and staff have a practical tool that drives change towards a more walkable, bikeable Traverse City.



Services: Planning, traffic engineering, urban design

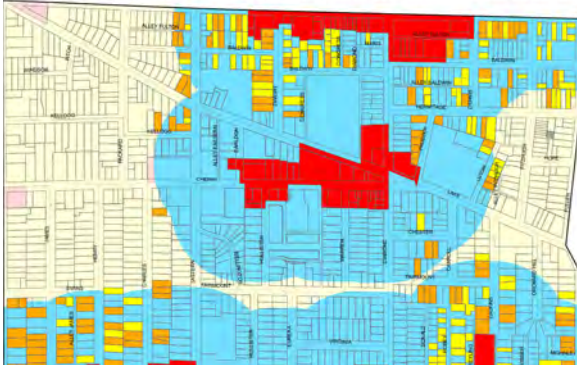
Reference: Shawn Winter, Planning Director, Traverse City, swinter@traversecitymi.gov, 231.922.4465

City of Grand Rapids Zoning Ordinance

Grand Rapids, MI



East Hills Neighborhood Areas Within 500 Feet of Mixed-Use Commercial Zoning Districts



Use Not Permitted | **Blue** - Residential, Residential | **Orange** - Special Land Use | **Green** - Proposed

Housing Types	Grand Rapids	
	Low Density Residential Zone District	Medium Density Residential Zone District
SF Detached	100%	100%
SF Attached	100%	100%
Duplex	100%	100%
Townhouse	100%	100%
Multifamily	100%	100%
ADUs	100%	100%

Blue - Permitted / Orange - Special Land Use Approval by Planning Commission

Housing Types	Minneapolis	
	Single Family Zone Districts (2 Zone Districts)	Multiple Family Zone Districts (6 Zone Districts)
SF Detached	100%	100%
SF Attached	100%	100%
Duplex	50%	100%
Townhouse		100%
Multifamily		100%
ADUs	100%	100%

Blue - Permitted

Housing Types	Portland	
	Single Family Zone Districts (6 Zone Districts)	Multiple Family Zone Districts (5 Zone Districts)
SF Detached	100%	100%
SF Attached	100%	100%
Duplex	100%	100%
Townhouse	100%	100%
Multifamily	PROPOSED	100%
ADUs	100%	100%

Blue - Permitted / Green - Proposed under pending Residential Infill Zoning Text Amendments

After completion of Grand Rapids' Master Plan, it was recognized that the zoning ordinance needed a major overhaul. Adopted in 1969, the code had been amended more than 300 times. A recurring theme during the planning process was "I like the character of my neighborhood". It was important to define the unique physical contexts of neighborhoods and business areas with rules to guide desired development. The Neighborhood Pattern Workbook was created to assist in describing each area, which shaped the neighborhood types found in the zoning ordinance: traditional, mid-century, and modern. Zoning regulations were then crafted around neighborhood types and use districts.

Since the adoption of the ordinance in 2007, it has been updated annually to implement additional plans and respond to emerging issues, such as short-term rentals, affordable housing and housing supply, urban tree canopy, integrated stormwater management, urban agriculture, streetscape improvements and marijuana. Each amendment was developed with extensive research on nationwide best practices. In addition, an equity lens was applied during housing discussions to understand the potential for displacement that may result from ordinance changes.

Completion: 2007, ongoing

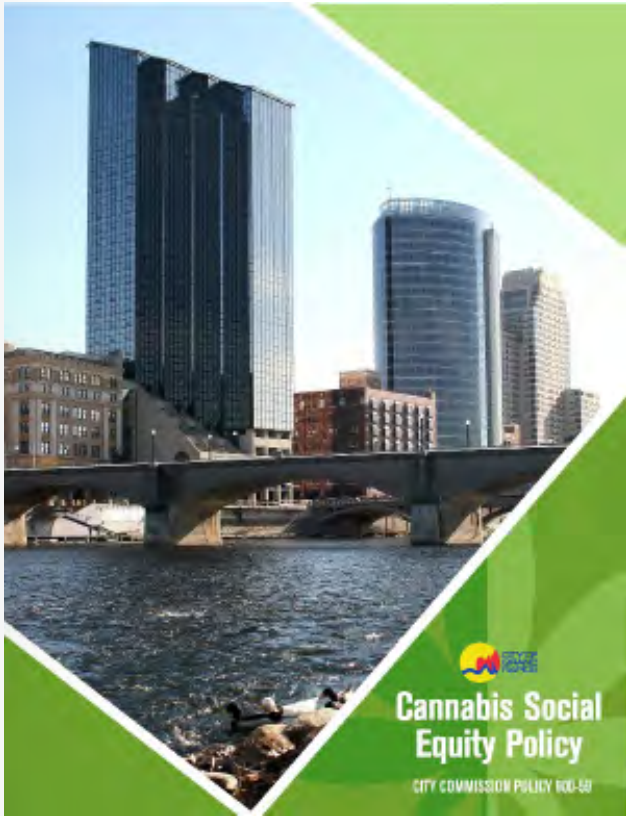
Services: Planning, community engagement, policy

Reference: Kristin Turkelson, Planning Director, City of Grand Rapids, kturkelson@grcity.us, 616.456.3760

**Not a Progressive AE project, from Suzanne Schulz's prior affiliation*

City of Grand Rapids Marijuana Zoning and Licensing Ordinances

Grand Rapids, MI



Following the passage of the Michigan Regulation and Taxation of Marijuana Act in November 2018, the City of Grand Rapids began an extensive policy analysis and engagement process to develop regulating ordinances to allow for the thoughtful location of marijuana businesses in the city. The City of Grand Rapids developed a two-pronged approach: a zoning ordinance to properly locate the businesses and a licensing ordinance to accomplish goals unable to be achieved via zoning.

Critical to the development of a marijuana ordinance in Grand Rapids was a focus on social equity. The City developed a Cannabis Social Equity Policy to: establish expectations and voluntary commitments for all recreational cannabis applicants; employ strategies that enhance the growth and development of traditionally disadvantaged local, small, and emerging businesses; enhance business and real-estate ownership by people from communities that have been disproportionately affected by cannabis prohibition and enforcement, and to positively impact those communities; increase employment opportunities for socioeconomically disadvantaged groups; improve supplier opportunities for socioeconomically disadvantaged groups; increase opportunities within our Neighborhoods of Focus; and eliminate and reduce barriers of entry into the cannabis industry.

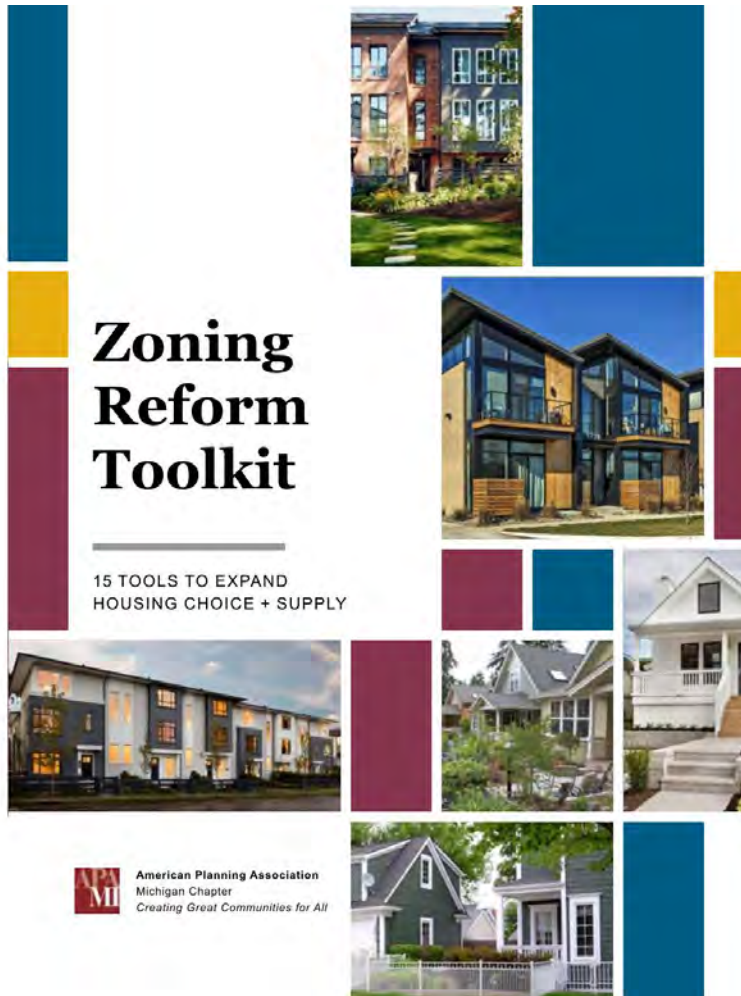


Completion: 2020 | Reference: Kristin Turkelson, Planning Director, City of Grand Rapids, kturkelson@grcity.us, 616.456.3760

**Not a Progressive AE project, from Suzanne Schulz's prior affiliation*

Zoning Reform Toolkit

Michigan Association of Planning



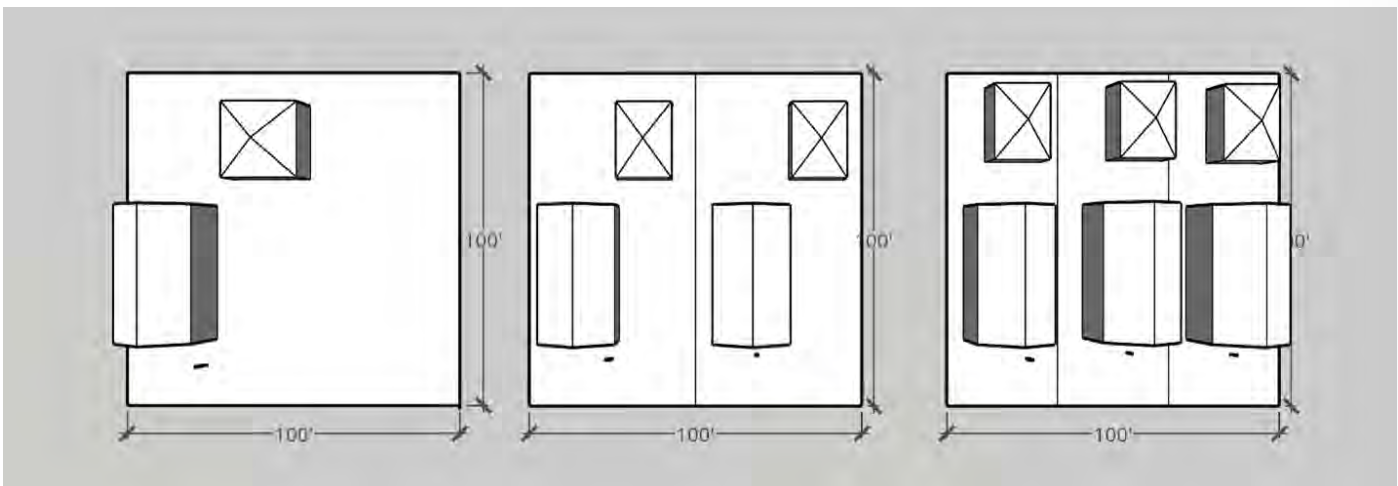
Michigan's housing shortage is affecting affordability, community livability, economic growth and prosperity, and quality of life. Cities, townships, and villages are struggling to find solutions that allow people to age in place, employees to find attainable housing, young people the opportunity to move back, and how various housing types can meet a myriad of different community needs.

Current zoning practices by and large discourage housing types other than stand-alone single-family homes even though most households are not families. Nearly three-quarters of Michigan's housing units are detached single-family homes yet 67% of households in Michigan are comprised of just 1 or 2 people.

While communities can't control labor and lumber prices, the laws that are passed at the local level do affect how much development can occur on a parcel of land and how that land will be used. The Zoning Reform Toolkit: 15 Tools to Expand Housing Choice and Supply provides local regulatory remedies to increase housing supply and shares communications strategies to overcome resistance to new development regulations. The Toolkit is designed to help municipal leaders implement zoning reform to expand housing choice and supply and, in the process, combat the housing affordability crisis.

Completion: June 2022

Reference: Andrea Brown, AICP, Executive Director, Michigan Chapter, American Planning Association, 734-646-5702



Redevelopment Market Analysis Plus Developer Recruitment

White Lake Township, MI

TCG continues under contract to conduct various analyses, including defining market opportunities, developing an RFQ for recruitment purposes, soliciting appropriate developers, and negotiating a master developer agreement for White Lake Township. The analysis determined the need for a community center serving the full range of residents. (Initially, White Lake had only defined the need for a new senior center.)

TCG successfully recruited a mixed-use developer and is guided negotiations for three phases of a developer agreement in this jurisdiction with a population of about 31,000. The site is roughly 11 acres and is situated next to a 50-acre park and waterfront. The site currently houses public services to be rebuilt as part of the development. Along with the municipal services will be a civic hall, farmers market, select retail, and a range of housing.

White Lake Township Civic Center Development

[Detailed Site Plan](#)



Planning, Developer Recruitment, and Other Technical Assistance

Muskegon County, MI

Initially, TCG developed the market analysis upon which the comprehensive and downtown development plans were premised and worked with another firm to develop the comprehensive and downtown plans. Those plans effectively called for significant changes that included: the creation of nodal areas in downtown, consolidation of proposed waterfront activity, and design of an in-town historic district.

The plan also identified the need to reuse of several key sites because of a changing retail climate, including the Muskegon Mall.

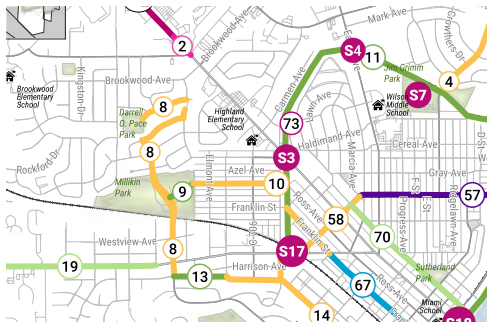
TCG was brought back into Muskegon under contract to the Community Foundation to: develop redevelopment proposals associated with the “Muskegon Mall” properties; and recruit quality development interests to redevelop the properties for a mixed-use Waterview project. The mall has been demolished, plans were formalized for a new mixed-use neighborhood, and infrastructure changes and initial investment has begun.

TCG followed the initial two efforts by looking at opportunities and developing a reuse plan for roughly five-acres of additional land with additional developer recruitment activity.



OHIO ACTIVE TRANSPORTATION PLANS

STATEWIDE, OH



“Active Transportation” is an umbrella term for all the ways people can get around without using a motorized vehicle. This term emphasizes the role of physically active forms of transportation in improving community health. It reinforces that bicycling and walking are valid forms of transportation, not just forms of recreation, and it is a more inclusive term that reflects the use of mobility assistance devices, such as wheelchairs and scooters, and other modes, such as skating or skateboarding. Active transportation also implies a more comprehensive approach to the transportation system which recognizes the importance of active transportation in accessing public transit, and addresses associated infrastructure like bike racks and wheelchair ramps.

Toole Design has an outstanding reputation for results-oriented planning. Toole Design has worked with hundreds of local communities developing Active Transportation Plans that identify specific locations for improvements, set priorities that match community goals, give initial cost estimates, and provide clear roadmaps for implementation. More importantly, our planning process builds momentum among city and elected officials, advocates, and the public to ensure that projects and programs move forward immediately upon completion, often even before the Active Transportation Plan is completed. We focus on multimodal transportation – developing cost-effective, practical transportation solutions that move people efficiently while improving the health and quality of life of the community. Recently completed and ongoing Active Transportation Plans in Ohio include:

- Athens Active Transportation Planning Support, Athens, OH
- Elyria Active Transportation Plan, Elyria, OH
- Hamilton Active Transportation Plan, Hamilton, OH
- Marion County Active Transportation Concept Planning & Mapping
- Meigs County Active Transportation Plan
- Perry County Active Transportation Plan
- Scioto County Active Transportation Plan
- Seneca County Active Transportation Plan
- Westwood Neighborhood Active Transportation Plan, Cincinnati, OH
- Yellow Springs Active Transportation Plan, Yellow Springs, OH

Similar plans that we have completed across the country that include both Comprehensive Plan and Active Transportation Plan components include:

- Envision Shakopee 2040, Shakopee, MN
- Madison Transportation Plan, Madison, WI
- Moorhead Comprehensive Plan, Moorhead, MN
- Spartanburg Comprehensive Plan, Spartanburg, SC
- Springfield Comprehensive Plan, Springfield, MO
- St. Louis Park Mobility Plan, St. Louis Park, MN
- Wichita Place for People Plan, Wichita, KS

CLIENT

Cait Harley
Safe Routes to School and
Active Transportation Manager
Ohio DOT Office of Program
Management
1980 W. Broad Street,
Columbus, OH 43223
Caitlin.Harley@dot.ohio.gov
614.466.3049

WAUSAU CENTER URBAN DESIGN AND TRANSPORTATION MASTER PLAN

WAUSAU, WI



Toole Design worked with the City of Wausau to re-envision the street network surrounding the downtown Wausau Center Mall site, which was built on land that was formerly part of the downtown street grid. Toole Design facilitated two separate week-long design workshops to understand stakeholder goals for multimodal transportation and urban design, analyze the existing street network challenges, and explore design solutions.

The approved master plan presented short- and long-term recommendations for reconnecting the downtown street grid and restoring one-way streets to two-way streets, Complete Streets concept designs for key roadways, traffic calming, gateway features, and a low stress bikeway system.

CLIENT

Brad Sippel, AICP, Assistant
Planner
City of Wausau
407 Grant Street
Wausau, WI 54403
715.261.6686
bradley.sippel@ci.wausau.wi.us

Proposed Fee

Progressive AE estimates a total not-to-exceed compensation of \$292,600 (Two-hundred ninety two thousand and six hundred dollars). Our estimated fees correspond with the work plan presented in this proposal and are broken down by phase for your review below.

Tasks	Fee
Comprehensive Master Plan (To include an updated Future Land Use Map)	\$124,000
Economic Development Strategic Plan	\$24,600
Marijuana Ordinance Review and Amendments	\$20,000
Updated Future Road Connections Map	\$18,000
Updated Access Management Plan	\$28,000
Updated Complete Street Policy	\$15,000
Updated Non-Motorized Transportation Plan	\$30,000
Road Standards Policy	\$33,000

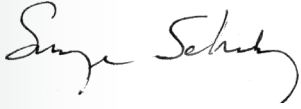
Potential Additional Services:	Fee
Private Streets Design Guidelines	\$30,000
Special Studies (3 @ \$15,000)	\$45,000
Media Buy for Community Engagement	\$10,000
Tactical Engagement Project (each)	\$6,000

Estimated Expenses	\$7,400
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Please note: Any and all reimbursables will be provided at an additional fee above and beyond the contract scope. For further information on rates, please see our standard terms and conditions attached to this contract.

We would very much enjoy this opportunity to work with Oshtemo Charter Township and look forward to discussing our proposal details with you. Should you have any questions or need additional information, please do not hesitate to contact our office.

Sincerely,
Progressive AE



Suzanne M. Schulz, FAICP
Urban Planning Practice Leader

Jim Horman AIA NCARB
Principal

ACCEPTED BY : _____

PRINTED NAME : _____ DATE : _____

Progressive AE has prepared this proposal for the Village of Baldwin and we request that it be treated as confidential and not copied or distributed for any reason other than evaluation for hire.

CONTACT : Suzanne M. Schulz, FAICP
Urban Planning Practice Leader
616.822.1020
schulzs@progressiveae.com

Hourly Staff Charges

Class 10 Personnel	Principals	\$265/hour
Class 9 Personnel	Practice Leaders, Directors	\$215/hour
Class 8 Personnel	Senior Architect, Senior Engineer, Senior Project Manager	\$190/hour
Class 7 Personnel	Senior Project Manager, Senior Architect, Senior Interior Designer, Senior Engineer, Senior Scientist	\$170/hour
Class 6 Personnel	Construction Superintendent, Engineer II, Project Manager II, Senior Construction Administrator, Senior Technician	\$145/hour
Class 5 Personnel	Architect II, Construction Administrator, Design Architect I, Engineer II, Project Manager I, Senior Interior Designer, Senior Technician	\$130/hour
Class 4 Personnel	Architect I, Construction Superintendent, Interior Designer II, Engineer I, GIS Technician, Planner I, Technician I	\$110/hour
Class 3 Personnel	Executive Assistant, Field Scientist, Graduate Architect, Graduate Engineer, Interior Designer I, Technician I	\$90/hour
Class 2 Personnel	Graduate Interior Designer, Graduate Architect, Project Assistant	\$80/hour
Class 1 Personnel	Interns	\$60/hour

Reimbursable Expenses:

1. Fees for Program, Financial or Procurement Management services when the Owner has engaged a supplier and Architect is subject to a fee.
2. Building permit fees and plan review fees as required by the authorities having jurisdiction over projects at cost plus 10%.
3. Outside services, consultants, travel and lodging at cost plus 10%.
4. Copies, telephone, cell phone voice and data charges and office supplies will be charged through a \$25 per month Misc. Office Expense charge. This charge will not be applied to invoices under \$1,000.
5. CAD black/white plotting at 15¢ per square foot; CAD color plotting at 25¢ per square foot; CAD low-density color images at 30¢ each; CAD high density color images at 50¢ each; large-format color plotting at \$9 per square foot. Postage, shipping, and lab tests at cost. Files written to CD will be minimum \$100 per drawing or \$500 maximum. Passenger vehicle mileage on projects at the IRS Standard Rate (currently 65.5¢ per mile). Lodging, meals, and airfare at cost. Machine rental GPS at \$250 per day. Traffic Counters at \$60 per count. Surveying supplies at 50¢ per stake.
6. Overtime expenses requiring higher than normal rates if authorized by owner.

Notes:

1. Invoices are due upon receipt. Unpaid invoices shall bear interest at a rate of 1 percent per month if not paid within 30 days of the date of the invoice.
2. Special media requests may be at higher rate.
3. Hourly staff charges and expenses subject to change annually.



Contact Us

Michigan Offices

Phone: 616.361.2664

North Carolina Office

Phone: 704.731.8080

Read Our Blog

progressiveae.com/strategic-insights

Watch Our Testimonials

progressiveae.com/testimonials



MCKENNA

PROPOSAL TO PREPARE

Comprehensive Master Plan Update

OSHTEMO CHARTER TOWNSHIP,
KALAMAZOO COUNTY, MICHIGAN



MAY 10, 2023

Communities for real life.



May 10, 2023

Iris Lubbert, AICP
Planning Director
Oshtemo Charter Township
7275 W Main Street
Kalamazoo MI 49009

Subject: Proposed Partnership for the Oshtemo Charter Township Comprehensive Master Plan Update

Dear Director Lubbert,

We are thrilled about the prospect of collaborating with your team to realize the incredible opportunity before you. Oshtemo Charter Township is in the position to continue the momentum of creating great places, an environment for strong investment, and high quality of life for generations to come. We believe you'll find our team, composed of McKenna planners and engineers from *Prein & Newhof*, to be the most qualified, most thoughtful, and most forward-thinking. We can't wait to get started.

PLANNING FOR A GROWING COMMUNITY

Developing a vision to guide well-considered plans that are effectively enforced by a streamlined zoning ordinance, is one of the noblest expressions of civic life. The Master Plan update can position the Township to meet the demands of its residents in coming years while ensuring to protect the historic value and community ideals in place today.

Our proposed process will yield a unified vision that reflects the core values of the Township, while securing Oshtemo's reputation as a vibrant and livable community. We will specifically address the issues critical to the future of Oshtemo: implementation focused land use and transportation planning, redevelopment of underutilized sites, cooperative Township development agreements, and infrastructure service areas. We are committed to translating the vision to specific and actionable guidance that will benefit your constituents for generations to come.

WHY OUR TEAM?

The McKenna team, in collaboration with *Prein & Newhof*, has the right kind of experience, and the proven approach, Oshtemo needs to help work through this challenging but rewarding process. Our team members are poised to immediately hit the ground running on the Master Plan update with a bold and innovative approach that maintains the values of the community. McKenna's team:

- Have expertly prepared Master Plans and Zoning Ordinances for communities across Michigan and the Midwest.
- Possess extensive relevant experience with economic development strategies and housing plans that will yield results in a community like Oshtemo.
- Are well-versed in the requirements and administration of the Redevelopment Ready Communities initiative, and have guided several communities through realizing certification, enacting best practices, and acting on RRC recommendations.

KALAMAZOO
151 South Rose Street
Suite 920
Kalamazoo, Michigan 49007

☎ 269.382.4443
☎ 248.596.0930
MCKA.COM

Communities for real life.



- Are experienced, certified public engagement specialists who frequently conduct meaningful multi-pronged engagement programs.
- Are skilled and dedicated to understanding the specific needs of Oshtemo.
- Create attractive, graphically rich reports, renderings, and materials.

Together, with the residents and stakeholders of Oshtemo, we will help you create an exciting, implementable vision that will benefit current and future generations for years to come.

Thank you for considering our team.

Respectfully submitted,

McKENNA

A handwritten signature in black ink, appearing to read "M. Paul Lippens".

Paul Lippens, AICP
Vice President

**Exhibit A: Authorization Page
OSHTEMO CHARTER TOWNSHIP**

Submit this Completed Form as part of your Proposal.

Firm Name: McKenna
Address: 151 S. Rose Street, Suite 920, Kalamazoo, MI 49007
Telephone: 269.382.4443
Website: mcka.com

Representative Authorized to Sign Offer and Contract:
Name: John Jackson, AICP
Title: President
Email: jjackson@mcka.com
Telephone: 248.596.0920
Address: 235 E. Main Street, Suite 105, Northville, MI 48167

Authorized Point of Contact/Project Team Lead:
Name: Paul Lippens, AICP
Title: Vice President/Project Director
Email: plippens@mcka.com
Telephone: 269.382.4443
Address: 151 S. Rose Street, Suite 920, Kalamazoo, MI 49007

I certify that I am authorized to execute and submit this proposal on behalf of the Firm listed above; that all of the RFP instructions and rules, exhibits, addenda, explanations, evaluation criteria, submittal requirements, terms and conditions and any other information provided by the Township has been reviewed, understood and complied with; and that all information in this submission is true, correct, and in compliance with the terms of the RFP.

I hereby state that I have the authority to submit this proposal which will become a binding contract if accepted by the Oshtemo Charter Township. I further state that I have not communicated with nor otherwise colluded with any other person or Firm, nor have I made any agreement with nor offered or accepted anything of value from an Official or employee of the Oshtemo Charter Township that would tend to destroy or hinder free competition.



Authorized Representative Signature

May 9, 2023

Date



Comprehensive Master Plan Update

OSHTEMO CHARTER TOWNSHIP, KALAMAZOO COUNTY, MICHIGAN

PREPARED MAY 10, 2023 BY

MCKENNA

151 South Rose Street
Suite 920
Kalamazoo, MI 49007

O 269.382.4443

F 248.596.0930

E info@mcka.com

MCKA.COM

With our partner

Prein&Newhof

MCKENNA

Communities for real life.



Table of Contents

Title Page
Cover Letter

Executive Summary.....	1
Introduction.....	2
Areas of Service	3
Work Program: Approach	6
1.0 Work Program: Public Outreach	7
2.0 Phase 1 Work Program: Master Plan	15
Experience, Qualifications and Personnel	25
Awards and Accolades	53
Related Experience and References	54
Timeframe Diagram.....	62
Cost Proposal	63
Professional Fees.....	65

Executive Summary



Oshtemo Charter Township is a leading community within Southwest Michigan, attracting residents, businesses, and visitors alike because of its vitality, character, and form.

PROJECT TEAM

Professionals assigned to provide services:

- Have successfully completed Master Plans, economic development strategies, housing analysis and implementation programs for communities across Michigan and the Midwest.
- Are experienced, certified public engagement specialists who frequently conduct charrettes as one team.
- Are skilled and dedicated to understanding the specific needs of Oshtemo Charter Township.
- Create attractive, graphically rich reports, renderings, and materials.
- Live within the vicinity of Oshtemo Charter Township!

MEETINGS

We propose a robust meeting program that strategically engages Township experts (department heads), the public, and stakeholders. We propose:

- Eight (8) Steering Committee meetings.
- Three community workshops, three webinars.
- A Three-day optional charrette event.
- Additional public engagement throughout process.
- Presentations at three Planning Commission meetings and three Township Board meetings.

See the detailed Timeline Diagram for a specific breakdown of proposed meetings.

PROJECT COST

To prepare the Oshtemo Charter Township Comprehensive Master Plan, McKenna, partnering with Prein & Newhof, propose to prepare the Comprehensive Master Plan update for a lump sum fee of **\$110,000**. We are able to adjust our proposed scope and fee to best meet your needs.

Introduction



McKenna’s downtown Kalamazoo office is across from Bronson Park. Our workspaces reflect McKenna’s commitment to our people, our communities, sustainable design, and the rich technology heritage of the Midwest.

McKenna’s team of talented planning, design and building professionals help municipal leaders develop and maintain communities for real life. From street festivals, neighborhood parks, and storefronts, to parking spots, coffee shops, and farmers’ markets, we want your community to thrive. McKenna provides planning, zoning, building, landscape architecture, community and economic development, and urban design assistance to cities, villages, townships, counties, and regional agencies, as well as select private clients, based on skilled and effective public engagement. Our success can be measured by the built improvements to hundreds of McKenna client communities, and by our 45-year record of client satisfaction and on-time, on-budget delivery.

McKenna currently provides project services to more than 85 communities and private land investors in the Midwest. Anticipating and responding to change is a major distinction of McKenna’s practice. Our innovation and depth of experience is a resource for public and private decision-makers; we are a corporation of 30-plus planners, building code experts, urban designers, and landscape architects formed under the laws of Michigan on May 2, 1978.

HEADQUARTERS 235 East Main Street Suite 105 Northville, MI 48167 O 248.596.0920 F 248.596.0930 E info@mcka.com	GRAND RAPIDS 124 E. Fulton Street 6 th Floor - Suite B Grand Rapids, MI 49503 O 616.226.6375 F 248.596.0930 E info@mcka.com	KALAMAZOO 151 South Rose Street Suite 920 Kalamazoo, MI 49007 O 269.382.4443 F 248.596.0930 E info@mcka.com
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Areas of Service

Community Planning

- Master Plans (Cities, Villages, Townships, Counties and Regions)
- Strategic Planning Facilitation
- Neighborhood Preservation Plans
- Redevelopment Plans
- Corridor Plans
- Downtown Plans
- Growth Management Plans
- Park and Recreation Plans
- Capital Improvements Programs
- Community and Fiscal Impact Analysis
- Waterfront Planning
- Open Space Planning
- Historic Preservation Plans
- Transportation and Parking Plans
- GIS Analysis and Alternative Testing
- Access Management



Economic Development

- Public/Private Partnerships
- Brownfield Redevelopment Planning
- Downtown Redevelopment Action Plans
- Corridor Redevelopment
- Tax Increment Finance Plans
- Grant Applications
- Redevelopment Project Management
- Market Studies: Retail, Commercial, Residential, Industrial, Institutional
- Redevelopment Financing Assistance
- Land Assembly/Eminent Domain Assistance

Building Department Administration

- Zoning Administration
- Building Code and Zoning Enforcement
- Building Inspection
- Electrical, Mechanical and Plumbing Inspections
- Property Maintenance and Housing Inspection
- Landscape Construction Observation
- Code Enforcement
- Compliance with State
- Department Management Plans

Parks and Recreation

- Parks and Recreation Master Plans
- Park Design (neighborhood, community, regional)
- Ball Field Planning and Design
- Park and Recreation Facilities Design
- Bikeway and Trail Planning and Design
- Grant Applications
- Public Participation
- Universal and ADA Accessibility
- Park and Recreation Furnishings

On-Site Management Services

- Zoning and Planning Administration
- Tax Increment Finance Authority Management
- Downtown Development Authority Administration
- CDBG Administration
- Housing Rehabilitation
- Project Management – Capital Improvement Projects
- Redevelopment Project Administration
- Community Development Administration
- Economic Development Administration

Development Codes

- Zoning Ordinance
- Zoning Ordinance and Resolution Review and Preparation
- Continuing Advisory Services to Elected and Appointed Officials, Planning and Zoning Commissions, and Boards of Appeal
- Subdivision and Condominium Regulations
- Form-Based Codes
- Environmental Regulations – Wetlands, Woodlands
- Expert Witnessing and Court Testimony on Zoning
- Sign Regulations
- Annexation Advisory Assistance
- Sex-Oriented Business Regulations and GIS Testing
- Open Space Regulations
- Planning and Zoning Code Training Seminars
- On-Site Zoning Administration

Complete Streets and Transportation Planning

- Complete Streets Policy Development
- Complete Streets Design Guidelines
- Complete Streets Procedure and Implementation
- Corridor Plans
- Streetscape Plans
- Bicycle and Pedestrian Plans
- Bicycle Parking Plans
- Bicycle Sign Plans
- Bike Share Feasibility Studies
- Intersection Design & Crossing Plans
- Zoning and Regulatory Review
- User Maps and Wayfinding Studies
- Transportation Master Plans
- Site Plan Review of Transportation Facilities
- Circulation Studies Vehicles and Pedestrian
- TOD Studies
- Education and Training
- Transportation and Parking Plans
- Access Management
- Parking Studies

Public Participation (NCI Certified)

- Charrettes
- Hands-on Workshops
- Focus Groups
- Roundtable Discussions
- Surveys (telephone, online, direct mail)
- Public Hearings
- Open Houses
- Interactive Citizen Advisory Committees
- Youth Outreach
- Community Walks and Bike Rides
- Pop-Up / Storefront Workshops
- Consensus Building
- Participatory Decision-Making
- Interviews (one-on-one, intercept)
- Community Preference Surveys

Community Development

- HUD CDBG Administration
- Analysis of Impediments to Fair Housing
- Environmental Review Records
- Consolidated Plans
- Elderly Housing Assistance
- Five Year and Annual Action Plans
- CDBG Program Planning and Applications
- Housing Rehabilitation Administration
- Market Studies – Market Rate, Elderly and Assisted Housing
- Housing Market Studies (MSHDA approved)

Urban Design

- Community Design Plans
- Placemaking Strategies
- Parks, Greens, Commons and Plaza Design
- Streetscape Design
- Site Planning
- Community Character Planning
- Historic Park Design
- Computer Visualization (before/after)
- Design Review
- Site Evaluation and Selection
- Design Manuals
- Neo-Traditional Design (TND)
- Urban Form Pattern Books
- Mixed Use (residential, retail, office, public, institutional) Design
- Public Art

Sustainability Plans

- Sustainability Indicators Analysis, Evaluation Criteria, and Program Improvements
- Develop Neighborhood Stabilization Plans
- Green Infrastructure Plan for Community's Public Property
- Walkable/Bikeable Audits and Implementation Plans
- Community Master Plan, Strategic Plan, or Capital Improvement Plan
- Plan for Low Impact Development (LID) Components
- Local Planning and Zoning
- Access Management Plans for Transportation Corridors

Landscape Architecture

- Residential Development Plans (single family detached/attached; multi-family, elderly, mixed use, townhouses) Conventional and Cluster
- Site Analysis and Design
- Site Layout and Planning
- Construction Drawings and Construction Observation
- Landscape Architecture (MSHDA-approved)
- Arborist Services (tree surveys and maintenance plans)
- Greenways and Trail Planning and Design
- Native Plant Landscapes
- Wayfinding, Signs, and Interpretive Stations
- Environmental Performance Standards
- Public Art Development
- Public Space Design – Greenways, Bikeways, Streetscapes
- Wetlands, Woodlands, Groundwater, Aesthetic, and Vista Protection Regulations
- Sustainable Landscape Design



Professional Profile

At Prein&Newhof, our goal is to serve our clients wisely – meeting their infrastructure needs with a combination of experience, integrity, creativity, and common sense.

For over 50 years, Prein&Newhof has been serving township, municipal, and private clients across Michigan. Because every situation is different, we put a high value on personal attention. Our main goal is to see farther. We are dedicated to crafting flexible, long-term solutions rather than quick fixes, because we want the best for our clients and for Michigan.

History

Begun by Tom Newhof and Ed Prein in 1969, Prein&Newhof was founded on the belief that each engineer should take personal responsibility for meeting his or her clients' needs – building long-term relationships and managing each project from start to finish, from preliminary design to final construction. Today, we are the engineer of choice for over 50 communities across Michigan.

Employees

Prein&Newhof is 100 percent employee-owned, with over 150 full-time personnel, including engineers, surveyors, drafters, geologists, chemists, communication specialists, and support staff.

Professional Services

At Prein&Newhof, we are constantly developing our skills to serve our clients better. Our primary services include the following:

- Municipal Engineering
- Water & Wastewater
- Stormwater Management
- Roads & Trails
- Airports
- Private Development
- Asset Management
- Landscape Architecture
- Environmental Consulting
- Laboratory Testing
- Structural Engineering
- Geotechnical Engineering
- Surveying
- GIS & Mapping

Locations



Our Values

Invest Wisely

Develop Relationships

Take Responsibility

Build Expertise

Support Community

Our strength lies in our dedication to thinking ahead, building lasting relationships, and crafting long-term solutions.

Work Program: Approach

We understand that Oshtemo Charter Township is seeking to review and update the Township’s Master Plan, which would include elements from the 2017 & 2019 Master Plan update, a Housing Action Plan and updates to the 2019 Go! Green Oshtemo Plan. Oshtemo is a community with many new opportunities ahead, such as new housing construction, business expansions and new business/industrial development!

Not only will we ensure that the Master Plan and subarea plans are aligned with the Township’s overarching vision, but we will also ensure that they are consistent with the Michigan Economic Development Corporation’s (MEDC) Redevelopment Ready Communities (RRC) best practices. The resulting plan will be cohesive, action-based, and implementable, as directly informed by the needs of the residents that make up the great Charter Township of Oshtemo.

LEADER IN THE REGION

Oshtemo is poised to be a leader in the Kalamazoo region, with strategic adjacencies to the City of Kalamazoo and the City of Portage. Home to stable housing stock, quality commercial developments, and inviting outdoor recreational spaces, Oshtemo can take advantage of current market shifts. Following the pandemic, communities in Michigan are seeing an increased desire for new residents, with more jobs permitting people to work from home, and resulting changes to commute patterns. Success for Oshtemo would consist of being prepared to fulfill the needs of potential residents, and taking advantage of potential economic gain, while not being dominated by growth pressures, and losing the true sense of Oshtemo’s community values.

PLANNING AND ECONOMIC DEVELOPMENT

Balancing the continued interest in residential investment and commercial development, while preserving the character of Oshtemo is a challenge that McKenna has great experience in solving. McKenna has partnered with communities that face growth pressures while maintaining the feel of the community. Further, McKenna has assisted communities that are welcoming economic development efforts which will ultimately secure a successful outlook for the community. We will partner with the Township through updating their Master Plan with policies and recommendations that reflect the ideal future envisioned for Oshtemo. Our approach will assist the Township in building a shared vision that innately lends itself to a “Roadmap of Success” for public support and effective implementation.

SPECIAL PLANNING AREAS

McKenna recognizes the importance of highlighting a community’s assets when conducting planning processes. Our approach to modernizing master plans prioritizes investing in the redevelopment of underutilized properties while maintaining valuable community assets. A well-executed master plan will spur economic investment and maintain a high quality of life for residents. We understand the importance of establishing a community vision that lends itself to a forward-thinking master plan that upholds regulatory excellence for a community’s development endeavors.

PUBLIC OUTREACH PROCESS

To organize this complex project to the essential milestones, we have prepared a detailed Timeframe Diagram illustrating project tasks in one page that covers public outreach for the Comprehensive Master Plan Update.

1.0 Work Program: Public Outreach



McKenna’s approach to publicizing and designing public engagement led to a strong turnout for a design-based open house for the South Euclid, OH Master Plan.

The team that we have hand-picked for the Oshtemo Charter Township Comprehensive Master Plan Update project is adept at facilitating complex public engagement strategies, including charrettes. The following pages outline an in-depth public outreach work program to provide Oshtemo leaders with an introduction to the type of workflow and information sharing process that McKenna has found great success with on past projects. McKenna’s planners and designers are well-skilled in public engagement that drills down to the core of key issues, respects participants’ time and attitudes, is entertaining, and ultimately, adds value for Oshtemo leaders, residents, and property owners / key stakeholders. It is critical to our team that outreach processes be:

- Well-organized
- Well-publicized (we’ll provide you with a communications strategy / plan)
- Productive
- Welcoming to all

We also recommend that Oshtemo works to engage youth in the process, and we will strategize with your team upon project kick-off to determine the most effective way for youth to participate in the process. The outreach process is also an opportunity to engage with regional entities, MDOT and the Road Commission of Kalamazoo County, to ensure that they are on board with project direction and strategizes with regards to future land use, mobility, and transportation recommendations.

**STRATEGY 1.
PROJECT COMMUNICATION AND COORDINATION COMMITTEES**

Because of the multi-faceted nature of this project, we propose to work with a Steering Committee composed community stakeholders, who will undoubtedly be involved in decision-making, implementation, and the future success of Oshtemo throughout the various planning processes.

1. **Meeting with Administration.** We will meet with key Oshtemo Township officials to review the work plan and finalize a structure for review and management of the process. The meeting will:
 - a) Establish working relationships.
 - b) Reach an understanding of expectations.
 - c) Answer questions.
 - d) Make adjustments in the work plan.
 - e) Confirm the Master Plan Steering Committee composition and ensure that it is appointed.

Note that our finalized work plan will be presented to the Steering Committee at its kick-off meeting.

2. **Steering Committee Kick-Off Meeting.** The Steering Committee will be the primary working group for preparation of the Master Plan. We propose eight Steering Committee meetings, held quarterly throughout the project.

At the Steering Committee kickoff meeting McKenna will introduce the Oshtemo Master Plan processes; review the work steps and project schedule; establish working relationships; and agree on what will make the project successful.

McKenna will also create and maintain a stakeholder database to keep an organized record of participation from the community throughout the planning process.

3. **Website and Project Logo/Brand.** McKenna will design a website and logo/brand that can be used to publicize the Master Plan Update in outreach efforts to give credibility and context to each message. This brand will promote recognition that something good is happening!



STRATEGY 2.
PUBLIC PARTICIPATION AND COMMUNITY OUTREACH

We propose a multi-part public engagement process that has proven successful in many of our past planning efforts. The public will have a variety of opportunities to comment on the plan. The process described below is structured to gain input from multiple stakeholder groups in a relatively short period of time, while respecting the schedules of the busy professionals and community members with whom we will be collaborating.

The purpose of the collaborative process is to identify strengths, weaknesses, opportunities, and threats. Additionally, this process will prioritize the Township’s most important assets to build upon and identify issues to overcome. This identification, validation, and prioritization process will occur during the collaboration workshop.

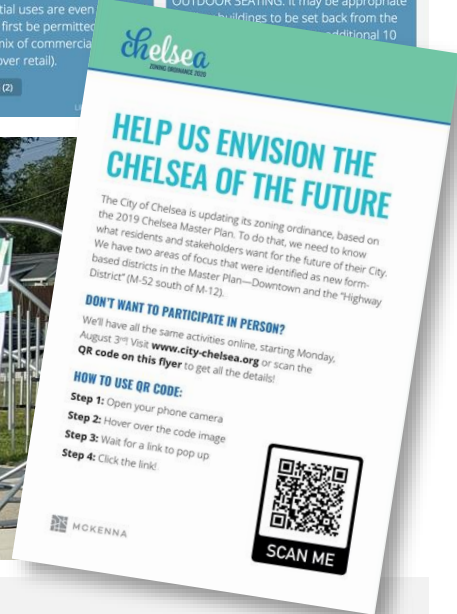
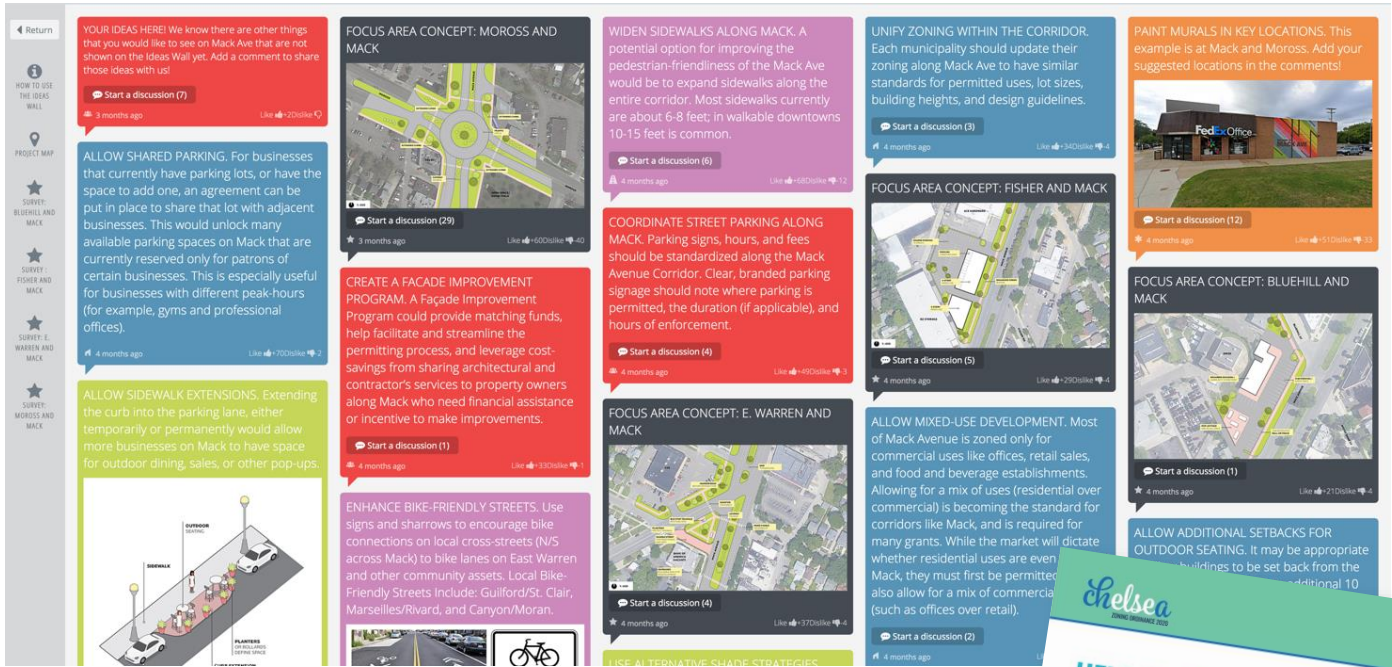
We will create an easy-to-find webpage, with a simple URL like “PlanningForOshtemo.com”, as the landing page for the survey. From there, we have access to several online formats (Community Remarks, Social Pinpoint, SurveyMonkey, Konveio, etc.), and we will tailor the Township’s survey to meet the needs of residents and stakeholders.

1. **Visioning Workshops.** We propose to hold three stakeholder workshops with the public and can target each one to suit the needs of the Township. The workshops will address key issues or project phases, for example: ‘Issue Identification and Goal Setting’ (workshop #1), ‘Housing and Site Design’ (workshop #2), and ‘Recommendation, Evaluation, and Implementation Strategies’ (workshop #3).

The workshops will begin with an introduction to the Master Plan revision processes. We will then move into a summary of the findings of the existing conditions analysis that will lead into a summary of the overall prioritization of issues, assets, and consensus on the characteristics of the future envisioned for the Township. The culmination of these workshops will drive the strategies and tools utilized for a robust community engagement program.



2. **Online Survey Tool.** A survey offers a “non-meeting” opportunity for residents to share their thoughts. McKenna will create an easy-to-use online survey instrument, designed to elicit a wide sampling of community input on issues, in a manner that permits residents to feel involved in the process without investing too much time. We will work with the local business associations and other community stakeholders to inform the public when the survey goes live. Hard copies of the survey can be prepared for the Township to make available (via direct mail or at public places for pick-up) to those members of the public who are more comfortable with a non-computer-based survey.



Community outreach.

3. **Online Webinars and Project Updates.** We propose to hold three online webinars, to be hosted on the project website, which will provide key updates from the various phases of the project. We propose one webinar for each subject based element of the process to cover the Master Plan.

STRATEGY 3: OPTIONAL 3-DAY CHARRETTE



McKenna led public charrette for the Battle Creek zoning ordinance update.

WHAT IS A CHARRETTE?

A *Charrette* is a resource-intensive design workshop that requires not only extensive preparation but also expert execution. Effective Charrette facilitators must possess a varied set of skills ranging from the ability to facilitate challenging public meetings, to managing talented design teams, to orchestrating content production.

Our dynamic, interactive, and design-driven Charrette process provides appropriate training and orientation, delivers energizing workshop sessions, and crystallizes concepts. Through the Charrette process, our facilitators introduce new ideas, but more importantly, they bring forth and clarify the shared needs, values, interests, knowledge, and passions of the community.

We are fully engaged with industry best practices for hosting meaningful community engagement events while ensuring that the highest standards of hygiene, safety, and social distancing can be adhered to in light of the coronavirus pandemic. Information related to these measures is included where appropriate at the end of each subsection, below.

CHARRETTE COMPONENTS INCLUDE:

- **Pre-Charrette Stakeholder Analysis.** Before a Charrette takes place, the landscape of Oshtemo's stakeholders will be mapped out in a Stakeholder Analysis database. Developed in close consultation with Township staff, this database will contain the "who's who" of the community, ensuring that targeted invitations to participate go out to all stakeholders with a vested interest in the process. This process cultivates trusting, one-on-one relationships with key individuals in the community, and ensures that Charrette workshops and focus group meetings are not only well-attended, but are attended by a mix of stakeholders, to achieve the best possible results.
- **Focus Group Meetings.** The purpose of holding focus group meetings is to allow participants in the Charrette to guide the team's focus to the important issues, and the unique needs of the community. Multi-day Charrettes gain significant knowledge and support through these interviews. A common open-ended question is, "What the single most important issue we must address for this to be a successful project?"



- Walking and Windshield Tours.** Walking and driving tours of areas of key importance in the Township are conducted with residents and other community stakeholders. Diverse groups of people, including community leaders, planners, public safety officials, civic leaders, elected leaders, Planning and Zoning Commissioners, and engineers see, feel, and hear problems up close. These audits are one of the most powerful tools for people to discuss common issues or interests and concern for the design, operations of streets, parks, open space, security, safety, and other features of their community.
- Mobile Studio.** The Mobile Studio transforms a convenient location in Oshtemo into a working office. Designers, planners, architects, and other specialists all work together on-site to articulate ideas generated by the public in real time. The collaborative, collective, all-inclusive design process happens openly and in conjunction with the public.

THE CHARRETTE OUTCOME

The Charrette will result in the creation of a preliminary Future Land Use Map, design recommendations for the corridors and other creative ideas for the Master Plan. Key aspects of the Zoning Ordinance, including the Zoning Map, Form Based elements, and the potential need for new or revised districts, will also arise out of the charrette.

Taken together, the major ingredients for the multi-phase planning process can be developed in a realistic timeframe, achieving efficiencies of cost and scale. An impressive output of draft text and images is generated in the creative and fast-paced Charrette environment, produced in an open and transparent setting, and created with the assurance of stakeholder consensus.

TIME	DAY 1	DAY 2	DAY 3	DAY 4
8:00AM – 12:00PM	Steering Committee Workshop	Field Inventory / Site Analysis: MP, P&R MP	Steering Committee Synthesis: Alternatives	Team Synthesis: Preferred Plans
1:00PM – 3:00PM	Break Out 1 – Master Plan: Future Land Use, Mobility, Housing, Special Planning Areas, Design / Community Character	Break Out 3 – Special Area Plan: Future Land Use, Mobility, Design / Corridor Character	Break Out 4 – Master Plan: Future Land Use, Mobility, Housing, Special Planning Areas, Design / Community Character	Steering Committee Synthesis: Preferred Plans
3:00PM – 5:00PM	Break Out 2 – Parks and Recreation Master Plan: Parks Analysis, Vision, Operations, Best Practices	Team Synthesis: MP Alternatives, P&R MP Alternatives	Break Out 5 - Special Area Plan: Future Land Use, Mobility, Design / Corridor Character	Team Synthesis: Preferred Plans
6:00PM – 10:00PM	Public Education Panel: Goals and Community Profile	Field Inventory / Site Analysis + Team Synthesis: Corridor Alternatives	Public Open House Meeting: Assess Alternatives	Public Celebration: Present Preferred Plans

Example charrette schedule.

**STRATEGY 4.1:
ADDITIONAL OPTIONAL PUBLIC ENGAGEMENT THROUGHOUT PROJECT**

OUTREACH MATERIALS AND BRANDING

McKenna’s talented graphic design team, led by Art Director Carrie Leitner, will work with Township leaders to create a brand for the outreach campaign. The brand will be used consistently on all marketing materials. McKenna can provide the following electronic and hard copy materials for use during the outreach process. This option includes the following items:

1. **Flyers and Postcards:** McKenna can create flyers, postcards, and other small materials to be mailed, delivered to businesses or displayed around the community.

Approximate Fee: \$600 per design. Printing and mailing not included.

2. **Signage and Large-Scale Materials:** McKenna can produce designs for temporary signage, banners, unstaffed engagement boards, and other large-scale installations that promote or enhance the engagement effort.

Approximate Fee: \$600 per design. Production, shipping, and installation not included.

COMMUNITY EVENTS

Our approach to community workshops adds value to the traditional “public meeting” framework. In conjunction with the following outreach techniques, we are confident we will accomplish the Township’s goals to reach a strong representative sample of its constituents.

1. **Small Group Discussions.** McKenna team members can host small group discussions and workshops, with the goal of developing ideas and facilitating discussions regarding the vision of the Township in the next 20 years. Importantly, these groups would not be “by invitation” – they would be open to all interested residents. However, we encourage limiting the number in attendance to help facilitate the true small group setting. We would also endeavor to create groups with diverse perspectives, including participants from different neighborhoods, different ages, and different backgrounds. Small Group Discussions can be made virtual or in-person.

Approximate Fee: \$1,500 per event

2. **Pop-Up Engagement.** McKenna can set up engagement stations in various locations throughout the community – in parks, schools, businesses, organizations, or anyone else the community members are likely to gather or spend time. The level of interaction can vary depending on the context and desire of the host location. In some instances, we have set up a full mobile Open House, with robust opportunities for engagement, while in other outreach projects, we have simply stationed team members to hand out postcards or giveaways to raise awareness of the outreach effort and drive traffic to online tools and other events. Unstaffed remote engagement is also a possibility.

Approximate Fee: \$500 - \$3,000 per location, depending on the level of staffing and the amount of time.

3. **Festivals and Gatherings.** Our team members can use festivals and other community events as opportunities for outreach. Similar to the pop-up engagement locations, there is a spectrum of opportunities to engage residents at major gatherings where people come together.

Approximate Fee: \$1,000 - \$2,500 per event depending on the level of staffing and the length of the event.

4. **Targeted Outreach Meetings.** During the process, in collaboration with Township leadership, it is possible that we will determine that we have not received feedback from a sub-set of residents – for instance, young people, or residents of neighborhoods away from the waterfront. If directed, McKenna team members can develop outreach events or opportunities specifically for those groups.

Approximate Fee: Variable, depending on the type of outreach needed.

5. **Stakeholder interviews.** This task can include interviews of important community stakeholders as it pertains to the development of the community. This can include interviews of applicable staff from various peer communities to get more in-depth information on their community’s challenges and triumphs, discussions with other interested area organizations, such as tourism bureaus, housing advocates, and others. We will work with the Township to determine any other important stakeholders that should be involved in the conversation.

Approximate Fee: \$150 per interview

ONLINE & AT-HOME ENGAGEMENT TOOLS

Community engagement in in-person planning processes can be difficult. People need to have free time at a specific time, and often go to a specific place. Online outreach, on the other hand, reaches residents on their schedule and in their homes. Our team has several tools available to create robust online outreach.

1. **Social Media.** Our team can use Facebook, Twitter, and other platforms to involve people in planning processes. The value of these tools is that similar to a pop-up workshop, we will reach people where they are, and it’s convenient and effective. McKenna will not just post a page and leave it. We will moderate the activity, answer questions, and engage users. We will use these informal engagement platforms to direct users to engage in the more formalized online outreach activities.

Approximate Fee: \$500 for setup, approximately \$250 per month for maintenance and updates.

2. **Online or Mail-In Survey.** Public surveys provide a way to gauge the results of an event against a larger sample of public opinion. The McKenna team routinely uses online surveys to collect important information regarding attitudes about transportation, design, and development characteristics. The McKenna team will work with the Township to design an online survey that best fits the project. A survey is a great tool that will ensure that those individuals who cannot make it to a public meeting will have a way to contribute. Surveys are also opportunities to get feedback on ideas that have already been generated. We have worked with a partner firm that conducts statistically valid surveys, and we could engage them as part of our team, though we have not done so yet.

Approximate Fee: \$1,000 for online survey, \$4,000 plus mailing costs for mail-in survey, \$15,000 for statistically valid survey.

3. **Online Ideas Board (Social Pinpoint).** McKenna uses the online tool “Social Pinpoint” to create Online Ideas Boards, where residents can both suggest ideas, and react to what others have posted. Our team would curate and moderate the boards, generating robust, yet respectful, discussion.

Approximate Fee: \$1,000 for setup, \$500 per month for updates and moderation.

2.0 Phase 1 Work Program: Master Plan



Parks and public services are essential—the Oshtemo Charter Township Comprehensive Master Plan Update will address the role of open space in ensuring a resilient and sustainable community for generations to come.

MASTER PLAN

Oshtemo Charter Township’s Master Plan was updated in 2017 & 2019 and includes subarea plans for the community. The planning process will incorporate these two updates, the Housing Action Plan and the updated 2019 Go! Green Oshtemo Plan. The master plan update is essential in positioning Oshtemo to respond to current conditions and anticipated future conditions responsibly, sustainably, and resiliently. The Township needs a plan that dually serves as a redevelopment and infill guide—directing the form and function of the Township—and a policy guide—that provides meaningful and substantive direction on development decisions for Township officials. In addition, the plan needs to seamlessly bring together subarea plans into a single document that is visually stunning and easy for residents and community stake holders to not only understand, but also take immense pride in!

Put simply, the Township has accomplished a lot of great work under the existing plans. It is now time to advance the Township's Comprehensive Master Plan by:

- Incorporating and augmenting the previously described planning efforts.
- Strategically including best practices from the Redevelopment Ready Communities (RRC).
- Addressing important community concerns such as targeted development areas, technology advancements, nonmotorized transportation improvements, housing diversity, economic development, and more.
- Developing and creating a quantifiable community vision.
- Creating tools to maintain the delicate balance between growth, development, and preservation of the Township's charm.
- Applying fresh and forward-thinking analysis and planning for each of Oshtemo's diverse character areas.
- Interweaving sustainability, resiliency, and health throughout.

As Oshtemo rethinks, affirms, and creates its vision for the future, it is vital to identify and to build on the community's strengths. Many of the uses that can impact and degrade the traditional street grid over time, like industrial uses and large-scale commercial developments, will be further analyzed as part of this effort. Now is the time for residents and leaders to set a vision for the next 30 years. The McKenna team understands that for continued and sustainable success in Oshtemo, the Comprehensive Master Plan must cover several important facets:

1. Consider land uses and programs for recreation and other forms of public use uses.
2. Include a zoning plan that addresses deficiencies in the current zoning ordinance and leads to the successful implementation of any recommendations on the future land use.
3. Addresses the location, character, and extent of transportation, infrastructure, public utility systems, and other similar facilities.
4. Includes recommendations for blighted areas and changes to streets, open spaces, buildings, and utilities.
5. Is implementation focused and aligns with best practices recommended by the Redevelopment Ready Communities Program.
6. Reflects the community's desired direction for future street elements (including complete streets and traffic calming in key areas), parking, green space, housing, redevelopment of key areas, and mixed-use/zoning.
7. Provides a timeline, funding, and responsible parties to guide the implementation of the program.
8. Places an emphasis on iterative redevelopment and makes use of existing developed space, rather than focusing on open space and greenfield opportunities.
9. Considers land use outside the Township's current boundaries, where cooperative development agreements with neighboring municipalities, such as the City of Kalamazoo, Kalamazoo Charter Township and Texas Charter Township can provide future development opportunities.



A LIVING PLAN—OSHTEMO CHARTER TOWNSHIP

The current planning and development plans prepared in the last decade by Oshtemo Charter Township provide a strong starting point for this important effort; however, the McKenna team will view this Master Plan process as an opportunity to build on what’s worked with comprehensive and refreshed documents. We know that there will be many relevant findings discovered in our analysis of the current planning and regulatory framework, as well as in current work being conducted that must be captured by the effort. Our team is adept in using modern communication methods—video, graphics, websites—to conduct this process in the most efficient manner. Further, we can tailor our deliverables to the target audience.

We are confident that McKenna, working alongside the Township’s dedicated leaders, professional staff, local neighbors, and business community, will successfully navigate the path to success. **Let’s plan for the future!**

PROJECT SCOPE DETAILS

We have designed the following work plan for Oshtemo Charter Township that will engage the public and create a dynamic master plan that builds upon the Township’s existing assets and positions Oshtemo for sustainable future success.

Our work plan consists of six tasks:

Task 2.1 – Kick-off and Strategic Issues

Task 2.2 – Identify, Quantify, and Analyze

Task 2.3 – Pathway to Success: The Municipal Framework

Task 2.4 – Oshtemo Charter Township Comprehensive Master Plan: A Roadmap for the Future

Task 2.5 – Implementation Strategies

Task 2.6 – Adoption

TASK 2.1
KICK-OFF AND STRATEGIC ISSUES



Project initiation consists of tasks and processes necessary to get the project up and running. These include:

1. **Kick-Off and Strategic Issues Meeting.** We will meet with the Planning Commission (and other Township leaders as desired) to review the work plan and finalize a structure for review and management of the plan process to:
 - Establish a working relationship,
 - Reach an understanding of expectations,
 - Answer questions,
 - Make mutually agreed upon adjustments in the work plan, and
 - Identify preferred method of communication (i.e., email, mail, telephone, etc.).

At the kick-off meeting, we will also finalize procedures for public input and the framework for public workshops, public exhibits, press releases, and mechanisms for public input; and will identify stakeholder groups.

Finally, we will engage the Planning Commission and other participants in a preliminary discussion of strategic issues of importance to the Township that will be critical for review and analysis during the planning process. Key stakeholders, those whom the Planning Commission will want to make special efforts to consult, will be identified.

2. **Statutory Notifications.** Pursuant to the requirements of the Michigan Planning Enabling Act, PA 33 of 2008, as amended, McKenna will assist the Township in guiding the Master Plan Update through the required adoption process. The first step in this process is the distribution of the Notice of Intent. McKenna will assist the Township in notifying all entities required by the MPEA of the Oshtemo's intent to update their master plan.
3. **Evaluation of Past & Current Studies.** McKenna will conduct a thorough review of existing Township documents; previous Master Plan, Downtown Development Authority Reports, subarea plans (Maple Hill, West Main, 9th Street), and other significant information. The McKenna team will also familiarize itself with current studies being undertaken by the Township, such as the Housing Action Plan and any amendments to the 2019 Go! Green Oshtemo Plan.

TASK 2.2
IDENTIFY, QUANTIFY, AND ANALYZE

1. **Existing Conditions Analysis.** This section will be the analysis of existing conditions. In particular, we will review the following:

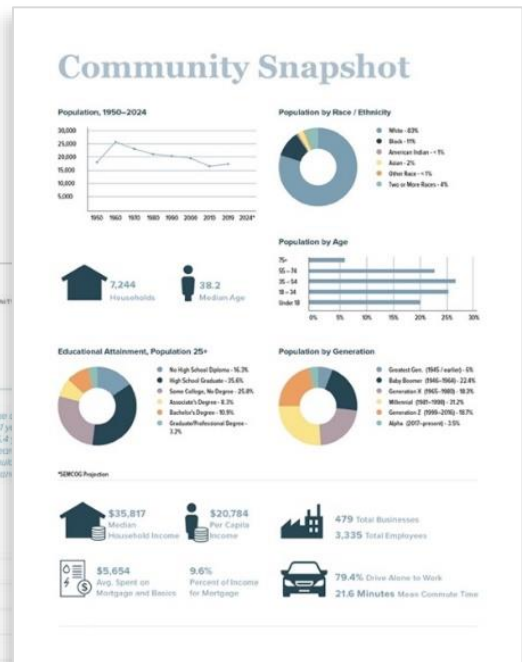
- a) **Regional Context** – Using data from the Township, Kalamazoo County, the U.S. Census, and other available sources, an overview of the Township’s position as it relates to the region in terms of its relationship to development patterns, arterial roads and highways, and natural features and open space will be provided.
- b) **Natural Features** – A Natural Features Inventory will be performed, and maps will be included in the Master Plan to provide an easy-to-understand picture of the Township’s natural features.
- c) **Existing Land Uses** – An existing land use survey will be conducted. The Team will utilize the Township’s most recent existing land use survey data and aerial photographs for the base data. The information will be mapped to visually illustrate the existing conditions.

Quantities of land use will be computed and compared with any previously collected data to determine significant changes or trends. Conflicting land uses or land uses that are potentially incompatible with future development will be identified and analyzed. McKenna will also utilize this data to calculate and determine current development patterns in the Township as well as trends in development since the previous Master Plan was adopted.

- d) **Population, Housing and Economics** – Characteristics of Oshtemo’s population will be compared to the population in the region and adjoining communities. Population trends, projections, and demographic characteristics of the community will be identified and analyzed to understand the impact on the community and future market development and compared with how that data differs from the previous Master Plan.

Data on income, education, and employment will also be included. This may also consist of a comparison of the sources of the Township’s tax base (depending on the data that is available) and general economic outlook considerations. McKenna will investigate employment needs and analyze how those trends align with future development and planning objectives.

McKenna will describe the existing housing climate in Oshtemo and note trends and relationships. Factors to be described and analyzed will include number of units by type, age, occupancy, tenure, and value.



Samples of existing conditions and community snapshot analysis.

- e) **Community Facilities** – Updated community facilities data will be obtained from the Township, school districts, Police Department, Fire Department, utility companies, parks and recreation agencies and departments, major institutions, State of Michigan, and Kalamazoo County.

The following will be included in the Community Facilities Analysis:

1. Description of public and private community, utilities and community facilities including name, location, size, function, condition, and plans for continuation, expansion, curtailment or closure.
 2. Evaluation of Public Facilities based on secondary data in terms of generally accepted standards and results of socio-economic analysis and previous studies.
 3. Inventory of recommendations pertaining to community facilities noted in the previous Master Plan and analysis of changes that have been made since then.
 4. Recommendations for facilities based on:
 - Deficiencies in comparison to standards and recommendations of previous studies and community perception.
 - Improvements needed for public recreation, community facilities and utilities in terms of additional land area, buildings and facilities.
 - Sources of potential funding.
- f) **Transportation** – Using data provided by the Township, Road Commission of Kalamazoo County (RCKC), and the Michigan Department of Transportation (MDOT), McKenna will prepare an updated inventory of existing conditions, including but not limited to traffic volumes, surface conditions, right of way requirements, special traffic generators, pedestrian improvements, and accident data among other factors. Traffic projections that are available from the applicable road agencies will be included in the analysis. McKenna will consult with State, County, and local transportation officials to identify other factors that may influence the Township's updated plan.
- g) **Infrastructure** – The Township's infrastructure will be surveyed, and recommendations will be given for the following:
- Public water and sewer
 - Stormwater
 - Streets, alleys, and major structures (bridges, overpasses, etc.)
 - Information technology infrastructure (local telephone service, long distance, cable, and Internet connectivity (T-1, DSL satellite, etc.)

TASK 2.3

PATHWAY TO SUCCESS: THE MUNICIPAL FRAMEWORK

McKenna will review the Township's existing goals and modify them as necessary based upon the existing conditions analysis, completed projects since the previous Master Plan, results of the survey and workshops, and other input received. Using that as a foundation, we will refine the goals and objectives for the Master Plan Update which will collectively set the direction for the new Plan.

Goals are general in nature and, as they relate to planning, are statements of ideals toward which the Township will strive. **Objectives** are more specific policies and are intended to present a means to attain the stated goal. **Strategies** are general approaches used to achieve objectives. Each objective may include three to eight strategies, depending on how complicated the objectives are. Strategies should be actionable and measurable and explain how you will accomplish the objective and why you are taking that approach. The goals, objectives, and strategies will be separated into categories (i.e., residential development, commercial development, economic development, community safety, etc.) and prioritized in terms of how they will contribute to the realization, continual evaluation, and support for subsequent plan policies.

TASK 2.4
OSHTEMO CHARTER TOWNSHIP MASTER PLAN: A ROADMAP FOR THE FUTURE

1. **Future Land Use Plan.** The Oshtemo Charter Township Comprehensive Master Plan Update will identify both desired future land uses and recommended characteristics for the various areas of the Township. The Plan will make recommendations beyond land use, as its intent is to create or preserve community character and quality of place. The quality of the built environment, the quality of public spaces and open spaces, the preservation of natural resources, the recommendations from the previous Future Land Use Plan, and the mixture of land uses are some aspects that define community character.

The Plan and map will identify recommendations on:

- a) Land Use (residential – high, medium, and low density; commercial; industrial; etc.)
- b) Transportation
- c) Community Facilities
- d) Natural Features (floodplain, water resources, wetlands, etc.)
- e) Environmental Considerations (green infrastructure, sustainability, etc.)

2. **Transportation Plan.** In order to provide a transportation system that meets the needs of the Township and provides a high quality of life for its residents, businesses, and visitors, the Township must work with MDOT, the Road Commission of Kalamazoo County, and others to provide various transportation options. The Transportation section of the Master Plan update will be prepared to fulfill the requirements of Michigan’s Complete Streets legislation.

The Plan will recognize the important role that the automobile currently plays in Oshtemo’s transportation system. However, it will analyze the potential for non-motorized transportation to play an increasing and defining role in the Township and surrounding area. McKenna will explore ways to extend and expand existing pedestrian facilities and improve the function and capacity of street systems. In order to achieve this balance, the Transportation Plan will address:

- Existing transportation infrastructure, including roads and sidewalks
- Existing travel patterns (generalized) and regional transportation influences
- Functional classifications of existing streets
- Planned improvements by the Township, regional, and state transportation agencies
- The impacts of future land use changes proposed by the Future Land Use Plan on the transportation network and recommendations
- Improvement priorities and funding programs
- Incorporating other area transportation plans
- Key findings from the 2019 Go! Green Oshtemo Plan for incorporation into the Transportation Plan.
- A review of the existing access management plan, with recommendations for revisions.
- Analysis of future road connections.
- Analysis and revisions to the existing non-motorized Transportation Plan.



Urban design renderings allow the community to visualize the future of key sites.. (Holland Township, Ottawa County redevelopment design by McKenna).

3. **Community Facilities.** Schools, parks and recreation, public safety, utilities, and communications infrastructure are critical components for creating a desirable, quality, sustainable community. These assets (mapped in Task 2.2.) provide a foundation for the Township’s character and help to differentiate it from other communities in the region, state, and nation. This section of the Plan update will focus on maintaining and enhancing the Township’s assets and evaluating how these facilities provided by other agencies will impact the Township’s plan and development.
4. **Economic Development.** The Master Plan update will also conduct an analysis of any documents and policies related to economic development. Our team will highlight the key findings from past documents and policies and present recommendations for revisions. Further, the Comprehensive Master Plan will include a sub-chapter providing additional detail and guidance regarding a strategic plan as it relates to economic development within the Township. Our team will prepare reports that focus not only on the Township, but also a geographical “trade area”, which will then be utilized as a basis for any economic development recommendations.
5. **Marijuana Ordinance Review.** Our team is versed in creating, analyzing and amending marijuana ordinances across the State of Michigan, having partnered with dozens of communities as it relates to both medical and recreational marijuana. We understand that the Township currently has an “opt-out” ordinance in place. Our team proposes to collect public feedback during the engagement process to determine if permitting marijuana establishments is supported by the residents and key stakeholders, or if public input leans to the Township maintaining its “opt-out” status.

Should the public input collected during the engagement process encourage the establishment of marijuana provisioning ordinances, our team will work closely with Township staff to develop ordinance provisions that promote the safety and welfare of the Township residents. Further, our team will generate graphically rich documents that highlight the findings from the public as well as showcasing areas within the Township that could support such an endeavor.

**TASK 2.5
IMPLEMENTATION STRATEGIES**

The entire Plan will be focused on implementation. An Implementation Roadmap will be crafted to provide a concise list of implementation-ready projects and strategies that the Township should pursue in order to fulfill the vision, goals, and objectives stated in the plan. This portion of the plan will include the following two elements:

1. **IMPLEMENTATION MATRIX.** A matrix that includes specific recommendations, priorities, capital expenditures, programs, and actions will be provided. The matrix will identify:
 - a) Each project,
 - b) Its importance,
 - c) A timeframe for completing the project,
 - d) The person, body, or organization responsible for overseeing the project,
 - e) Funding opportunities for the project, and
 - f) Measures of success for each project.
2. **ZONING PLAN.** Consistent with the requirements of the MPEA, PA 33 of 2008, as amended, McKenna will create a Zoning Plan for the Future Land Use Plan. The Zoning Plan will include a description of what zoning districts correspond to planned land use categories, where new zoning districts will be required, overlay district locations, and other recommended zoning techniques to implement the updated Master Plan.

ENVIRONMENTAL PROTECTION									
PROJECT	PRIORITY	TIMEFRAME	RESPONSIBILITY			FUNDING			
			TOWNSHIP	OTHER GOV'T	PRIVATE	PUBLIC	PRIVATE	TIF	
Adopt a stormwater management plan.	B	2	TB PC	MC SM	MS	•			
Examine the possibility of pervious pavement in Township-owned parking lots and low traffic roadways.	C	3	TB	DDA CIA MC	MS	•		•	
Encourage new development to be respectful of natural features. Restrict new development that would threaten the rural areas of the Township.	C	3	PC TB		BO DEV MCKA MS	•	•	•	
Pursue additional farmland development rights agreements.	C	3	PC TB				•		

TRANSPORTATION									
PROJECT	PRIORITY	TIMEFRAME	TOWNSHIP	OTHER GOV'T	PRIVATE	FUNDING			
						PUBLIC	PRIVATE	TIF	
Require sidewalk construction for all new developments.	B	2	PC TB	DDA CIA	BO DEV MCKA MS	•	•	•	
Work with regional partners, TIF authorities, and the private sector to construct the network of non-motorized pathways envisioned by this plan.	B	2	TB	DDA CIA MC MDOT	BO DEV MCKA MS	•	•	•	
Work with the Monroe County Road Commission to re-align the intersection of LaPlaisance and East Dunbar Roads, as envisioned in the LaPlaisance Road Corridor Plan.	C	3	TB	MC DDA	MS	•		•	
Build sidewalks in strategic locations to connect residents to schools, amenities, jobs, and retail. Ensure sidewalks are compatible with ADA Standards.	C	3	TB	DDA CIA MC	BO HO MCKA MS	•	•	•	
Work with Lake Erie Transit to improve the rider experience through improved transit stop amenities on both public and private property.	C	3	TB	LET	DEV BO	•	•	•	
Require street design that connects neighborhoods to each other, to amenities, and to job centers. Discourage dead-ends and cul-de-sacs.	C	3	PC TB	MC MDOT	DEV MCKA MS	•	•	•	
Conduct a study regarding the feasibility of road extensions, such as extending Herr Road to Albain Road.	C	3	TB	MC	MS	•	•		
Work with MDOT to improve the I-75 interchange with LaPlaisance Road, as envisioned in the LaPlaisance Road Corridor Plan.	C	4	TB	MC MDOT		•			
Investigate the possibility of grade-separated railroad crossings for auto traffic or non-motorized pathways in key locations.	C	4	TB	MC MDOT	RR	•	•	•	
Assist in the City of Monroe and Monroe County's attempts to have railroad lines consolidated.	C	4	TB	COM MC	RR	•	•		

**TASK 2.7
ADOPTION**

The McKenna Team will assist the Oshtemo Charter Township with the adoption of the new Master Plan as follows:

1. **Distribution of Draft Plan.** McKenna will prepare the draft Master Plan, including all elements described above and present it for review by the Planning Commission and the Township Board. Based on the input and direction received, we will revise the draft and submit it to the Planning Commission for recommendation to the Township Board for dissemination as required by the Michigan Planning Enabling Act (MPEA). An electronic copy of the draft Plan will be provided for the Township to use for distribution to the required entities for review and comment.
2. **Final Review, Planning Commission Public Hearing, and Adoption.** Upon conclusion of the MPEA-required draft review and comment period for noticed entities, McKenna will review all comments received and, if deemed necessary, make modifications to the draft. McKenna will attend the Planning Commission public hearing to explain the Plan to the public, respond to review by entities, and assist with the adoption by the Planning Commission. McKenna will also attend, present the Plan to the Township Board at a public hearing (if desired), and assist with adoption.

Experience, Qualifications and Personnel

In this section, we highlight our team's organization philosophies, strengths and skills. Members of our team are industry leaders in organizing an efficient and effective public process leading to compelling and comprehensive plans with a strong implementation focus.

Our professionals embrace:

- Highly effective public processes.
- Involvement of stakeholders in planning that affects them.
- Information rich decision making.
- Context-sensitive design solutions, such as form-based codes.
- Active living and active transportation.
- Walkability, bicycling facilities, greenways, trails, complete streets, healthy development policies.
- Land use and resource conservation.
- Environmental preservation.
- Livable communities.
- Placemaking.
- Economic sustainability.



Our Oshtemo Charter Township team will customize our approach to the Comprehensive Master Plan and Marijuana Ordinance review and reflect the local economy, environment, and preferences.

MCKENNA TEAM MEMBERS

We have assembled a stellar team of professionals to work with the Township. Each team member will play a critical role in plan and ordinance development—consider this team an extension of your internal capacity.

Paul Lippens, AICP, NCI Vice President

Project Director and Mobility Transportation Specialist

Paul Lippens will serve as the Project Director for the Oshtemo Comprehensive Master Plan and Zoning Ordinance review. Paul will be responsible for in-depth planning recommendations and implementation techniques to achieve the Township's vision. Paul has a long and successful history of planning for Michigan City's, including leading Master Plan and/or Zoning Ordinance updates for Livonia, Mt. Pleasant, Battle Creek, Benton Harbor, and Inkster.

Kyle Mucha, AICP, Senior Planner

Project Manager

Kyle Mucha will serve as the Project Manager for the Oshtemo Comprehensive Master Plan. Kyle will be responsible for the day-to-day tasks and communications with Township leaders, stakeholders and residents. Kyle will also lead the charge on ensuring all aspects of the Comprehensive Master Plan come together, while maintaining the established timeline for project completion.

Chris Khorey, AICP, Senior Principal Planner

Economic & Housing Analysis / Land Use Analysis

Mario Ortega, AICP, Principal Planner

Marijuana Ordinance Lead

Danielle Bouchard, AICP, Principal Planner

GIS Mapping / Demographics / Analysis / Engagement

Carrie Leitner, Art Director

Graphics and Visual Communication / Document Design

Prein & Newhof

Prein & Newhof will provide technical expertise as it relates to transportation development, infrastructure planning and assessment management. Prein & Newhof will further lend their technical experience during the non-motorized transportation planning comment of the Comprehensive Master Plan Update. Further, Prein & Newhof will aid in conducting traffic counts, mobility analysis and generalized engineering input throughout the duration of the update process.



M. Paul Lippens, AICP, NCI

VICE PRESIDENT
DIRECTOR, KALAMAZOO STUDIO

EDUCATION

Master of Urban Planning
Taubman College
University of Michigan

Bachelor of Arts
Hampshire College

HONORS

Award for Excellence in Transportation Planning for “Realize Cedar: Urban Design Framework”
Delhi Charter Township (Ingham County), MI, Michigan Association of Planning

Award for Excellence in Transportation Planning for “Bike/Walk Livonia: A Future Transportation Plan”
City of Livonia, MI, Michigan Association of Planning

Implementation Award, 2013
Illinois American Planning Association

Best Practices Award, 2012
Illinois American Planning Association

PROFESSIONAL EXPERIENCE

Complete Streets Policy and Implementation

Award winning author of the Complete Streets, Complete Networks Design Manual, which combines the physical planning of infrastructure with an institutional understanding of project management, funding and prioritization. The manual provides guidance on the implementation of complete streets policy and presents a structure for evaluating street design, mode prioritization, network optimization and placemaking. Also coauthored the Complete Streets Chicago: Design Guide - Chicago’s, Complete Streets v2.0.

Bicycle and Pedestrian Plans and Safety

Leads award winning bicycle and pedestrian planning in Livonia, Delhi Township, Frenchtown Township, and Paw Paw (Michigan) Evanston, Midlothian, Palos Heights and Winfield (Illinois) and Lowell (Indiana), as well as sub regional bike plans in Chicago suburbs. Studies sidewalk gaps, and recommended bike lanes, sharrows, trails, and protected bikeways. Improved crossing safety and intersection design for people walking, biking, and taking transit. Makes network recommendations which consider traffic vehicular volume, roadway configuration, MMLOS, destinations, delay, directness, and public perception.

Trail Planning and Access Studies

Lead planner and designer for the Fort Wayne Downtown/South Central Area Connectivity Plan. Planned a network of non-motorized transportation options to support neighborhood residential development, equity, and accessibility to regional amenities. The network is highlighted by an urban greenway linear park loop. A greenway extends the current Rivergreenway system as an armature linking neighborhoods with shared recreational, cultural and commercial resources. Additionally, led design and access studies on the Des Plaines River Trail, the Illinois Prairie Path, and Chicago’s world famous Lakefront Trail.

Multi-Modal Transportation System Planning and Design

Leads multi-modal planning projects in Indiana, which initiate transportation systems to integrate bicycle, pedestrian and transit modes in a network of streets that form typology-specific corridors. Designs systems to encourage development of a place-based transportation, principally pulling land use analysis, housing and neighborhood planning, economic development potential, and green infrastructure into the plan to assure a comprehensive approach to add value to residents.



PROFESSIONAL EXPERIENCE

Signs and Wayfinding Systems

Created wayfinding and identity signs in relation to urban design projects in Terre Haute, West Baden Springs, and French Lick, Indiana and bicycle sign systems in Midlothian, Palos Park, Berwyn, Schaumburg, and Mount Prospect, Illinois. These projects included the design of the graphic pieces and the coordination of sign manufacturing and wayfinding campaign plus an interpretive sign campaign for the National Road Scenic Byway Trail in Terre Haute, Indiana. Managed the installation of MUTCD approved bicycle wayfinding signs in several Chicago suburbs.

Comprehensive and Subarea Planning

Led Master Plan efforts for Garden City, Portland, Midlothian Township, Inkster, Paw Paw, Tecumseh, and Commerce Township. Engagement techniques included steering committees, local business interviews, field intercept surveys, focus groups and charrettes. Identified four goal areas by public process to guide the downtown economy, place, sustainability, and transportation. Additional planning examples include the Oak Park, IL Comprehensive Plan, the Evanston IL, Main Street Station Area TOD study, and a Downtown Vision Plan for Terre Haute, IN.

Housing and Energy Efficiency

Created development visions for energy efficient affordable housing projects for the City and County Department of Community Development. Created maps to illustrate affordable housing distribution comparative to low-moderate income census tracts. Evaluated feasibility and impacts of straw bale affordable housing development including a site plan, budget/cost estimates, and energy efficiency analysis comparing life cycle costing of straw bale with traditional development. Created an economic analysis of the feasibility of utilizing under-performing public land holdings to create more affordable housing.

Environmental Planning

For Ann Arbor's "State of the Environment Report," created illustrations of environmental policy issues affecting the City, including, maps of the watersheds, floodplains, lighting usage, contaminant sources and sites; conducted data analysis and prepared illustrative graphs to address goals for phosphorus reduction and energy use. Developed Mitigation Plan that assessed flood impacts on neighborhoods and a comprehensive land use approach to floodplains with additional work on water protection activities and hazard mitigation planning.

Urban Design

Led the Indianapolis East 10th Street Urban Design and Gateway Plan to improve the pedestrian environment and promote walkable access and crossing areas. The plan defines parking and parking management for businesses and residences, as well as the creation of bicycle facilities. Plan recommends improved bus shelters and bus pull-offs and intersection traffic management and improved vehicular traffic flow. Developed design alternatives for balanced multimodal transportation, and corridor/district placemaking, as well as destination functions; district identity elements; and public open space with design recommendations, construction budgets and implementation strategies.

Community Development

Managed the preparation of a Five-Year Consolidated Plan for a multi-jurisdictional HUD grant Consortium, including all project management and public engagement tasks. Responsible for document preparation, including submittal of Consolidated Plan using the eCon Planning Suite via HUD's Integrated Disbursement and Information System (IDIS).

Ordinance and Regulatory Review

Developed a Flood Mitigation Ordinance which involved public engagement, research of best practices, new ordinance drafting, and the evaluation of land use, infrastructure, and economic impacts. The project was vetted thoroughly with the Planning Commission, including public presentations.

MEMBERSHIPS

American Institute of Certified Planners
American Planning Association
Congress for New Urbanism
Michigan Association of Planning

CERTIFICATIONS

National Charrette Institute (NCI)

Charrette Systems and Management and Facilitation



ACTIVITIES & PUBLIC SERVICE

Adjunct Professor of Urban Planning & Policy, University of Illinois Chicago (2013)

Board of Directors, Transportation Riders United (TRU) (January 2014 to Present)

Planning Commissioner, City of Ypsilanti, MI (2006-2007)

SELECT PRESENTATIONS

“Planning for Tomorrow’s Mobility”

MTPA Annual Conference, Grand Rapids 2017

“Decoding Complete Streets”

MAMC Annual Conference, Kalamazoo, 2017

“Hey Ho, Let’s Go: Bike 2.0”

MAP Annual Conference, Kalamazoo, 2016

“Bike 2.0, Getting There From Here”

MML Annual Convention, Mackinac Island, 2016

“Promoting Your Community’s Assets Through Wayfinding”

MAP Annual Conference, Detroit, 2015

“Decoding Complete Streets”

MAP Annual Conference, Mackinac, 2014

“Removing the Silos: Integrating Land Use & Transportation in Local Plans”

APA-CMA Conference, Chicago, 2013

“Complete Streets Implementation”

APA National Conference Session, Chicago, 2013

“The Boulevards and Beyond”

APA National Conference Session, Chicago, 2013

“Complete Streets: Tools to Move from Idea to Practice”

Tuesdays at APA/Chicago, Chicago, 2012

“Lessons in Completing Streets”

Complete Streets Forum, Toronto, 2012

“Complete Streets Implementation in Chicagoland”

APA National Conference Session, Los Angeles, 2012

“Creating Effective Bicycle Signage Systems”

The Change Institute, Rosemont, Illinois, 2010



Christopher D. Khorey, AICP

SENIOR PRINCIPAL PLANNER
WEST MICHIGAN MANAGER

EDUCATION

Master of City and Regional Planning
University of Pennsylvania

Bachelor of Arts
University of Notre Dame

HONORS

Excellence in Best Practice Award for the Holland Unified Development Ordinance, Michigan Association of Planning, 2022

Award for Excellence in Student Publications
University of Pennsylvania

PROFESSIONAL EXPERIENCE

Community Planning, Master Plans

Performs all facets of community-wide master planning processes including data analysis, public participation, community visioning, and implementation strategy. Applies innovative master planning strategies for open space preservation, downtown redevelopment, historic preservation, and commercial corridor redevelopment. Integrates regional thinking into local community planning. Implements master plan visions in communities across Michigan.

Market Analysis

Completes successful market analyses—including target market analyses, for residential, commercial, recreation needs, and office development—in suburban communities, older industrial cities, and small towns. Applies financial modeling, population projections, housing demand analysis, and retail gap analysis; employs statistical innovation and research techniques to unearth the nuances of demand for housing types.

Zoning

Prepares zoning ordinance and map amendments, including form-based codes and lean zoning, for a wide variety of communities; provides day-to-day guidance regarding zoning to officials from farming townships to dense urban cores; performs on-site administration of zoning ordinance in dense community with historic downtown.

Redevelopment Planning and Management

Develops neighborhood plans for CDBG target areas. Creates vision for redevelopment and investment in legacy neighborhoods and communities.

Facilitation and Public Engagement

Creates and executes public engagement strategies to address key stakeholders and community members in a variety of projects, in both growing communities and older urban neighborhood. Prepares illustrative and descriptive materials for formal presentation at meetings with public officials, community stakeholders, real estate investors, and the academic community.

Development Review

Provides ongoing development review services and technical advice and recommendations to approval agencies for cities, villages, and townships including site plan, special land use, subdivision, variance, and rezoning for residential, commercial, industrial, mixed use, and planned unit developments.

Wireless Services

Specializes in wireless telecommunications planning and regulation, including review services, drafting and approval of revised wireless regulations; assistance on assessments, leases and proposed buyouts.



PROFESSIONAL EXPERIENCE

Parks and Recreation Planning

Completes Parks and Recreation Master Plans meeting MDNR requirements for a wide range of communities throughout Michigan. Targets grant programs for parks improvements and provides ongoing services to a Parks and Recreation Commission undergoing the implementation of their plan. Engages the public in the parks and recreation planning process through visioning sessions, online surveys, and presentations at public hearings.

Neighborhood Stabilization and Land Banking

Conducts analysis of land bank program in post-industrial cities, investigating efficiency and effectiveness of program in reducing blight and spurring redevelopment.

Transportation

Provides consulting assistance on safety and operations for transit agencies in several major metropolitan areas; coordinates planning processes and grant applications for transportation enhancements, non-motorized pathways, and streetscapes.

PUBLICATIONS

“Smart Decline or False Hope? Evaluating the Genesee County Land Bank in Flint, Michigan.”

University of Pennsylvania, May, 2010

MEMBERSHIPS

American Institute of Certified Planners
American Planning Association
Congress of New Urbanism
Michigan Association of Planning



Mario Ortega, AICP

PRINCIPAL PLANNER

EDUCATION

Master of Science, Urban & Regional Planning
Eastern Michigan University

Bachelor of Arts, History
University of Michigan

PROFESSIONAL EXPERIENCE

Continuing Planning Services

Provides planning and zoning consultation to several Michigan and Illinois communities including site plan and rezoning review for legislative bodies and Planning Commissions, community staff and community legal consultants. Advises elected officials and staff on potential residential, commercial, industrial and recreational projects' compliance with applicable planning and zoning standards.

TIF Redevelopment Plan Creation

Conducts field evaluations of structures and uses within a designated area to determine eligibility for establishing a Redevelopment Project Area. Conducts analysis of equalized assessed values to determine a redevelopment project budget based on tax increment financing. Creates redevelopment plans for project area outlining effective public projects to stimulate private sector growth.

Project Management

Creates budgets, assigns tasks, and provides support to project assistants for master plans and other planning projects. Project manager, lead planner and primary client contact for planning and elected officials in multiple Midwest communities in Michigan, Illinois and Wisconsin.

Community Visioning Facilitation

Creates background information and analysis and facilitates community visioning sessions to obtain public input for master plans, recreation plans and downtown development plans.

Financial Management And Policy Creation

Managed financial records of Section 8 Chicago non-profit organization. Developed financial goals and policies to help organization grow 400% in annual revenue. Developed activities and promoted events to raise funds for the Chicago Fire Foundation charity and increased annual donations by 18 times. Managed board members and set financial goals in specific fields of the organization.

Neighborhood Planning

As project manager, conducted demographic and market research, land use analysis, land use charrettes, created land use and district and corridor policies and created catalytic projects for the Milwaukee Near West Side Neighborhood.

Manager Financial and Business Operations

Managed financial records of professional soccer organization. Provided assistance with annual budget and outlined financial goals for club. Managed payroll for over 20 employees. Coordinated travel for team over course of season.

MEMBERSHIPS

American Institute of Certified Planners
American Planning Association
Michigan Association of Planning

SOFTWARE EXPERTISE

ESRI ArcView GIS 3.1
ESRI ARC/INFO 7.2
ESRI ArcGIS

AutoCAD LT
Microsoft Office
Adobe Creative Suite



Danielle Bouchard, AICP

PRINCIPAL PLANNER

EDUCATION

Bachelor of Science (with honors)

Urban and Regional Planning with Minor in Geographic Information Systems
Eastern Michigan University

AWARDS

Excellence in Best Practice Award for the Holland Unified Development Ordinance,
Michigan Association of Planning, 2022

PROFESSIONAL EXPERIENCE

Mapping/Geographical Information Systems

Develops property site maps. Researches, updates and develops mapping applications for non-motorized transportation plan. Inventories and develops mapping for farmland preservation projects.

Zoning Administration and Planner of Record

Serves as the ongoing Planner of Record and/or Zoning Administrator for urban, suburban, and rural communities across Michigan, including development reviews, zoning process administration, economic development, and staffing of Planning Commissions and ZBAs.

Transportation Planning

Develops county-wide multi-modal transportation plans. Implements and manages various non-motorized transportation projects. Develops informational marketing website frameworks with corresponding interactive story maps for non-motorized transportation projects. Administers State grant awards for regional non-motorized transportation projects. Researches and develops frameworks for public transit studies. Researches and develops reports on metropolitan planning organization transportation planning processes.

Grant Writing, Administration, and Fundraising

Develops and processes annual Michigan Department of Transportation grants for various regional programs. Researches grant opportunities and submits applications to fund a variety of projects. Processes and administers Michigan Department of Natural Resources Trust Fund grants. Secures a multitude of private sector donations. Plans and implements speaker training events for planning professionals. Secures volunteers for community projects.

Environmental Planning and Sustainability

Creates comprehensive water conservation plans. Assists in implementation of various environmental advocacy projects in the City of Detroit.

MEMBERSHIPS

American Institute of Certified Planners
American Planning Association
Michigan Association of Planning



Kyle Mucha, AICP

SENIOR PLANNER

EDUCATION

Master of Geography
Western Michigan University

Bachelor of Science in Social Science
Grand Valley State University

PROFESSIONAL EXPERIENCE

Planning

Manages complex planning and semi-urban design projects, providing preliminary direction to business and residential developers. Coordinates and assist with day-to-day planning needs of municipal government, including conducting site plan reviews, drafting zoning amendments, preparing planning reports, and presenting to planning commissions and governing bodies. Provides feedback and communication to applicants regarding proposed developments as it relates to best practices in planning.

Zoning

Reviews and revises zoning ordinances as needed to effectuate master plan goals and recommendations, responds to the changing needs of municipalities, and addresses emerging land use issues. Ensures compliance with zoning regulations ranging from single family residential districts to large industrial developments. Ensures proposed projects and continued development of sites meets existing zoning regulations.

Citizen Engagement

Facilitates initial discussions with members of the public regarding conceptual developmental ideas. Coordinates with residential and business leaders on projects that have a wide range of potential impacts on the community. Actively engages residents, business owners and community leaders to provide input on ordinance and development proposals.

Redevelopment Planning

Coordinates with municipality officials regarding each step of the redevelopment process including identification of sites, feasibility studies, conceptual site plan design, and zoning. Collaborates with property owners, municipal staff, residents, and other stakeholders to build consensus around project vision and implementation. Develops marketing materials to entice prospective development leaders to consider the viability of a given site to meet business needs and requirements.

Geographic Information Systems (GIS)

Analyzes spatial data through mapping software (ESRI – ArcMap & ArcPro). Designs digital maps with geographic data and other data sets to assist the public, boards, commissions and policy makers in making decisions based on data visualization.

Ordinance Compliance

Oversees ordinance regulations and enforcement for municipalities as it relates to community quality, blight elimination, zoning standards, neighborhood improvement. Reviews community enhancement ordinances across multiple municipal jurisdictions and make recommendations for improvements. Coordinates site inspections with other municipal departments as it pertains to ordinance violations.

MEMBERSHIPS

American Institute of Certified Planners
American Planning Association
American Planning Association
– Water Planning Network, Steering Committee

Michigan Association of Planning
Grand Valley State University Alumni Network

SELECT PRESENTATIONS

“Parks! The Demand For Change” – American Association of Geographers, National Conference

Matt Levandoski, PLA

Landscape Architect

Matt joined Prein&Newhof in 2015 has almost 21 years of experience as a Landscape Architect working on a variety of public and private sector projects of all sizes. His combination of good listening, creative problem solving, and detailed design solutions make his projects a success.

In his early professional career, Matt worked on design and layout of many school playgrounds, athletic fields, parking lots and access drives across West Michigan. He inspected dozens of playgrounds and learned the ins and outs of vehicular and pedestrian site circulation that is commonly a problem at schools and universities. These projects often included the design of green roofs, rain gardens, and native landscapes to lessen the impact to the environment through construction.

In 2011, Matt became a park planner for Ottawa County Parks, where he learned to appreciate the needs, challenges, and hard work involved with being a public servant. His responsibilities included project management and design, managing park GIS and map databases, writing State and local grants, working on the 5-year Parks and Recreation Plan, coordinating with volunteers and operations staff, and designing numerous maps and signs. Matt starting volunteering on the board of the West Michigan Trails and Greenway Coalition and was eventually connected to Prein&Newhof.

In addition to project experience, Matt has a talent and love for drawing, illustration, and graphic communication in both 2D and 3D. Through a combination of hand and digital techniques, Matt, and the team of landscape architects at Prein&Newhof can graphically bring a design to life, helping clients and their stakeholders make informed decisions and visualize projects.

Representative Projects

Parks

- City of Ludington: Legacy Plaza
- Port Sheldon Township: Windsnest Park & Restrooms
- Holland Charter Township: Parks & Recreation Asset Management Plan



Education

Bachelor, Landscape Architecture
Michigan State University, 2004

Registrations

Landscape Architecture Michigan,
2008

Certifications & Training

'The Disney Way' Customer Service
Training - Bill Capodagli

Accessibility Awareness Training
Disability Network Lakeshore

Cultural Intelligence Training
Lakeshore Ethnic Diversity Alliance

Gold Standard Leaders Certification
Conflict Resolution, Performance
Evaluations, Etc.

PSMJ Project Management Bootcamp

Professional Activities

American Society of Landscape
Architects

Michigan Recreation & Park
Association

Professional History

Prein&Newhof, 2015-Present

19 years in Industry

- Park Township: Winstrom Park Disc Golf Course, Parking & Playground, Cooper Van Wieren Park & Trails, South Side Boat Launch & Kayak Launch
- City of Hart: Hart Hydro Disc Golf, Downtown Pocket Park, Dog Park
- City of Coopersville: Walk Through Park & Outdoor Fireplace
- Village of Vicksburg: Oswalt Park
- Grand Haven Charter Township: Hofma Park & Pottawattomie Park
- Village of Fruitport: Pomona Park Kayak Launch
- Village of Paw Paw: Sunset Park Kayak Launch
- Zeeland Charter Township: Van Zoeren Park Master Plan
- Plainfield Charter Township: Five Year Recreation Plan & Master Plan
- City of Montague: Roesler Park Boat Launch
- City of Sparta: Splash Park
- Benton Charter Township: River Park Master Plan
- Grand Traverse County: Medalie Park

Non-motorized Trails

- Cannon Township: MDNR Grant Application Assistance, Pathway Administration, Trails Consultation
- City of Harrison: Phelps Nature Trail, Non-motorized Trail & Sidewalk Master Plan, Thornapple Trail Estimate and Trail Rendering
- City of Hudsonville: 22nd Avenue and Barry Street Path
- City of Traverse City: Boardman Lake Loop Trail
- Garfield Charter Township: Dendrin Drive & Cass Street Pathway
- Georgetown Township: 22nd Avenue TAP Grant Application
- Grand Haven Charter Township: 2022 Non-motorized Path Repairs - Lakeshore Drive, Buchanan Street & Sleeper Street Non-motorized Pathway
- Grand Traverse Co Parks & Recreation: Medalie Park Improvements & Bridge Over Boardman River
- Jamestown Township: 24th Avenue Non-motorized Pathway, Riley St. to Outback Dr.
- Kent County Parks: Kent County Grand River Greenway

- Ottawa County Parks & Recreation: Grand River Explorers Trail Eastmanville Connector Trail, Grand River Greenway, Idema Explorers Trail, Stearns Bayou Tap
- Ottawa County Planning & Performance Improvement: Spoonville Trail
- Park Township: Greenly Street Non-motorized Pathway
- Plainfield Charter Township: Township Hall Trail Access
- State of Michigan DTMB: Grand River Greenway, Bass Lake Recreation Area
- Village of Elk Rapids: Traverse City to Charlevoix Trail: Acme Township to Elk Rapids

Athletics

- Allendale Charter Township: Post Tension Pickleball Courts & Basketball Courts
- Boardman Valley Nature Preserve: Pickleball Courts & Kayak Launch
- City of Stanton: Veteran’s Memorial Park - Ballfields and Trails
- Covenant Christian: Athletic Stadium
- Grand Haven Charter Township - Schmidt Heritage Park

Streetscapes

- City of Whitehall: Colby St. Streetscape
- City of Whitehall: N. Mears Events Plaza & Outdoor Fireplace
- City of Cadillac: Cadillac Commons & Farmer’s Market
- Village of Vicksburg: Main St. & Prairie St. Streetscape
- City of South Haven: Center St. Phase 1

MDNR Grant Projects

- Port Sheldon Township: Windsnest Park Improvements
- Grand Traverse County: Medalie Park Improvements
- City of Traverse City: West Boardman Lake Trail
- Garfield Charter Township: YMCA Pickleball & Kayak Launch
- City of Hart: Veteran’s Park Boardwalk & Kayak Launch
- Park Township: Winstrom Park Playground and Trails
- City of Stanton: Veteran’s Park Ballfields and Trails

- Village of Paw: Sunset Park Kayak Launch
- Polkton Charter Township: Park Property Acquisition
- Village of Fruitport: Pomona Park Parking and Kayak Launch
- Plainfield Charter Township: Grand Rogue Park
- Cannon Charter Township: Pickleball Courts & Iron Belle Trail
- Mecosta County Parks: Brower Park Boat Launch & Kayak Launch
- Lake County & Webber Township: ORV Park
- Zeeland Charter Township: Van Zoeren Woods Master Plan

MDNR Approved 5-Year Parks Master Plans

- Grand Rapids Charter Township
- Polkton Charter Township
- Allendale Charter Township
- Plainfield Charter Township
- Mecosta County Parks
- Cannon Charter Township
- Mecosta County Parks

Presentations

“The Three Amigos of Trails.” Institute of Transportation Engineers Great Lakes District Meeting, April 2019

Ryan Russell, PE

Engineer

Ryan joined Prein&Newhof in 2017 with five years of experience in civil engineering. Beginning his career as a survey intern for MDOT, Ryan went onto work for the City of Kalamazoo as a traffic technician and then becoming an engineer for site design and transportation design projects. Ryan has been an instrumental part of our water asset management program team since joining Prein&Newhof and has further developed his engineering expertise and capabilities with a variety of project types.

Representative Projects

Water Supply

- City of Cadillac: Water Asset Management Plan
- Fruitport Charter Township: Water Asset Management Plan
- City of Bronson: Road & Utility Improvements: S. Ruggles & Compton
- City of Fennville: Water Asset Management Plan
- City of Hart: Water Asset Management Plan
- City of Kalamazoo: 2018 Lead Service Replacement Program, 2019 Lead Service Replacement Program, 2019 Remediation Grant, 2018 DWRP Project Plan, 2018 DWRP Water System Improvements
- City of Parchment: Water Asset Management Plan
- Georgetown Charter Township: Water Asset Management Plan
- Niles Charter Township: Water Asset Management Plan
- Otsego Township: Water Asset Management Plan
- Road Commission of Kalamazoo County: Lake Street Improvements: City of Kalamazoo Limits to Olmstead Road
- The Vernon Group: 5946 West Main Street - Water Main Permitting
- Village of Schoolcraft: Water Asset Management Plan
- Village of Vicksburg: Water Asset Management Plan



Education

Bachelor of Science, Civil Engineering
Western Michigan University, 2010

Registrations

Engineering Michigan, 2019

Certifications & Training

FAA Remote Pilots License
MDOT Certified Office Technician
PSMJ Project Management Bootcamp
Soil Erosion and Sedimentation Control
Storm Water Operator for Construction Sites

Professional Activities

American Water Works Association-
Michigan Section

Professional History

Prein&Newhof, 2017-Present
13 years in Industry

- Vineyard Homes: Sewer & Water Extension for Traditions at Wildwood

Wastewater Systems

- Charleston Township: E Michigan Pressure Sewer East of McCollum
- City of Bronson: Wastewater Asset Management Plan
- City of Kalamazoo: Wastewater Asset Management Plan
- City of Parchment: Wastewater Asset Management Plan
- Gull Lake Sewer & Water Authority: Wastewater Asset Management Plan
- Kalamazoo Charter Township: Texel Lift Station and Forcemain, Texel Pump Station Evaluation
- Oshtemo Charter Township: 8th Street Sanitary Sewer Extension, Advia Credit Union Headquarters Co, Autumn Grove Construction Observation, Emberly Acres Sewer Evaluation, Kl Ave Sanitary Sewer Extension to 8th Street, Wastewater Asset Management Plan

Stormwater Management

- Drug and Laboratory Disposal: Soil Erosion and Sedimentation Control Plan for 411 Hercules Ave Parchment Mi
- Oshtemo Charter Township: Elks Plat Drainage
- Steensma Lawn & Power Equipment: 371 12th St Self Storage Site Plan

Non-Motorized Trails

- Oshtemo Charter Township: 2021 Local Sidewalk Projects - Section B, Stadium Drive One-Way Path
- City of Kalamazoo: 2020 KRVT Extension, KRVT Downtown Trail North & South Extension, Portage Creek Trail
- Kalamazoo Charter Township: 2018 Non-motorized Projects, 2020 Non-motorized Improvements
- Oshtemo Charter Township:
- Texas Charter Township: Texas Corners DDA Sidewalks
- Village of Lawrence: CMAQ Trail - St. Joseph to Corwin

Roads & Streets

- Oshtemo Charter Township: Atlantic Ave Realignment & Stadium Connection
- City of Bronson: E. Corey Street and E. Grant Street Repaving
- City of Charlotte: State & Lincoln Streets Reconstruction
- City of Kalamazoo: Bank Street Realignment
- Kalamazoo Public Schools: Transportation Facility-ravine Road
- Village of Augusta: 2017-2019 Road Projects
- Village of Lawrence: West St. Joseph Street Rehabilitation
- Village of Paw Paw: 2018 Road Improvement Projects, 2019 Road Improvement Projects

GIS & Mapping

- City of Kalamazoo: Wamp-city of Kalamazoo

Site Design/Development - Commercial/Industrial

- Drug & Laboratory Disposal: Drug & Lab Rail Spur Site Plan
- Callander Commercial: 602 W. Milham Ave Site Plan
- JBS Contracting, Inc.: Cross Creek Self Storage Site Plan
- Lounsbury Excavating, Inc.: Lounsbury Shop Addition West Site Plan

Site Design/Development - Educational/Religious

- TowerPinkster: Transportation Facility Site Plan, Phoenix High School Site Design - Kalamazoo Public Schools, Plainwell Library: Site Civil

Site Design/Development – Recreational

- City of Kalamazoo: Kalamazoo Farmers Market - Site Plan
- Meritus Communities: Pavilion Estates - Site Plan

Professional Surveying

- Texas Charter Township: 9th Street Sidewalk - Beatrice to Cracker Barrel Blvd

Scott Post, PE Project Manager

Scott is recognized as one of Michigan's premier multi-use, non-motorized pathway designers in Michigan. He has designed or managed hundreds of miles of trails for many communities throughout West Michigan and excels at finding solutions that satisfy both residents and community leaders.

Scott has experience with both private and municipal clients and has worked extensively with MDOT on Local Agency Projects, as well as with the MDTMB, the MDNR and other state agencies. He is very familiar with MDOT trail specifications, knowledgeable on current AASHTO and ADA requirements, and experienced with the administration and testing required for grant-funded projects.

He also has extensive experience with acquisition and administration of grants, such as MDOT TAP, TE, and CMAQ programs, as well as the MDNR's Natural Resources Trust Fund. Scott has also successfully combined these grants on several projects to maximize grant funding used.

Representative Projects

Trail/Path Design

- Grand Traverse County/City of Traverse City: West Boardman Lake Trail Loop
- Village of Elk Rapids: Preliminary Design Acme to Elk Rapids segment of the TC to CHX Trail
- Ottawa County Parks and Recreation: Spoonville Trail Phases, Grand River Greenway, Musketawa Trail Extension, Holland State Park Path Extension and Boardwalk
- City of Ionia: Grand River Valley Rail Trail, Saranac to Ionia and Bridge over M-66
- Cannon Township: Townsend Park Trail, Cannon Trail
- Comstock Park Downtown Development Authority: White Pine Trailhead and Trail Extension
- Jamestown Charter Township: 24th Avenue Non-Motorized Pathway, Riley Street Pathway and Bridge
- Laketown Township: Beeline Trail, Holland to Saugatuck
- Port Sheldon Township: West Olive Road Path & Bridge, Croswell Street Path



Education

Bachelor of Science, Civil Engineering
Calvin University, 1995

Registrations

Engineering Michigan, 2000

Certifications & Training

AASHTO Bicycle Facility Design
Training: Training Wheels, MDOT

Designing Pedestrian Facilities for
Accessibility, APBP & ACEC

Introduction to Pedestrians & Bicycle
Safety, Planning & Design, MSU

PSMJ Project Management Bootcamp

Professional Activities

American Society of Civil Engineers

West Michigan Trails & Greenways
Coalition

Rails-to-Trails Conservancy

Professional History

Prein&Newhof, 1995-Present

28 years in Industry

- Saugatuck Township: Blue Star Trail, Blue Star Trail TAP Grant Update
- City of Greenville: Fred Meijer Flat River Trail
- Holland Charter Township: Adams Street Path Bridge over I-196, 104th Avenue and Mason Street Path
- Clinton Ionia Shiawassee (CIS) Rail Trail, Ionia to Owosso (Michigan DTMB / Michigan DNR)
- Zeeland Charter Township: 64th Avenue Non-Motorized Pathway, Adams Street Path
- Macatawa Greenway Project: Zuidema Farm Trail

Path Master Plans

Scott has helped develop non-motorized path master plans for:

- Plainfield Charter Township
- Cannon Township
- City of Harrison
- Caledonia Charter Township
- Holland Charter Township
- Laketown Township
- Ottawa County Parks & Recreation Commission (with The Corradino Group)
- Park Township
- Saugatuck Township
- Zeeland Charter Township
- Newaygo County Road Commission
- Ganges Township

Feasibility Studies

- Oshtemo Township Trailway
- Newaygo County-Wide Pathway System
- Blue Star Highway Trail

Presentations

"If You Build It, They Will Come." Michigan Society of Professional Engineers, MSPE, October 4, 2017

"Why Did the Engineer Cross the Road?" Institute of Transportation Engineers, Institute of Transportation Engineers (ITE) Conference, 2017

"Fred Meijer CIS Trail." Institute of Transportation Engineers, Institute of Transportation Engineers Great Lakes Conference, April 2015.

"Progress of the CIS Trail." Friends of the CIS Trail Annual Board Meeting, March 2013

"Trails as Green Infrastructure." Michigan Recreation & Park Association, mParks Trail Summit, 2018

"Trails, Rivers, and Roads, Oh My!" American Public Works Association, APWA Great Lakes Expo, 2017

Personal Awards

Fred Meijer Trail Champion: Champion Trail Professional, 2018,
West Michigan Trails & Greenways Coalition

Scott Tezak, PE Traffic Engineer

Scott is experienced as a Transportation Engineer and has extensive experience with traffic engineering studies, impact analyses, design of traffic signals, ITS systems, roadway lighting, maintenance-of-traffic plans, signage plans, and pavement marking plans.

Scott has designed projects involving signing and pavement markings design, traffic control and construction phasing design, traffic signal, ITS/interconnect, High Intensity Activated Crosswalks (HAWK), bicycle and pedestrian crossings, and roadway lighting. He has also been involved with access control analysis and signing and striping rehabilitation projects, and is well-versed in resolving circulation issues for public schools and private developments. Scott is well versed in the analysis of intersection and arterial design using a wide variety of software, including HCS and Synchro.

Representative Projects

Traffic Signals

- Caledonia Township: Cherry Valley and 92nd Street Pedestrian Signal, Non-Motorized Pathway
- City of Grand Rapids: Sidewalk Improvements in Plainfield I-96 to Salerno Drive
- Holland Charter Township: Quincy Street Non-Motorized Pathway, Traffic Signal Improvements
- City of Vicksburg: 2019-2020 Capital Improvements

Signing / Pavement Marking

- Park Township: Ottawa Beach Road Pedestrian Safety Improvements, RRFB Pedestrian Crossing
- Little Eden Camp: Little Eden Camp Project



Education

Bachelor of Science, Civil Engineering
Michigan Technological University,
2006

Registrations

Engineering Michigan, 2018

Certifications & Training

Highway Capacity Software (HCS)
Michigan Traffic Sign Inventory
System Training (MTSIS)
Synchro/Sim Traffic

Professional Activities

Institute of Transportation Engineers
American Society of Civil Engineers

Professional History

Prein&Newhof, 2018-Present
15 years in Industry

- Zeeland Charter Township: MDOT Rest Area Emergency Entrance

Maintenance of Traffic

- City of Coopersville: 60th and Lake Michigan Drive Booster Station Upgrades
- Holland Charter Township: Pump Station No. 16 Improvements, Lakewood Boulevard Water Main Improvements-River Avenue to Beeline Road
- Van Buren County Drain Commissioner: Bob-O-Link Estates
- City of Muskegon: SRF Project Plan - Phase 1 Implementation

Traffic Studies

- City of Parchment: Riverview Drive Traffic Signal Warrant Study
- Xavier High School Circulation Study
- City of Douglas Speed Studies

Lighting

- City of Cadillac: Roundabout at Crosby and Division
- City of Vicksburg: 2019-2020 Capital Improvements

Safety Applications

- City of Hart: SAW Grant
- City of Allegan: SR2S Grant
- City of Hastings: Asset Management Plan
- City of Rockford: Pedestrian Safety Improvements

Construction Management

- Mason County Airport: Terminal and Taxiway Rehabilitation, Apron Rehabilitation
- Oceana County Airport: Terminal and Taxiway Rehabilitation
- City of Traverse City: Barlow Reservoir Addition

As-Needed Engineering/Road Commissions/Municipal

- Lake CRC: As-Needed Consulting Engineering, 2021 Safety Applications, 8 Mile Road, Culvert Pilot Inventory, 2018 LAP Chip Seal Projects, Safety Projects, 3rd and Beech Construction Engineering, 2019 HSIP Project
- City of Cadillac: As-Needed Road Engineering Services, Culvert Pilot Project, Cass Street Redesign
- Clare CRC: As-Needed Engineering Services, Colonville Road, 2019 Overlay Projects, Signing Recommendations, Colonville Road
- City of Walker: As-Needed Engineering
- Kalkaska CRC: As-Needed Engineering Services, Rapid River Crossings
- Manistee CRC: Red Bridge/Coates Highway
- Missaukee CRC: Jennings Road Improvements
- Emmet CRC: Carp River Crossings - Munger Road and Reed Road

Pathways

- Caledonia Charter Township: Non-Motorized Pathway, Phase IB

MDOT

- Mt. Pleasant TSC: As Needed Construction Inspection & Testing
- Alpena TSC: US-23 Reconstruction

Tom Wheat, PE

Senior Project Manager

Tom is involved in many aspects of municipal engineering, including water and wastewater systems, roadways, stormwater systems, and construction management. His duties include acting as township or village engineer for several Kalamazoo area municipalities. He also serves in the capacity of team leader for the Prein&Newhof Kalamazoo office, is on the Board of Directors, and the Executive Committee.

Tom has also worked extensively with two Sewer & Water Authorities in Kalamazoo County, as well as the Kalamazoo Regional Water and Wastewater Commission and serves on the Joint Administration and Technical Committee. This group is comprised of the area's water and wastewater customers (Townships and Cities). These duties require Tom to act in a leadership role, as it relates to proper municipal infrastructure planning and development.

Tom also works on many private projects such as plats, site condominiums, and planned unit developments that require the design of water, wastewater, stormwater, and road systems. This private work also includes site plans for commercial projects that include parking lot layout, stormwater treatment and retention, and compliance with local codes.

Representative Projects

Roads and Streets

- Western Michigan University: Dining Facility Steam Line, Arcadia Steam Line
- Western Michigan University: WMU Alumni Center, School of Medicine Parking Lot
- Western Michigan University: Storm water and Wastewater (SAW) Asset Management Plan
- Kalamazoo Community Mental Health Services: Parking Lot Renovation
- Eliason Nature Preserve: South Central Bikeway Non-Motorized Trail
- City of Galesburg: Downtown Improvement Project



Education

Bachelor of Science, Engineering
University of Michigan, 1988

Registrations

Engineering Michigan, 1995

Certifications & Training

Certified Storm Water Operator

Design and Construction Aspects of
Trenchless Technology

Designing and Managing Wastewater
Pumping Facilities

Professional Liability Seminar for
Design Professionals

PSMJ Project Management Bootcamp

Soil Erosion and Sedimentation
Control

Professional Activities

Michigan Society of Professional
Engineers

National Society of Professional
Engineers

Professional History

Prein&Newhof, 1997-Present

35 years in Industry

Personal Awards

Engineer of the Year, 2021, Michigan
Society of Professional Engineers

- Visser Construction: West Port Village Condominiums
- City of Portage: 2011 Major Road Reconstruction Program
- City of Parchment: River Reach Development
- Kalamazoo Township: Lorand Prairie Sidewalk and Westwood Intersection Infills
- Kalamazoo County Road Commission: Sprinkle Road Reconstruction, Texas Drive Realignment
- City of Parchment: G Avenue Reconstruction

Water Supply

- Barry Township: Utilities Evaluation & Improvements
- Rota Kiwan Scout Reservation Utility Master Plan
- Charleston Township: Well Conversion, Water & Sewer Extension
- City of Kalamazoo: Water & Sewer Capacity Study
- Texas Charter Township: 10th Street Utility Extensions & Road Improvements
- Village of Schoolcraft: Eliza Street Improvements & Watermain Upgrade, Grand Street Watermain Extension
- Gull Lake Sewer & Water Authority: Hillcrest Orchards Water Supply Study
- Villas of Stonehenge: Villas at Stonehenge Development
- Village of Schoolcraft: Well Chlorine Retrofit

Wastewater Systems

- Oshtemo Township: Wastewater Collection System Improvements, 10th Street, Atlantic Avenue
- City of Kalamazoo: Standard Submersible Pump Station Design
- Pavilion Township: Kilgore Road Sanitary Sewer, East "N" Avenue Sanitary Sewer
- South County Sewer & Water Authority: Indian Lake-Pickerel Lake Sanitary Sewer
- Cooper Township: "G" Avenue & Collingwood Area Sanitary Sewer
- Village of Mendon: New Sewers, Pumping Stations & Lagoons

- Comstock Charter Township: River Street Sanitary Sewer
- Charleston Township: Eaton Sanitary Sewer Division A
- Gull Lake Sewer & Water Authority: G Avenue & 37th Street
Forcemain Relocation, Sherman Lake Sanitary Sewer,
Wastewater Collection System

Stormwater Management

- Texas Charter Township: Texas Drive Re-Alignment
- Village of Paw Paw: Michigan Avenue Storm Sewer
(Woodman to Hamilton)
- Visser Construction: West Port Trails Residential Subdivision

Pedestrian Facilities

- City of Portage: South Central Portage Bikeway
- City of Kalamazoo: 2020 KRVV Extension, KRVV Downtown
Trail North & South Extension, Portage Creek Trail
- Jamestown Charter Township: 24th Avenue Non-motorized
Pathway, Riley St. to Outback Dr.
- Kalamazoo Charter Township: Non-motorized
Improvements, 2009 Sidewalk Replacement Program, 2018
Non-motorized Projects, 2020 Non-motorized
Improvements
- M W Vanderveen Co.: KVCC HFC Trail
- Oshtemo Charter Township: Stadium Drive One Way Path,
10th Street Non-motorized, 9th Street Sidewalk at Walmart,
North 10th Street Non-motorized Facility Concept Design,
Public Sidewalk W. Main from Drake to US-131
- Park Township: Greenly Street Non-motorized Pathway
- Richland Township: 32nd Street Park Bike Path
- Texas Charter Township: Trailhead & Trailway Phase I
Design & Construction, Texas Corners DDA Sidewalks, Al
Sabo Easements for Non-motorized Trail
- Village of Lawrence: CMAQ Trail - St. Joseph to Corwin
- Village of Vicksburg: Vicksburg Non-motorized Trail
- Yankee Springs Township: Gun Lake/M-179 Non-motorized
Plan & Estimate

Awards and Accolades

McKenna has been honored by its peers and public with planning and design awards. We take pride in consistently delivering exceptional planning and personal service to public officials across the Midwest.

2022 Award for Best Practices, Michigan Association of Planning.
City of Holland, MI - Unified Development Ordinance

2017 Mackinaw Prize, Michigan Congress for the New Urbanism.
Delhi Charter Township (Ingham County), MI—Realize Cedar: Urban Design Framework.

2017 Award for Excellence in Transportation Planning, Michigan Association of Planning.
Delhi Charter Township (Ingham County), MI—Realize Cedar: Urban Design Framework.

2016 Award for Excellence in Transportation Planning, Michigan Association of Planning.
City of Livonia, MI—Bike/Walk Livonia: A Future Transportation Plan.

2011 Outstanding Implementation Project, Michigan Association of Planning.
City of Grosse Pointe, MI—Downtown Revitalization Program.

2010 Site Design/Parks Award, Michigan Recreation and Park Association.
Van Buren Charter Township (Wayne County), MI—Riggs Heritage Park.

2009 Outstanding Implementation Project, Michigan Association of Planning.
Buena Vista Charter Township (Saginaw County), MI –Town Center Project.

2008 Merit Award, Outstanding Design, American Society of Landscape Architects, Michigan Chapter.
Brighton, MI—Green Oak Village Plan.

2007 Planner of Year Award, Michigan Association of Planning. Phillip C. McKenna, AICP, PCP.

2007 Interactive Mapping Tool GIS for Everyone Award, Improving Michigan's Access to Geographic Information Networks (IMAGIN). River Rouge, MI.

2005 CAM Magazine Year End Special Issue, Construction Association of Michigan in recognition of outstanding facility planning and design. Flat Rock, MI—Community Center Site Design and Boardwalk.

2004 Innovative Park Resource Award, Michigan Recreation and Park Association.
Downriver (Southeast MI) Linked Greenways—Wayside Companion Trail Signage and Wayfinding Manual.

2004 Outstanding Small Business Award, Crain's Detroit Business. McKenna.

2002 MRPA Master Plan Award, Michigan Recreation and Park Association.
Oakland County, MI, Orion Oaks County—Park Site (1,000 acre) Master Plan.

2001 Award for Landscape Architectural Design, Michigan Society of Landscape Architects
Flat Rock, MI—Community Fields Ballfield/Community Park Complex.

2001 Outstanding Facility Design Award, Michigan Recreation and Park Association.
Flat Rock, MI—Community Fields Ballfield/Community Park Complex.

2001 Award for Excellence in Comprehensive Planning- Large Jurisdiction, Ohio Planning Conference.
Dayton, OH—West View Development Opportunity Redevelopment Plan.

1999 Outstanding Planning Project Award, Michigan Association of Planning & Michigan Society of Planning Officials.
Hamburg Township (Livingston County), MI—Open Space Development.

1996 Outstanding Planning Project Award Michigan Association of Planning & Michigan Society of Planning Officials.
Plymouth Charter Township (Wayne County), MI—Ann Arbor Corridor Plan Commercial Corridor.

McKenna and its planners and designers have also been selected for other awards including Crain's Detroit Business **20-in-their-20's**; Crain's Detroit Business "**Coolest Places to Work**"; and the Michigan Business and Professional Association's **The 101 Best and Brightest Places to Work in Southeast and West Michigan**.

Related Experience and References

Please refer to the end of this document for examples of McKenna’s work relevant to Oshtemo Charter Township Comprehensive Master Plan Update (in the form of project cases studies). Below is a list of relevant clients and projects for reference.

CLIENT	PROJECT INFORMATION
<p>LIVONIA, MICHIGAN Mark Taormina, AICP Planning and Economic Development Director</p> <p>City of Livonia 33000 Civic Center Drive Livonia, MI, 48154 734.466.2292</p>	<p>Livonia Vision 21 – Comprehensive City-Wide Master Plan and Zoning Ordinance</p> <ul style="list-style-type: none"> • Completely new Master Plan adopted in 2018 • Zoning Ordinance adoption draft issued Dec. 2020 • Managed by team member Paul Lippens • Redevelopment of old “Livonia Mall” site and City Center • Redevelopment of Commercial Corridors • Flexible housing types and neighborhoods • Public engagement - mini charrette model <p>www.livoniavision21.com</p>
<p>Mt. PLEASANT, MICHIGAN William R. Mrdeza Community Services & Economic Development Director</p> <p>City of Mt. Pleasant 320 W. Broadway Street Mt. Pleasant, MI, 48858 989.779.5311</p>	<p>Mt. Pleasant 2050 – City-Wide Master Plan</p> <ul style="list-style-type: none"> • Completely new Master Plan adopted in 2020 • Additional COVID-19 online outreach conducted in August 2020 during 63-day review • Zoning Ordinance adoption draft issued December 2020 • Managed by team member Paul Lippens • Redevelopment vision for Mission Street with DDA, CMU, and MDOT coordination • Town & Gown connectivity planning • Public engagement – week long charrette <p>www.mtpleasant2050.com</p>
<p>ST. JOHNS, MICHIGAN Dave Kudwa, PE Community Development Director</p> <p>City of St. Johns 100 E. State Street, Suite 1100 St. Johns, MI 48879 989.224.8944</p>	<p>St. Johns Master Plan</p> <ul style="list-style-type: none"> • Citywide 2040 Vision • Focus on Community Character and Historic Downtown • “Joint Planning Areas” in surrounding Beaton Township • Housing Density and Redevelopment • Subsequent Downtown Plan and Zoning Update <p>https://cityofstjohnsmi.com/egov/documents/1611773229_01932.pdf</p>



Communities for real life.

What we did:

DESIGN
Placemaking and Public Spaces
Urban Design

DESIGN
Master Planning
Economic Development
Neighborhood Planning
Public Engagement

Livonia Vision 21, the City's Comprehensive Master Plan

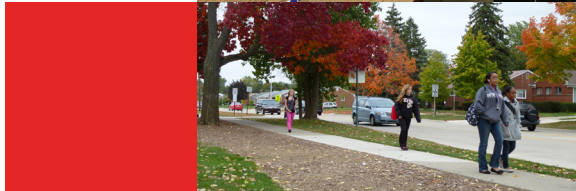
CITY OF LIVONIA, MICHIGAN

McKenna partnered with the City of Livonia to develop a truly action-oriented, community driven plan that would build on years of progressive municipal planning. The primary focus for this comprehensive master plan, *Livonia Vision 21*, was to identify priority steps for the next three (3) years that would continue to secure Livonia for the next 100-years.

Livonia Vision 21 is not only the City's comprehensive policy document directing future decisions for land use, transportation, neighborhoods, infrastructure and open space, among other topics. It is also a community plan that resulted from McKenna's robust public engagement program and was strengthened by the involvement of community members throughout 2018.

Throughout the planning process, there were numerous opportunities for stakeholders to offer ideas and reactions with the 16 member appointed steering committee, administration and elected officials. Community engagement opportunities included online surveys, public meetings, presentations, and workshops. Exercises with the public focused on future land use, mobility, visual preference surveys, and missing middle housing and were designed to facilitate conversation about the most important aspects of the community. Outreach efforts also included an intense, two-day charrette in which three special planning areas for the City were creatively redesigned.

With significant public input, the *Livonia Vision 21* Plan positions Livonia for continued success and confirms the aspirations of residents, businesses and stakeholders.



LIVONIA V21
STARTS NOW





MCKENNA

Communities for real life.

What we did:

DESIGN

Zoning
Form-Based Code

PLANNING

Regulation for Redevelopment
Housing

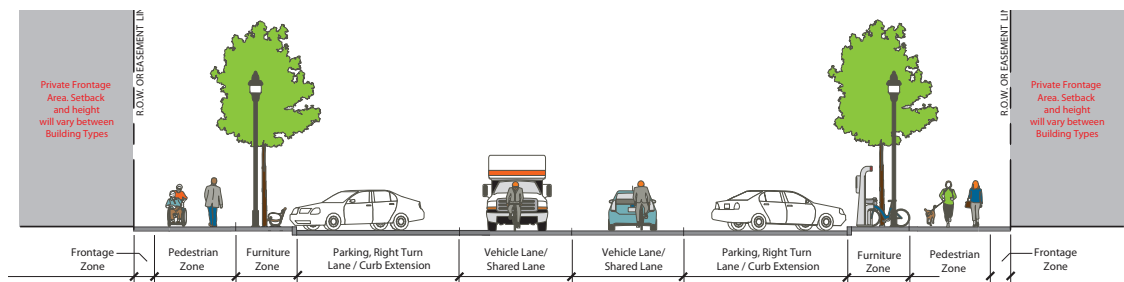
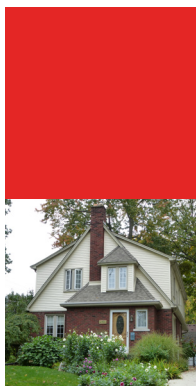
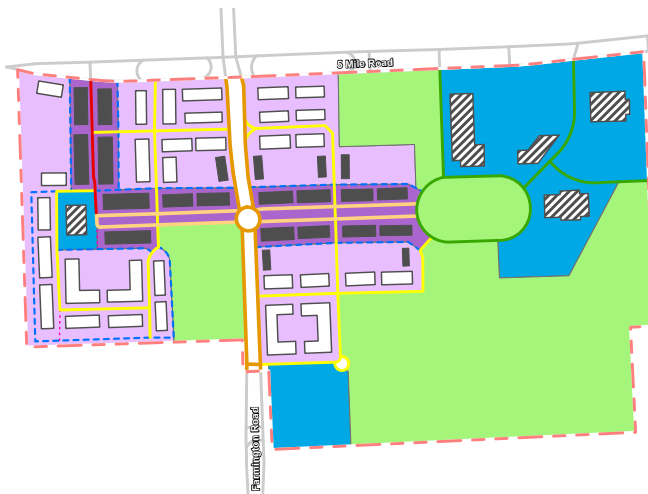
Livonia Vision 21, Zoning Ordinance

CITY OF LIVONIA, MICHIGAN

McKenna partnered with the City of Livonia to modernize its zoning ordinance and implement the Livonia Vision 21 Master Plan. The Livonia Vision 21 Zoning Ordinance is designed to create practical and reliable regulations to preserve and improve the City's quality of life.

The Livonia Vision 21 Comprehensive Master Plan outlines several regulatory objectives. 1) reduce and consolidate commercial and residential zoning districts, 2) incorporate standards for new and emerging uses, like solar power, and 3) create new form-based districts to encourage walkable development in the City's priority redevelopment areas, notably, the Civic Campus.

McKenna worked with a technical committee, appointed by City Council, consisting of the ZBA, Planning Commission, Code Enforcement, Building Department, Planning Department, and Attorney, to complete a diagnostic review of the City Ordinance to outline both structural and substantive modifications to accomplish all of the City's goals. McKenna worked with the City of Livonia to create a fresh Zoning Ordinance that remained consistent with community standards.



Connected Mobility Planning

CITY OF MT. PLEASANT, MICHIGAN

Located in Central Michigan within Isabella County, Mt. Pleasant features a traditional downtown, various business corridor, historic neighborhoods, and a rich park system, connected along the Chippewa River. The City is also home to Central Michigan University, Mid-Michigan Community College and two of the region's most heralded health and hospital centers.

Recognizing a shared vision for the future was critical to the success of Mt. Pleasant's needed Mobility Plan, the City partnered with McKenna to bring the community together through meaningful public engagement and to facilitate the development of a robust and action-oriented Connected Mobility Plan.

Following a week-long charrette and various public engagement activities, McKenna developed recommendations for the City's transportation system and its interface with the design of public spaces, which includes an analysis of street and intersection typologies and innovative mobility strategies. McKenna's Future Transportation Plan is designed to link Mt. Pleasant's most important parks, commercial districts, and employers, and establish easy to navigate connections for people to drive, take public transit, walk, and bike in their neighborhoods and around the City.



Master Plan

CITY OF ST. JOHNS, MICHIGAN

St. Johns was experiencing a period of growth and change. Located just half an hour north of Lansing, and with new investment in its industrial park, the City was attracting new residents and ready for a new vision for its future.

McKenna stepped in to assist the City in creating a Master Plan to address the ever-changing landscape. The resulting Master Plan not only included Land Use and Transportation visions (and roadmaps to implementation) but also dove deep into specific redevelopment sites, especially along a former railroad corridor (converted to a non-motorized trail) north of the downtown.

The plan also included a unique partnership with Bingham Township, the community surrounding St. Johns, and Clinton County, which is responsible for zoning within the Township. Together, the three entities developed future land use plans for three areas outside the City limits, called "Joint Planning Areas." The Joint Planning Areas were adopted by all three jurisdictions, ensuring a unified vision in the face of growth pressure.



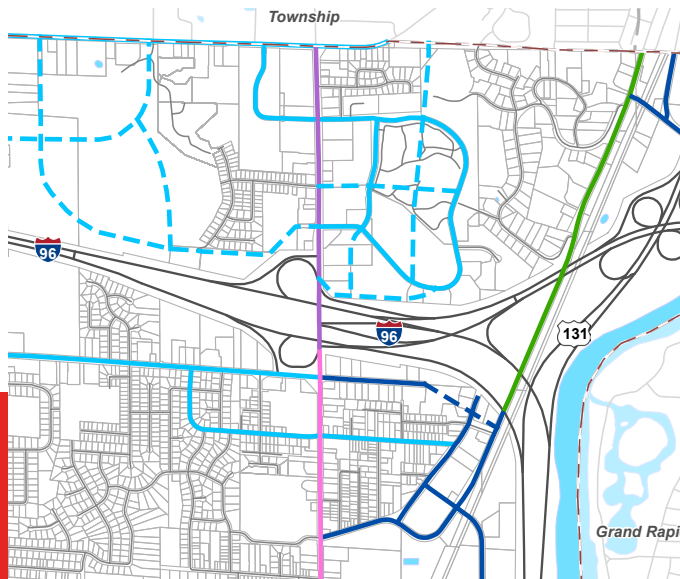
Master Plan

CITY OF WALKER, MICHIGAN

The City of Walker, a large suburban community wrapping north and west of Grand Rapids, had a long history of comprehensive and detailed land use planning. Following its 1998 Master Plan, it undertook a series of sub-area plans. However, by 2019, it was time for a new comprehensive vision.

Along with our partners at Prein&Newhof, McKenna understood that the City's various neighborhoods had different needs and visions for themselves. So we separated the City into four districts—Alpine, Standale, South Walker, and Northwest Walker – and conducted individualized public engagement, which led to a deep understanding of each neighborhood and how best to address challenges and maximize existing assets.

Then, McKenna and City staff stitched together the four plans like a jigsaw puzzle, creating a vision that worked on a City-wide level, but also addressed individual neighborhood concerns.

Unified Development Ordinance

CITY OF HOLLAND, MICHIGAN

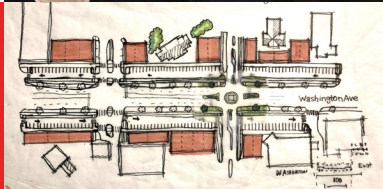
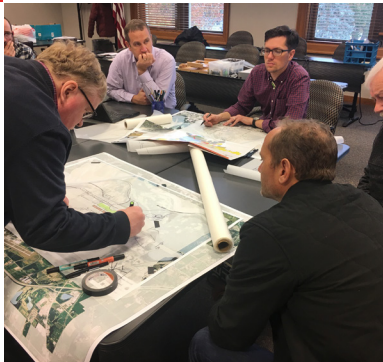
The City of Holland is a historic and well-maintained community, with waterfront, neighborhood business districts, legacy industrial areas, and one of Michigan’s most successful downtowns.

In spite of its strengths, the City’s zoning ordinance was originally written in 1943 and amended—but never fully rewritten—dozens of times since. Recognizing that a code commensurate with the community’s expectations was overdue, Holland leaders engaged McKenna to engage in a comprehensive rewrite. Part of this important effort was to incorporate not only zoning regulations, but also the City’s subdivision ordinance and other development-related standards; accordingly, the codes were renamed the Unified Development Ordinance.

McKenna and City staff engaged in a comprehensive public outreach program, including a week-long charrette, neighborhood meetings, online surveys, stakeholder engagement, and a series of public hearings held around the City.

The ordinance included a number of innovative elements, including:

- A form-based code for the downtown and select corridors and neighborhood business districts.
- A “greenfield” district to ensure that undeveloped sites on the edge of the city would be built out in an urban format.
- A “redevelopment” mixed use district for legacy industrial areas in the core of the City.
- An airport overlay, consistent with MDOT and FAA regulations, to ensure development near the airport would not be incompatible with aviation.
- A progressive landscaping section rooted in sustainability.



Sanitary and Stormwater Systems

City of Kalamazoo

James Baker, Public Services Director
269-337-8768

Oshtemo Township

Marc Elliot, Director of Public Works
269-375-4260

City of Walker

Scott Conners, City Engineer
616-791-6792

Kalamazoo Township

Don Martin, Supervisor
269-381-8083

Road Systems

Mason County Road Commission

Eric Nelson, County Highway Engineer
231-757-2882

City of Douglas

Rich LaBombard, Assistant City Manager
269-857-1438

Grand Haven Charter Township

Stacey Fedwa, Community Development Director
616-842-5988

Gerald Ford International Airport

Jeff Edwards, Supervisor
616-285-6933

Non-motorized Path Systems

Cannon Township

Joe Gavan Chairman, Parks and Recreation
Committee
616-874-6966

Plainfield Township

Mr. Bill Fischer, Community Development Director
616-364-1190

Holland Charter Township

Steve Bulthuis, Holland Charter Township Manager
616-396-2345

Timeframe Diagram

We propose an 18-month process, to ensure sufficient time to develop consensus. Of course, we can adjust the schedule to best meet your needs.

PROPOSED PROJECT SCHEDULE

Work Program	Months																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Task 2.1: Kick-off and Strategic Issues																		
Task 2.2: Identify, Quantify, and Analyze																		
Task 2.3: Pathway to Success: The Township Framework																		
Task 2.4: Oshtemo Charter Township Master Plan: A Roadmap for the Future																		
Task 2.5: Implementation Strategies																		
Task 2.6: Public Hearings Adoption																		
Public Outreach Work Program																		
Kick-off (Township team) and Steering Committee Meetings	+	+		+				+			+		+		+		+	
Online Survey(s)					+				+									
Branding / Website Updates			+				+			+								
Visioning Workshops				+				+			+							
Webinars					+				+			+						
<i>Optional: 3-day Charrette</i>						+												
Planning Commission					+						+			+				
Township Board Adoption												+			+			+

Meetings (+). Some meetings may be held on a virtual platform for mutual convenience and efficiency. Additional meetings can be attended, at the Township’s request, at the hourly rates provided in this proposal.

Cost Proposal

PRELIMINARY PROPOSED FEES

Our comprehensive, high-quality, expert approach to preparing Oshtemo Charter Township’s Comprehensive Master Plan, and Zoning Ordinance analysis of marijuana regulations is proposed at a **lump sum project cost of \$110,000**. This proposed fee is broken down, as follows:

- Public Engagement, \$25,000 (Optional 3-day Charrette at \$21,000; Additional Optional Public Engagement as described within the proposal)
- Master Plan, \$75,000
- Zoning Ordinance Review: Marijuana Analysis, \$10,000.

PUBLIC OUTREACH WORK PROGRAM

TASK	BASE FEE
Strategy 1. Project Communication and Coordination Committees	\$10,000
Strategy 2. Public Participation and Community Outreach	\$15,000
Strategy 3. 3-Day Charrette (Optional)	\$21,000
Strategy 4: Additional Optional Public Engagement Throughout Process	See Engagement Options
TOTAL	\$25,000*

We have budgeted the public engagement program to accommodate the needs of all three project, noting that the Township will benefit from efficiencies in completing these projects on parallel timelines.

**Total does not include optional 3-day Charrette nor the additional optional public engagement events.*

MASTER PLAN WORK PROGRAM

TASK	BASE FEE
Task 2.1 – Kick-off and Strategic Issues	\$5,000
Task 2.2 – Identify, Quantify, and Analyze	\$20,000
Task 2.3 – Pathway to Success: The Township Framework	\$8,000
Task 2.4 – Oshtemo Charter Township Master Plan: A Roadmap for the Future	\$30,000
Task 2.5 – Implementation Strategies	\$8,000
Task 2.6 – Adoption	\$4,000
TOTAL	\$75,000

ZONING ORDINANCE REVIEW: MARIJUANA ANALYSIS

TASK	BASE FEE
Task 2.4.5 – Marijuana Ordinance Review	\$10,000
TOTAL	\$10,000

McKenna will work with the Township to add or remove Work Program elements and/or adjust our project fee to best suit your needs, upon mutual agreement.

Given the needs of this project, McKenna may use portions of the fee to retain specialists in the fields of engineering, architecture, landscape architecture, and historic preservation, if warranted. All project subconsultants, if any, not identified in this proposal, would be subject to prior approval by an authorized Township representative.

Professional Fees

PROFESSIONAL FEE SCHEDULE FOR HOURLY RATED SERVICES

Professional Classification	Rate Per Hour*
President	\$175
Executive or Senior Vice President	\$160
Vice President	\$155
Director	\$145
Senior Principal or Manager	\$135
Principal	\$130
Senior	\$115
Associate	\$100
GIS Specialist	\$90
Assistant	\$90
Intern	\$75
Administrative Assistant	\$75
Consultation, preparation for, and sitting as expert witness in legal matters.	\$200

* Rates include the following overhead: Accounting, Advertising and Promotion, Books, Publications and Maps, Business Entertainment, Charitable Contributions, Computers, Furniture and Fixtures, Graphics Supplies and General Insurance, Interest, Legal, Licenses, Meals, Memberships and Subscriptions, Office Equipment, Office Space and Parking, Office Supplies, Postage (Except Overnight), Professional Dues, Software, Taxes and Telephone.

These rates do not include photography, outside reproduction, document or materials purchases, which are invoiced additionally. Rates also do not include reimbursable costs for travel, courier, overnight mail, etc. Mileage will be invoiced at the Federal mileage rate.

These hourly rates are valid through December 31, 2023, after which they may change per classification by a percentage equal to the increase in the Consumer Price Index for the prior 12 months per U.S. Department of Labor, Bureau of Labor Statistics.

Memorandum

Date: 09 May 2023
To: Township Board
From: Chief McComb
Subject: Upgrading Fire Station 2 Internet to Fiber



Objective

Motion – Approve Aunalytics/Metronet proposal for fiber internet service at Station 2 and Approve Budget Amendment.

Background

Currently, the internet at Station 2 is spotty, at best. It is regularly out for periods of time, ranging from several minutes to hours, affecting the ability of the firefighters to work efficiently and respond to calls. Phone lines at the station are internet based, similar to VoIP systems. If the internet is down, there is no way to communicate to-or-from 5-2. This also includes cell phone communication since cell phones require wi-fi access to work due to the station’s building materials.

OFD’s alert system, Bryx, is internet based. This is our first line of notice from dispatch, it sets off the color-coded lighting and speaker alerting system. If the internet (and/or power) is out, the only way Station 2 firefighters are notified is by their pagers, which also are sensitive in certain areas of the buildings.

First Due, the department management program, is only accessible online. This means all incident reports, inventory, work orders and scheduling are only functional when online. When the power was out during the ice storm a few months ago, Station 2 had well over 60 reports they couldn’t submit and had to come to Station 1 in order to complete their reports, leaving their station area for a significant time.

Station 2 has been used as a county-wide training facility for just over 20 years. Besides OFD, EMS companies, state and local police, area fire departments, as well as outside parties, have used the building to host training sessions and meetings. With the use of online training materials and Zoom/Teams type of meetings being the “norm” now, the need for reliable and fast internet is no longer a luxury, but a requirement. Instructors and group leaders need to be able to access their online materials and patch-in participants, which is a very difficult task with the current set up.

Metronet is the fiber internet provider that would be doing the upgrade installation, which would be in effect the last 4-5 months of this year. Metronet has generator backups at their fiber distribution hubs to run during times of power outage.

The OSP estimate of pricing/speed options has Metronet absorbing the \$15k in construction costs. These prices are all red in my ROI calc, so I would need to get approval for these, but I feel confident I can get them approved:

	<u>36M Term</u>	<u>60M Term</u>
500Mb	\$675	\$499
1G	\$775	\$625

Onetime fee HaaS provisioning fee plus setup and services from Aunalytics is \$3,008.75, with a monthly fee of \$350.00. The Township/Fire currently pays Aunalytics \$300.00 monthly for the current HaaS device and firewall service and broadband internet. This is a 50MB service.

Information Provided – Aunalytics Proposal

Core Values - Sustainability, Innovation, Professionalism

Memorandum

Date: 15 May 2023
To: Township Board
From: Greg McComb, Fire Chief
Subject: Fire Department Drone Use Policy



Objectives

Motion to approve the Policy relating to our drone use for the Oshtemo Township Fire Department. This drone will be used primarily for two purposes: searching for lost people in parks and acting as an eye on the rear of any building with a fire.

Background

The drone is equipped with advanced thermal imaging technology that will allow it to quickly locate lost individuals in the vast expanses of our local parks. Additionally, it will be able to provide real-time video footage of the rear of any building that is on fire, allowing our firefighters to assess the situation and develop a plan of attack.

We believe that this drone will significantly enhance our capabilities and improve our efficiency in responding to emergencies. As such, we respectfully request that the Board approve the drone use policy.

Our next step will be to license various individuals and train in its use.

Information Provided

Policy 712, Drone Use

Core Values

Sustainability, Innovation, Integrity

Unmanned Aerial System

712.1 PURPOSE AND SCOPE

The purpose of this policy is to establish guidelines for the use of an unmanned aerial system (UAS) and for the storage, retrieval and dissemination of images and data captured by the UAS.

712.1.1 DEFINITIONS

Unmanned aerial system (UAS) - An unmanned aircraft of any type that is capable of sustaining directed flight, whether preprogrammed or remotely controlled (commonly referred to as an unmanned aerial vehicle (UAV)), and all of the supporting or attached systems designed for gathering information through imaging, recording or any other means.

712.2 POLICY

A UAS may be utilized to enhance the department's mission of protecting lives and property when other means and resources are not available or are less effective. Any use of a UAS will be in strict accordance with constitutional and privacy rights and Federal Aviation Administration (FAA) regulations.

712.3 DEFINITIONS

Unmanned Aircraft System (UAS): an unmanned aircraft (an aircraft that is operated without direct human intervention from within or on the aircraft) and associated elements (including communication links and components that control the unmanned aircraft) that are required for the pilot or system operator in command to operate safely and efficiently in the National Airspace System.

Personally identifiable information (PII): information that can be used to distinguish or trace an individual's identity, either alone or when combined with other personal or identifying information that is linked or linkable to a specific individual.

National Airspace System (NAS): the common network of U.S. airspace; air navigation facilities, equipment and services; airports or landing areas; aeronautical charts, information, and services; related rules, regulations, and procedures; technical information; and manpower and material. Included in this definition are system components shared jointly by the Department of Defense, Transportation and Homeland Security.

Remote Pilot in Command (PIC): A person who holds a remote pilot certificate with an UAS rating and has the final authority and responsibility for the operation and safety of an UAS operation conducted under part 107.

Oshtemo Fire and Rescue Department

Policy Manual

Unmanned Aerial System

UAS visual observer (VO): a person who is designated by the remote pilot in command to assist the remote pilot in command and the person manipulating the flight controls of the small UAS to see and avoid other air traffic or objects aloft or on the ground.

712.4 PRIVACY

The use of the UAS potentially involves privacy considerations. Absent a warrant or exigent circumstances, operators and observers shall adhere to Federal Aviation Administration (FAA) altitude regulations and shall not intentionally record or transmit images of any location where a person would have a reasonable expectation of privacy.

Operators and observers will comply with the Privacy Act of 1974 (5 U.S.C. 552a) (the "Privacy Act"), which, among other things, restricts the collection and dissemination of individuals' information that is maintained in systems of records, including personally identifiable information (PII), and permits individuals to seek access to amendment of records.

Operators and observers shall take reasonable precautions to avoid inadvertently recording or transmitting images of areas where there is a reasonable expectation of privacy. Reasonable precautions can include, for example, deactivating or turning imaging devices away from such areas or persons during UAS operations.

712.5 UAS PROGRAM COORDINATOR

The Fire Chief will appoint a program coordinator who will be responsible for the management of the UAS program. The program coordinator will insure that policies and procedures conform to current laws, regulations and best practices and will have the following additional responsibilities:

- Coordinating the FAA Certificate of Waiver or Authorization (COA) application process and insuring that the COA is current.
- Insuring that all authorized operators and required visual observers have completed all required FAA and department-approved training in the operation, applicable laws, policies and procedures regarding use of the UAS.
- Developing uniform procedure for submission and evaluation of requests to deploy a UAS, including urgent requests made during ongoing or emerging incidents.
-
-
- On an annual basis, the UAS Program Coordinator shall be responsible to provide a general public summary of UAS operations during the previous fiscal year, to include a brief description of types or categories of missions flown and the number of times Oshtemo Fire aided other agencies.
- Developing an operational procedure governing the deployment and operation of a UAS including, but not limited to, safety oversight, use of visual observers,

Oshtemo Fire and Rescue Department

Policy Manual

Unmanned Aerial System

establishment of lost link procedures and secure communication with air traffic control facilities.

-
- Developing a UAS inspection, maintenance and record-keeping procedure to insure continuing airworthiness of a UAS, up to and including its overhaul or life limits.
- Developing protocols that insure retention and purge periods are maintained in accordance with established records retention schedules.
- Facilitating law enforcement access to images and data captured by the UAS when formally requested.
- Recommending program enhancements, particularly regarding safety and information security.
- Insuring that established procedures are followed by monitoring and providing periodic reports on the program to the Fire Chief.

712.6 USE OF UAS

- Use of a UAS shall comply with Title 14 CFR part 107, to include; operational protocol governing the deployment and operations of a UAS, safety oversight, use of visual observers, establishment of lost link procedures and secure communication with air traffic control.
- This agency shall only collect information using UAS, or use UAS-collected information, to the extent that such collection or use is consistent with and relevant to an authorized purpose.
- Only authorized operators who have completed the required training shall be permitted to operate the UAS.
- Use of vision enhancement technology (e.g., thermal and other imaging equipment not generally available to the public) is permissible in viewing areas only where there is no protectable privacy interest or when in compliance with a search warrant or court order. In all other instances, legal counsel should be consulted.
- UAS should not be flown over populated areas without FAA approval.
- Any UAS operation involving a public health concern will be documented in a secured record management system as an incident report utilizing an incident number. If applicable, the incident shall include the amount of time spent surveilling involved individual(s).
- UAS operation shall be performed in a manner which is consistent with the U.S. Constitution, applicable State laws, Executive Orders and other Presidential directives.
- Any complaints regarding UAS use shall be immediately directed to a supervisor who shall investigate and address, as appropriate; any privacy, civil right and/or civil liberties complaints. These complaints shall be processed in accordance with Policy 1011 – Public Safety Community Relations and IA Complaints.

Oshtemo Fire and Rescue Department

Policy Manual

Unmanned Aerial System

- During any UAS deployment, the Captain or Acting Captain on duty will be responsible for generating a press release which briefly summarizes the circumstances around the UAS deployment.

712.7 PROHIBITED USE

The Oshtemo Fire Department respects the rights of people to peaceably assemble. It is the policy of this department not to unreasonably interfere with, harass, intimidate or discriminate against persons engaged in the lawful exercise of their rights, while also preserving the peace, protecting life and preventing the destruction of property.

The UAS video surveillance equipment shall not be used:

- To collect, use, retain or disseminate any data in any manner that would violate the First Amendment or in any manner that would target a person based solely on individual characteristics, such as but not limited to, race, ethnicity, national origin, religion, disability, gender or sexual orientation.
- To conduct random surveillance activities.
- To harass, intimidate or discriminate against any individual or group.
- To conduct personal business of any type.
- The UAS shall not be weaponized.

712.8 RETENTION OF UAS DATA

Oshtemo Fire Department is committed to providing public access to records in a manner that is consistent with the Michigan Freedom of Information Act (FOIA) (MCL 15.231 et seq.). Any release of UAS data/information will comply with Oshtemo Township's FOIA Policy.

Any information collected shall be stored on a secured server with controlled access limited to Oshtemo Fire Department personnel.

712.9 ACCOUNTABILITY

- Protected information shall not be accessed in violation of any law, order, regulation, user agreement, Oshtemo Township policy, or training. Only those members who have completed applicable training and met any applicable requirements, may access protected information, and only when the member has a legitimate work-related reason for such access (MCL 15.654).
- Unauthorized access, including access for other than a legitimate work-related purpose, is prohibited and may subject a member to administrative action pursuant to the Personnel Complaints Policy and/or criminal prosecution.
- Particularly in light of the diverse potential uses of UAS in the NAS (National Airspace System), expected advancements in UAS technologies, and the anticipated increase in UAS use in the future, Oshtemo Fire Department shall take steps to ensure that privacy protection and policies relative to UAS continue to keep pace with these developments.

Oshtemo Fire and Rescue Department

Policy Manual

Unmanned Aerial System

- Accordingly, Oshtemo Fire Department shall, prior to deployment of new UAS technology and at least every 3 years, examine the existing UAS policy and procedures relating to the collection, use, retention and dissemination of information obtained by UAS, to ensure that privacy, civils rights, and civil liberties are protected. Oshtemo Fire Department shall update the UAS policy and procedure or issue new policies and procedures as necessary.

712.10 DISSEMINATION

UAS-collected information that is not maintained in a system of records covered by the Privacy Act shall not be disseminated outside of the agency unless dissemination is required by law, or fulfills an authorized purpose and complies with current retention policies.

712.11 OUTSIDE AGENCY REQUEST

If an outside agency requests assistance from an Oshtemo Fire Department UAS team (UAS Pilot in Command and/or visual observer) through central dispatch, the UAS Operator receiving the request will immediately notify their Captain or Acting Captain and request permission. The Captain or Acting Captain will in turn inform the Fire Chief or his/her designee of the request. The Captain or Acting Captain shall consider staffing levels and pending calls for service prior and may recall the UAS Team back to the Township at any time. All requests for UAS team assistance are subject to the following:

- UAS teams shall not be used for any assignment that is not consistent with this policy.
- The UAS Pilot in Command shall have the authority to decline a request for any specific assignment that he/she deems unsuitable.
- UAS teams shall only be called in on overtime to assist other agencies in extremely serious situations or when the requesting agency offers cost reimbursement.
- It shall be the responsibility of the UAS Pilot in Command to coordinate operations with agency personnel in order to minimize the risk of unintended injury.
- It shall be the responsibility of the UAS Pilot in Command to complete all necessary reports or as directed.
- UAS teams shall not be used for any off-duty job unless authorized by the UAS Program.

712.12 PUBLIC DEMONSTRATION

All public requests for a UAS team shall be reviewed and, if appropriate, approved by the UAS Program Coordinator and Captain or Acting Captain on duty prior to making any resource commitment. The UAS Program Coordinator is responsible for obtaining resources and coordinating involvement in the demonstration to include proper safety protocols. Public demonstrations are encouraged as they provide an opportunity to keep the public informed about the Oshtemo Fire Department UAS program, as well as, any changes to the program that would significantly affect privacy, civil rights or civil liberties.

Memorandum



Date: 5 May 2023
To: Township Board
From: Greg Fountain, Maintenance Director
Subject: Proposal for Roof Ventilation for Township Hall

Objective

Motion: For Board to approve budget amendment to install roof ventilation system on Township Hall. The proposed budget amendment would be from capital outlay maintenance facility budget: GL 101-218-97400.

Background

Excessive heat accumulation in the attic of Township Hall may have been a major factor in setting off the fire suppression sprinkler system in June of 2022. Attic temperatures are currently being monitored and exceed the ideal 10 to 20 degrees above the outdoor temperature. The attic heat has been monitored this spring and has already reached a temperature of 130 degrees Fahrenheit. The sprinkler system activates at 155 degrees Fahrenheit. Consultation with roofing experts has determined that while soffit vents and insulation baffles are in place, there are no vents at the top of the roof to allow for airflow from the soffits to exit out the top of the structure. The roofing experts recommend that hip vents be added to the roof to allow for the proper attic ventilation. This should take care of the excessive heat buildup and ensure the balance of air intake and air exhaust to gain the necessary ventilation and reduce the risk of a future costly internal hazard.

Information Provided:

Two quotes were obtained.

- D7 Residential Exteriors. Install hip vents and repair faulty HVAC pipe boots. 1 year workmanship and materials warranty.
 - \$4998.02
- Vanbecks Roofing and Siding. Install hip vents and repair faulty HVAC pipe boots. Lifetime manufacturer's warranty on materials, 5-year warranty on labor.
 - \$5954.00

I recommend we move forward with Vanbecks Roofing and Siding. They offer a better warranty and have previously provided roofing services to the Township. It should be noted that both contractors have stated that the current roof is in very good condition and should provide several more years of service.

Core Values:

Integrity, Fiscal Stewardship

Customer Oshtemo Charter Township
Address 7275 W. Main St., Kalamazoo, MI 49009
Phone 269.216.5243

Date May 17, 2023

D7 Residential Exteriors shall furnish all necessary materials, labor, equipment, & supervision to implement: Six pipe boots repair and 96 feet of hip vent installation.

General Scope

- Remove shingles and underlayment on hips down to the wood decking.
 - Cut open 1 ½ inch opening on both sides of hip ridge for ventilation on all 8 hips.
 - Install 96 feet of **GAF Cobra Hip Vent** distributed evenly across all hips for a uniform appearance.
 - Install new hip and ridge caps over cobra vents to finish roof.
-
- Remove shingles, underlayment and old pipe boots from six (6) PVC pipes.
 - Install 6 new black pipe boots.
 - Install new ice and water barrier around new pipe boots.
 - Finish by installing new shingles around pipe boots.
 - Seal around pipe boot gaskets with M-1 roofing sealant.

Protection

Implementation of tarping or other protection as necessary to mitigate any potential damage to doors, windows, walls, or landscaping. All protective items will be removed at completion of the service and removal/cleanup of any debris is included.

Other

Project Price

Services shall be furnished for **\$4,998.02** including all taxes, permits, inspections, delivery & hoisting costs.

Estimated Start Date

Roof system installation shall start at the direction of the customer, dependent on weather and other trades (if applicable).

Notes

Pricing is valid for thirty (30) days from date of issuance.

Base Provisions

D7 Residential Exteriors will warrant to the original homeowner warranty coverage for the repair of any leak that occurs within the system due to defects in materials or workmanship. The specific terms of these coverages will be provided upon request for each shingle manufacturer being considered. Generally, repair coverage includes materials and labor without any deductible on claims, repair coverage does not depreciate or otherwise reduce as time goes on and coverage encompasses any defect in materials or workmanship in the installation of materials

Included Workmanship Duration: 1 YEAR

Included Materials Coverage: 1 YEAR

Manufacturer & Applicator Exclusions

Warranty coverage does not cover damage resulting from:

- Natural disasters such as lightning, fire, insect infestations, earthquakes, tornadoes, hurricanes, or the like.
- Intentional or negligent acts of vandalism, accidents, misuse, abuse, civil disobedience, or the like covered by home insurance.
- Deterioration or failure of building structure or building components such as walls, roof top units, etc.
- Acids, oils, chemicals or other harmful substances which come in contact with the roof after installation.
- The Manufacturer and D7 Residential Exteriors are not responsible for any consequential, loss of use of any nature, or monetary damages of any kind. The sole remedy for any warranty is replacement/repair of defective materials or workmanship.

Customer Acknowledgments

The following terms and conditions apply to this proposal.

1. For warrantable installation, work can only commence under manufacturer authorized weather conditions.
2. For roof replacement projects, watertight night seals are included for each tie-in to existing roof while work is ongoing.
3. Because we use watertight night seals, temporary roofs, tarping, or the like is not included.
4. Pricing based on standard stock colors for all components; custom, premium, or special-order color choice may result in price increase.
5. Asbestos removal, mold remediation and/or lead abatement are not included.
6. Mechanical fastening, if any, will penetrate the deck and any fasteners will be visible from below.
7. For roof replacement projects, dust and debris will fall through deck seams, if any.
8. Ice/Water Underlayment is required under the Michigan Building Code and is used to help prevent water infiltration from ice buildup but does not prevent ice dams. Ice Dams are caused by insufficient insulation and/or improper ventilation.

Signature Authorization

To initiate this agreement and schedule implementation of work please send all pages of this signed contract via email to projects@d7bci.com or by fax at 269.388.7429. Upon execution of the contract by the customer the contract will be countersigned by D7 Residential Exteriors and a copy will be provided to the client, which shall constitute an agreement and commence scheduling of service. Payment terms are 20% upon authorization with balance due at completion. There is a %5 charge for credit card transactions. For the safety of our employees, cash payments are accepted by appointment only by Lori Drozd, Corporate Controller or Brandon Grozier, Treasurer at our primary office location of 8179 Neptune Drive, Kalamazoo, MI 49009 or at any Mercantile Bank of Michigan location with prior arrangement between D7 Residential Exteriors and branch personnel.

Customer Agreement	D7 Residential Exteriors
Title: _____	Title: _____
Name (Printed): _____	Name (Printed): _____
Signature: _____	Signature: _____
Date: _____	Date: _____

9348574985



Kalamazoo's Oldest Home Improvement Company!
 1121 King Highway, Kalamazoo, MI 49001 • www.vanbecks.com

PROPOSAL
 License #2102219217

Oshtemo Township Hall 7275 West Main St Kalamazoo MI 49009	PHONE	DATE
	269/216/5224	5/12/23
	JOB NAME / LOCATION	
JOB NUMBER		JOB PHONE

We hereby submit specifications and estimates for:

Install new hip and ridge vent "Certified Master Contractor"

Application:

- A) Remove existing roofing 15 feet down on the hips and properly haul away.
- B) Cut decking open for airflow.
- C) Apply cobra vent over open area.
- D) Install lifetime pre-cut hip and ridge shingle cap.
- E) Replace all pipe boots.

In the event we find bad wood, we will replace as necessary at an additional cost of \$3.68 per sq. ft.
Guarantee: Lifetime manufacturer's warranty on materials, 5 year warranty on labor.
WWW.VANBECKS.COM

We Propose hereby to furnish material and labor - complete in accordance with the above specifications, for the sum of:
Five Thousand Nine Hundred Fifty Four and 00/100 dollars (\$) **5,954.00**

Payment to be made as follows:

Half down balance due on job completion.

All material is guaranteed to be as specified. All work to be completed in a workmanlike manner according to standard practices. Any alteration or deviation from the above specifications involving extra costs will be executed only upon proper authorization, and will become an extra charge over and above the estimate. All agreements contingent upon weather, strikes, delays beyond our control. Warranties are non-transferable without contractor's written approval, inspection and assessed reassignment fees may be applicable. No Warranty given on repair work or patching. Our workers are fully covered by Worker's Compensation Insurance. A residential builder or residential maintenance and alteration contractor is required to be licensed under article 24 of Act***299 of the Public Acts of 1980, as amended, being sections 399.2412 the Michigan Compliance Laws.

Authorized Signature Bill R.

Note: This proposal may be withdrawn by us if not accepted within 30 days.
 18% Interest Charge Per Annum on Any Unpaid Balance


Acceptance Proposal - The above prices, specifications and conditions are satisfactory and are hereby accepted. You are authorized to do the work as specified. Payment will be made as outlined above. I agree to pay all reasonable expenses of collection, including your actual attorneys' fees and court costs.

Signature: _____

Signature: _____

Date of Acceptance: _____

MEMORANDUM

To: Township Board
From: James Porter 
Date: May 16, 2023
Subject: Moratorium for Private Roads and Private Streets

OBJECTIVE:

To accept for First Reading the Ordinance Amendment to Section 29.008 of the Subdivision/Site Condominium and Land Division Ordinance placing a six-month Moratorium on the development of Private Roads or Private Streets AND accept for First Reading the Ordinance Amendment to the Township Zoning Ordinance placing six-month Moratorium on the development of Private Roads and Private Streets as recommended by the Planning Commission.

RECOMMENDED MOTION:

I make the motion to accept for First Reading the Ordinance Amendment to Section 29.008 of the Subdivision/Site Condominium and Land Division Ordinance No.650 AND the Ordinance Amendment to the Township Zoning Ordinance establishing a six-month Moratorium on the development of Private Roads or Private Streets within the Township Ordinance No. 651.

BACKGROUND:

Given the rapid development within the Township and the conflicting provisions with in the Township's Zoning Ordinance and its General Ordinance, regarding the development of Private Roads or Private Streets, it was the recommendation of the Public Works Department and the Planning Department to place a short Moratorium on the development of Private Roads/Private Streets within the community until such time as a comprehensive Private Road/Private Street Ordinance could be developed. The goal is to provide a clear standard for design, construction and maintenance, of Private Roads and Private Streets within the Township, to address connectivity and access management, as well as the health, safety, and welfare of the community.

INFORMATION PROVIDED:

I have attached hereto a copy of the Ordinance amending the Subdivision/Site Condominium Land Division Ordinance enacting a six-month Moratorium on Private Roads and Private Streets, as well as the Ordinance amending the Township Zoning Ordinance, which also enacts a six-month Moratorium on the development of Private Roads and Private Streets within the Township.

OSHTEMO CHARTER TOWNSHIP ORDINANCE NO. 650

Adopted: _____, 2023

Effective: _____, 2023

An Ordinance to impose a Moratorium on all Private Roads/Street Development in the Township and amend the Oshtemo Charter Township Subdivision, Site Condominium, and Land Division Ordinance (Ord No.585) to impose a Moratorium on all Private Roads/Streets, until such time as the Ordinance can be revised, to incorporate the necessary revisions to address connectivity and access management to ensure, public health, safety, and welfare associated with the development of Private Roads/Streets.

THE CHARTER TOWNSHIP OF OSHTEMO
KALAMAZOO COUNTY, MICHIGAN
ORDAINS:

PRIVATE ROAD AND PRIVATE STREET GENERAL MORATORIUM ORDINANCE

SECTION I. TOWNSHIP MORATORIUM ON PRIVATE ROADS/STREETS:

The Township hereby imposes a six-month Moratorium (until otherwise amended or repealed) on all New Private Roads or Private Streets, until such time that its Zoning and General Ordinances can be reviewed and amended, if necessary, to address connectivity and proper access management, to ensure public health, safety, and welfare, associated with the development of Private Roads/Streets.

SECTION II. AMENDMENT TO SECTION 29.008 OF THE SUBDIVISION SITE CONDOMINIUM AND LAND DIVISION ORDINANCE:

Amendment to Section 29.008 Subdivision/Site Condominium Design Layout Standards:

The provisions of Section 290.008 allowing for Private Roads/Streets, are temporarily suspended upon enactment of this Moratorium Ordinance, for a period of six months, or until otherwise amended or repealed.

SECTION III. EFFECTIVE DATE:

This Ordinance will take effect upon Publication after Adoption in accordance with state law. Ordinances, or parts Ordinances, are in conflict herewith are hereby suspended until the Moratorium provisions of this Ordinance are otherwise amended or repealed.

OSHTEMO CHARTER TOWNSHIP ORDINANCE NO. 651

Adopted: _____, 2023

Effective: _____, 2023

An Ordinance to amend the Oshtemo Township Zoning Ordinance to impose a Moratorium on all Private Roads/Streets, until such time as the Zoning Ordinance can be revised to incorporate the necessary revisions to address connectivity and access management to ensure, public health, safety, and welfare, associated with the development of Private Roads/Streets.

THE CHARTER TOWNSHIP OF OSHTEMO
KALAMAZOO COUNTY, MICHIGAN
ORDAINS:

PRIVATE ROADS AND PRIVATE STREETS ZONING MORATORIUM ORDINANCE

SECTION I. AMENDMENT OF SECTION 34.70 OF THE TOWNSHIP ZONING ORDINANCE VILLAGE FORM BASED CODE OVERLAY ZONE:

The provisions of Section 34.70, allowing for Private Roads/Streets, are temporarily suspended upon enactment of this Moratorium Ordinance for a period of six months, or until otherwise amended, or repealed.

SECTION II. AMENDMENT OF SECTION 35.50 FOR THE TOWNSHIP ZONING ORDINANCE 9TH STREET AND WEST MAIN OVERLAY ZONE:

The provisions of Section 35.50 dealing with site circulation that provides for two-way interior streets, or one-way interior streets, are temporarily suspended upon the enactment of the Moratorium Ordinance for a period of six months, or until otherwise amended, or repealed.

SECTION III. AMENDMENT OF SECTION 41.80 OF THE TOWNSHIP ZONING ORDINANCE PLANNED UNIT DEVELOPMENT:

The provisions of Section 41.80 allowing for Private Roads/Streets in Commercial Planned Unit Developments and Residential Planned Unit Developments, are temporarily suspended upon enactment of this Moratorium Ordinance, for a period of six months, or until otherwise amended or repealed.

SECTION IV. AMENDMENT OF SECTION 42.30 OF THE TOWNSHIP ZONING ORDINANCE RESIDENTIAL CONDOMINIUM DEVELOPMENT STANDARDS:

The provisions of Section 42.30 allowing for Private Roads/Streets or Private Drives in Residential Condominium Developments, are temporarily suspended upon enactment of this

Moratorium Ordinance for a period of six months, or until otherwise amended, or repealed.

SECTION V. AMENDMENT OF SECTION 43.50 OF THE TOWNSHIP ZONING ORDINANCE OPEN SPACE COMMUNITY:

The provisions of Section 43.50 allowing for Private Roads/Streets in an Open Space Community, are temporarily suspended upon enactment of this Moratorium Ordinance, for a period of six months, or until otherwise amended, or repealed.

SECTION VI. AMENDMENT OF SECTION 44.50 OF THE TOWNSHIP ZONING ORDINANCE OPEN SPACE PRESERVATION RESIDENTIAL DEVELOPMENT OPTION:

The provisions of Section 44.50 which allow for private two-way interior or private one-way roads/streets are temporarily suspended upon enactment of this Moratorium Ordinance for six months, or until otherwise amended, or repealed.

SECTION VIII. AMENDMENT OF SECTION 48.100 OF THE TOWNSHIP ZONING ORDINANCE CONDITIONS FOR SPECIFIED PERMITTED USER:

The provisions of Section 48.100 dealing with interior two-way drives/streets within a multifamily development Township Zoning Ordinance are temporarily suspended upon enactment of this Moratorium Ordinance for six months, or until otherwise amended, or repealed.

SECTION VII. AMENDMENT OF SECTION 49.200 OF THE TOWNSHIP ZONING ORDINANCE REQUIREMENT FOR SPECIAL USES:

The provisions of Section 49.200, which allows an alternative to Public Streets in Non-Residential Site Condominium Developments, are temporarily suspended upon enactment of this Moratorium Ordinance for six months, or until otherwise amended, or repealed.

SECTION IX. EFFECTIVE DATE:

This Ordinance will take effect upon Publication after Adoption in accordance with state law. Ordinances, or parts Ordinances, are in conflict herewith are hereby suspended until the Moratorium provisions of this Ordinance are otherwise amended, or repealed.

DUSTY FARMER, CLERK
OSHTEMO CHARTER TOWNSHIP



May 3, 2023

Mtg Date: May 11, 2023
To: Planning Commission
From: Iris Lubbert, AICP, Planning Director
Subject: Public Hearing, Moratorium for Private Roads/Streets

Objective:

Consideration of an Ordinance for recommendation to the Township Board to impose a Moratorium on all Private Roads/Streets, until such time as the Zoning Ordinance can be revised to incorporate the necessary revisions to address connectivity and access management to ensure, public health, safety, and welfare, associated with the development of Private Roads/Streets.

Background:

The Township Zoning Ordinance currently permits the use of Private Road/Streets within various types of developments. Throughout the Ordinance there are varying qualifiers and design standards for Private Roads/Streets. Through recent development processes, faults with the various Private Road/Street Standards, or lack thereof, have come to light.

There is a need for a single Private Road/Street Ordinance to dictate properly where and how a Private Road/Street can be developed. Recognizing the need, staff received Township Board approval on April 11th to hire a consultant to work on a Private Road/Drive Ordinance. This ordinance will temporarily inform Private Road/Street standards for all future development within the Township until a more comprehensive review is completed during the larger master planning effort scheduled to start later this year.

A Moratorium is being requested until the new Private Road/Drive Ordinance is adopted so to avoid additional connectivity, access management, and public health, safety, & welfare issues from being created within the Township. Note that the Moratorium will just affect new projects; this will not delay any projects currently underway.

Attachments: Proposed Moratorium on all Private Roads/Streets Ordinance

OSHTEMO CHARTER TOWNSHIP PLANNING COMMISSION

RECOMMENDATION OF THE OSHTEMO CHARTER TOWNSHIP PLANNING
COMMISSION RESULTING FROM A PUBLIC HEARING CONDUCTED ON
MAY 11, 2023

The Oshtemo Charter Township Planning Commission hereby recommends APPROVAL of the following amendments to the Township Zoning Ordinance:

SECTION I. AMENDMENT OF SECTION 34.70 OF THE TOWNSHIP ZONING
ORDINANCE VILLAGE FORM BASED CODE OVERLAY ZONE:

The provisions of Section 34.70, allowing for Private Roads/Streets, are temporarily suspended upon enactment of this Moratorium Ordinance for a period of six months, or until otherwise amended, or repealed.

SECTION II. AMENDMENT OF SECTION 35.50 FOR THE TOWNSHIP ZONING
ORDINANCE 9TH STREET AND WEST MAIN OVERLAY ZONE:

The provisions of Section 35.50 dealing with site circulation that provides for two-way interior streets, or one-way interior streets, are temporarily suspended upon the enactment of the Moratorium Ordinance for a period of six months, or until otherwise amended, or repealed.

SECTION III. AMENDMENT OF SECTION 41.80 OF THE TOWNSHIP ZONING
ORDINANCE PLANNED UNIT DEVELOPMENT:

The provisions of Section 41.80 allowing for Private Roads/Streets in Commercial Planned Unit Developments and Residential Planned Unit Developments, are temporarily suspended upon enactment of this Moratorium Ordinance, for a period of six months, or until otherwise amended or repealed.

SECTION IV. AMENDMENT OF SECTION 42.30 OF THE TOWNSHIP ZONING
ORDINANCE RESIDENTIAL CONDOMINIUM DEVELOPMENT STANDARDS:

The provisions of Section 42.30 allowing for Private Roads/Streets or Private Drives in Residential Condominium Developments, are temporarily suspended upon enactment of this Moratorium Ordinance for a period of six months, or until otherwise amended, or repealed.

SECTION V. AMENDMENT OF SECTION 43.50 OF THE TOWNSHIP ZONING
ORDINANCE OPEN SPACE COMMUNITY:

The provisions of Section 43.50 allowing for Private Roads/Streets in an Open Space Community, are temporarily suspended upon enactment of this Moratorium Ordinance, for a period of six months, or until otherwise amended, or repealed.

SECTION VI. AMENDMENT OF SECTION 44.50 OF THE TOWNSHIP ZONING
ORDINANCE OPEN SPACE PRESERVATION RESIDENTIAL DEVELOPMENT OPTION:

The provisions of Section 44.50 which allow for private two-way interior or private one-way roads/streets are temporarily suspended upon enactment of this Moratorium Ordinance for six months, or until otherwise amended, or repealed.

SECTION VIII. AMENDMENT OF SECTION 48.100 OF THE TOWNSHIP ZONING ORDINANCE CONDITIONS FOR SPECIFIED PERMITTED USER:

The provisions of Section 48.100 dealing with interior two-way drives/streets within a multifamily development Township Zoning Ordinance are temporarily suspended upon enactment of this Moratorium Ordinance for six months, or until otherwise amended, or repealed.

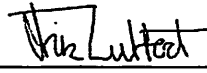
SECTION VII. AMENDMENT OF SECTION 49.200 OF THE TOWNSHIP ZONING ORDINANCE REQUIREMENT FOR SPECIAL USES:

The provisions of Section 49.200, which allows an alternative to Public Streets in Non-Residential Site Condominium Developments, are temporarily suspended upon enactment of this Moratorium Ordinance for six months, or until otherwise amended, or repealed.

A copy of the Planning Commission Staff Report and Draft Meeting Minutes from the May 11, 2023 Public Hearing are attached to this Recommendation.

OSHTEMO CHARTER TOWNSHIP
PLANNING COMMISSION

Date: May 16, 2023

By: 
Iris Lubbert
Township Planning Director


Final Action by Oshtemo Charter Township Board

_____ APPROVED _____

_____ DENIED _____

_____ REFERRED BACK TO PLANNING COMMISSION

MEMORANDUM

To: Township Board
From: James Porter 
Date: May 16, 2023
Subject: Moratorium for Commercial Wind Energy Conversion Systems and Commercial Solar Energy Arrays

OBJECTIVE:

To accept for First Reading the General Ordinance placing a six-month Moratorium on the development of Commercial Wind Energy Conversion Systems and Commercial Solar Energy Arrays AND accept for First Reading the amendment to the Township Zoning Ordinance placing a six-month Moratorium on the development of Commercial Wind Energy Conversion Systems and Commercial Solar Energy Arrays as recommended by the Planning Commission

RECOMMENDED MOTION:

I make the motion to accept for First Reading the General Ordinance establishing a six-month Moratorium on the development of Commercial Wind Energy Conversion Systems and Commercial Solar Energy Arrays, Ordinance No. 652 and the Zoning Ordinance amendment establishing a six-month Moratorium on the development of Commercial Wind Energy Conversion Systems and Commercial Solar Energy Arrays within the Township, Ordinance No. 653.

BACKGROUND:

The Township currently has no comprehensive general ordinance or zoning ordinance provisions to appropriately address the development of Commercial Wind Energy Conversion Systems or Commercial Solar Energy Array Systems within the Township. Given the industries need to quickly develop such infrastructure, it is imperative that the Township undertake a comprehensive review of its policies regarding the development of Wind and Solar Energy within the Township. The goal is to develop appropriate general and zoning ordinance provisions to ensure that the development of any Commercial Solar or Wind Energy Systems within the Township, are done in a manner consistent with the Master Land Use Plans of the Township and to ensure compatibility with other developments in the Township.

INFORMATION PROVIDED:

- I have attached hereto copy of both Ordinances connecting the six-month Moratorium on the development of any Commercial Wind Energy Conservation Systems or Commercial Solar Energy Arrays within the Township.

OSHTEMO CHARTER TOWNSHIP ORDINANCE NO. 652

Adopted: _____, 2023

Effective: _____, 2023

An Ordinance to impose a Moratorium on all Commercial Wind Energy Conversion Systems and Commercial Solar Energy until such time as the Township's Ordinances can be revised to develop appropriate Ordinance provisions necessary, to ensure the public health, safety, and welfare, associated with the Development of Commercial Wind Energy Conversion Systems and/or Commercial Solar Arrays.

THE CHARTER TOWNSHIP OF OSHTEMO
KALAMAZOO COUNTY, MICHIGAN
ORDAINS:

**COMMERCIAL WIND ENERGY CONVERSION SYSTEMS AND COMMERCIAL
SOLAR ENERGY ARRAY GENERAL MORATORIUM ORDINANCE**

**SECTION I. THE TOWNSHIP MORATORIUM ON WIND ENERGY
CONVERSION AND SOLAR ENERGY ARRAYS:**

The Township hereby imposes a six month Moratorium (until otherwise amended or repealed) on the development of all Commercial Wind Energy Conversion Systems and/or Commercial Solar Energy Arrays, until such time as the Zoning Ordinance and General Ordinances can be reviewed and amended, if necessary, to develop the appropriate ordinance provisions necessary, to ensure the public health, safety, and welfare, associated with the Development of Commercial Wind Energy Conversion Systems and/or Commercial Solar Arrays.

SECTION II. EFFECTIVE DATE:

This Ordinance will take effect upon Publication after Adoption in accordance with state law. Ordinances, or parts Ordinances, are in conflict herewith are hereby suspended until the Moratorium provisions of this Ordinance are otherwise amended or repealed.

DUSTY FARMER, CLERK
OSHTEMO CHARTER TOWNSHIP

OSHTEMO CHARTER TOWNSHIP ORDINANCE NO. 653

Adopted: _____, 2023

Effective: _____, 2023

An Ordinance to amend the Oshtemo Township Zoning Ordinance (Ord No.585- As Amended) to impose a Moratorium on all Consumer Wind Energy Conversion Systems and Commercial Solar Arrays until such time as the Zoning Ordinance (based the new master) can revise or develop appropriate ordinance provisions necessary, to ensure the public health, safety, and welfare associated with the Development of Commercial Wind Energy Conversion Systems and/or Commercial Solar Arrays.

THE CHARTER TOWNSHIP OF OSHTEMO
KALAMAZOO COUNTY, MICHIGAN
ORDAINS:

**COMMERICAL WIND ENERGY CONVERSION SYSTEM AND COMMERCIAL
SOLAR ENERGY ARRAY ZONING MORATORIUM ORDINANCE**

**SECTION I. _____ AMENDMENT OF SECTION 2 CONSTRUCTION OF LANGUAGE
AND DEFINITIONS- ESSENTIAL SERVICES:**

The term “essential services” shall temporarily exclude Commercial Wind Energy Conversion Systems and Commercial Solar Arrays upon execution of this Moratorium Ordinance for a period of six months and/or until otherwise amended, or repealed.

**SECTION II. _____ THE AMENDMENT OF THE FOLLOWING SECTIONS TO
ESTABLISH A TEMPORARY MORATORIUM ON THE DEVELOPMENT OF
COMMERCIAL WIND ENERGY CONVERSION SYSTEMS OR COMMERCIAL SOLAR
ARRAYS AS A PERMITTED USE, PERMITTED USE WITH CONDITIONS, OR AS A
SPECIAL USE IN THE FOLLOWING DISTRICTS:**

Upon execution of the Moratorium Ordinance for Commercial Wind Energy Conversion Systems or Commercial Solar Array shall be prohibited for a period of six months and/or until otherwise amended, or repealed.

- Agricultural District – Section 4.40
- RR Rural Residential – Section 5.40
- R3 Residence District – Section 8.40
- R4 Residence District – Section 9.40
- R5 Residence District – Section 10.40
- R-C Residential Conservation District – Section 11.40
- C Local Business District – Section 18.40

- VC Village Commercial District – Section 19.50
- BRP Business and Research Part – Section 20.40
- C-R Commercial District Restricted - Section 21.40
- I-R Industrial District Restricted – Section 26.50
- I-1 Industrial District Manufacturing Servicing – Section 27.40
- I-2 Industrial Manufacturing/Servicing – Section 28.40

SECTION III. EFFECTIVE DATE:

This Ordinance will take effect upon Publication after Adoption in accordance with state law. Ordinances, or parts Ordinances, are in conflict herewith are hereby suspended until the Moratorium provisions of this Ordinance are otherwise amended, or repealed.

DUSTY FARMER, CLERK
OSHTEMO CHARTER TOWNSHIP



May 3, 2023

Mtg Date: May 11, 2023

To: Planning Commission

From: Iris Lubbert, AICP, Planning Director

Subject: Public Hearing, Moratorium for Commercial Wind Energy Conversion Systems and Commercial Solar Arrays

Objective:

Consideration of an Ordinance for recommendation to the Township Board to impose a Moratorium on all Commercial Wind Energy Conversion Systems and Commercial Solar Arrays until such time as the Zoning Ordinance can be revised or developed in a way to ensure the public health, safety, and welfare associated with the development of Commercial Wind Energy Conversion Systems and/or Commercial Solar Arrays.

Background:

During a recent legal webinar covering Commercial Wind Energy Conversion Systems and Commercial Solar Arrays it was brought to staff's attention that the Township Zoning Ordinance does not offer the proper protections against these types of developments.

A Moratorium is being requested until the Oshtemo Zoning Ordinance can be revised or developed for Commercial Wind Energy Conversion Systems and Commercial Solar Arrays to protect public health, safety, & welfare.

Attachments: Proposed Moratorium on Commercial Wind Energy Conversion Systems and Commercial Solar Arrays

OSHTEMO CHARTER TOWNSHIP PLANNING COMMISSION

RECOMMENDATION OF THE OSHTEMO CHARTER TOWNSHIP PLANNING
COMMISSION RESULTING FROM A PUBLIC HEARING CONDUCTED ON
MAY 11, 2023

The Oshtemo Charter Township Planning Commission hereby recommends APPROVAL of the following amendments to the Township Zoning Ordinance:

SECTION I. AMENDMENT OF SECTION 2 CONSTRUCTION OF LANGUAGE AND DEFINITIONS- ESSENTIAL SERVICES:

The term “essential services” shall temporarily exclude Commercial Wind Energy Conversion Systems and Commercial Solar Arrays upon execution of this Moratorium Ordinance for a period of six months and/or until otherwise amended, or repealed.

SECTION II. THE AMENDMENT OF THE FOLLOWING SECTIONS TO ESTABLISH A TEMPORARY MORATORIUM ON THE DEVELOPMENT OF COMMERCIAL WIND ENERGY CONVERSION SYSTEMS OR COMMERCIAL SOLAR ARRAYS AS A PERMITTED USE, PERMITTED USE WITH CONDITIONS, OR AS A SPECIAL USE IN THE FOLLOWING DISTRICTS:


Upon execution of the Moratorium Ordinance for Commercial Wind Energy Conversion Systems or Commercial Solar Array shall be prohibited for a period of six months and/or until otherwise amended, or repealed.

- Agricultural District – Section 4.40
- RR Rural Residential – Section 5.40
- R3 Residence District – Section 8.40
- R4 Residence District – Section 9.40
- R5 Residence District – Section 10.40
- R-C Residential Conservation District – Section 11.40
- C Local Business District – Section 18.40
- VC Village Commercial District – Section 19.50
- BRP Business and Research Part – Section 20.40
- C-R Commercial District Restricted - Section 21.40
- I-R Industrial District Restricted – Section 26.50
- I-1 Industrial District Manufacturing Servicing – Section 27.40
- I-2 Industrial Manufacturing/Servicing – Section 28.40

A copy of the Planning Commission Staff Report and Draft Meeting Minutes from the May 11, 2023 Public Hearing are attached to this Recommendation.

Date: May 16, 2023

OSHTEMO CHARTER TOWNSHIP
PLANNING COMMISSION

By: 
Iris Lubbert
Township Planning Director

Final Action by Oshtemo Charter Township Board

_____ **APPROVED** _____

_____ **DENIED** _____

_____ **REFERRED BACK TO PLANNING COMMISSION**

OSHTEMO CHARTER TOWNSHIP
KALAMAZOO COUNTY, MICHIGAN

Resolution Proclaiming June 2023 as LGBTQ+ Pride Month

May 23, 2023

WHEREAS, Oshtemo Charter Township is a welcoming community, an exceptional place to live, work, play, learn, build a business, and raise a family; and

WHEREAS, Oshtemo Township recognizes the importance of equality and freedom; and

WHEREAS, our nation was founded on and is guided by a set of principles which include that every person has been created equal, has rights to their life, liberty and pursuit of happiness, and that each shall be accorded the full recognition and protection of the law; and

WHEREAS, Oshtemo Township's Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ+) community are a vital part of all fields and professionals and contribute to making our community a stronger one; and

WHEREAS, Oshtemo Township is dedicated to fostering acceptance of all of its residents and preventing discrimination, harassment, and bullying based on sexual orientation, gender identity, and expression; and

WHEREAS, Oshtemo Township is strengthened by, and thrives upon, the rich diversity of ethnic, cultural, racial, gender, and sexual identities of its residents; all of which contribute to the vibrant nature of our Township; and

WHEREAS, it is imperative that people in our community, regardless of sexual orientation, gender identity, and expression, feel valued, safe, empowered, and supported by their peers and community leaders.

NOW THEREFORE BE IT PROCLAIMED, that the Oshtemo Charter Township Board of Trustees, hereby proclaims and recognizes June 2023 as LGBTQ+ Pride Month in Oshtemo Charter Township and urges residents to recognize the contributions made by members of the LGBTQ+ community and to actively promote the principles of equality, liberty, and justice.

A motion was made by _____, and seconded by _____, to adopt the foregoing Resolution.

Upon roll call vote the following voted "Aye":

