



1720 Riverview Drive
Kalamazoo, Michigan 49004
Tele: (269) 381-8080
www.ktwp.org

**Board of Trustees Work Session Meeting
Monday, March 11, 2024
5:30 P.M.**

The Board of Trustees of the *Charter Township of Kalamazoo* will meet in a “Work Session to be held at 5:30 p.m., on **Monday, March 11, 2024**, at the Kalamazoo Township Hall to discuss the below-listed items and any other business that may legally come before the Board of Trustees of the *Charter Township of Kalamazoo*.

Join Zoom Meeting:

<https://us02web.zoom.us/j/86025457296?pwd=ZjNWMkZXZUIXYIRRaDU5SWJtUENOQT09>

Meeting ID: 860 2545 7296

Passcode: 718656

Find your local number:

<https://us02web.zoom.us/j/kcRjM75Gn7>

Meeting ID: 860 2545 7296

Passcode: 718656

- A. Discussion of MSDA Grant
- B. Discussion of Proposed Superintendent Expedited Timeline
- C. Discussion of Proposed Superintendent Job Description
- D. Discussion on Amend Code of Misdemeanor Ordinances, return Litter Ordinance to Municipal civil infraction
- E. Discussion on reinstating the Newsletter
- F. Discussion of PAC committee to seek an Interim Manager while searching for a permanent superintendent
- G. Discussion of Approving a permanent Superintendent job description, public posting, rubric, and interview process as recommended.
- H. Public Comment

Posted: March 8, 2024

Think Green

Don Martín
Kalamazoo Township Supervisor



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Kalamazoo, MI 49004-1056
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AGENDA ITEM REQUEST FORM

AGENDA ITEM NO: 9E 03112024

FOR MEETING DATE: March 11, 2024

SUBJECT: MSHDA - Housing Readiness Grant

REQUESTING DEPARTMENT: Planning/Zoning

SUGGESTED MOTION: Requesting approval from the Township Board to authorize the grant funding, secured from MSHDA (Michigan State Housing Development Authority), to assist with the adoption of land use policies, zoning text amendments, and similar actions to encourage increasing housing supply and affordability. Please see the attached supplemental memorandum.

Financing Cost: _____
Source: General Fund _____ Grant X _____ Other _____

Are these funds currently budgeted? Yes _____ No _____

Other comments or notes:

Submitted by: K. Mucha – Township Planning/Zoning

Recommendation:

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MCKENNA

March 5, 2024

Don Martin
Township Supervisor
Kalamazoo Charter Township
1720 Riverview Drive Kalamazoo, MI 49004

Subject: Michigan State Housing Development Authority – Housing Readiness Incentive Grant

Dear Supervisor Martin,

On behalf of the Township, McKenna has secured a Housing Readiness Incentive Grant in the amount of \$20,000! This grant program aids municipalities in covering costs associated with the “*adoption of land use policies, master plan updates, zoning text amendments, and similar actions to encourage increasing housing supply and affordability*” (MSHDA).

In order to effectively and efficiently utilize the full extent of this grant, we propose the following work plan as it relates to the aforementioned items that are eligible activities through MSHDA:

ZONING TEXT AMENDMENTS (\$14,000)

Zoning can be one barrier to housing supply due to outdated or even antiquated land use policies. While we understand that the Township Zoning Ordinance was last amended in 2021, there are provisions within the current ordinance that can be modified to offer greater flexibility in design criteria and land development regulations. Such modifications could include, but are not limited to the following topics:

- i. Schedule of Regulations:
 - a. Minimum Lot Sizes
 - b. Setbacks Requirements
 - c. Minimum Floor Area
- ii. Economy Homes
- iii. Bungalow Courts
- iv. Accessory Dwelling Units (ADUs)
- v. Townhouses/Row Houses
- vi. Emphasis on Aging In Place
- vii. Single Family to Two-Family Dwelling Unit Conversion
- viii. Expanded Mixed-Use
 - a. Residential above Commercial

Such modifications to the types of housing within the Township will also be compliant with the Michigan Economic Development Corporation’s (MEDC) Redevelopment Ready Communities (RRC) program. This program, should the Township seek to pursue certification at a later date, offers additional funding opportunities to communities across the State of Michigan. While the focus of the zoning text amendments will be on housing, other items, such as parking, green infrastructure, and development requirements, will also be reviewed to ensure cross-compliance.



In addition to the housing focus, the McKenna team will redesign the Zoning Ordinance to make it more user-friendly and informative by including graphics, tables, charts, clear definitions, and other formatting adjustments.

CORRIDOR IMPROVEMENT AUTHORITY (\$1,500)

In order to assist with housing supply and affordability, McKenna will review the process to establish a Corridor Improvement Authority (CIA) under Public Act 57 of 2018, in order to promote both commercial reinvestment and housing expansion within the Township. McKenna will provide a synopsis of the requirements for the creation of a Corridor Improvement Authority and our findings of whether the Township could meet the applicable requirements. This synopsis will also showcase the perceived strengths and weaknesses to the creation of such an authority.

As an additional comparison, McKenna will provide an overview regarding the creation of a Downtown Development Authority (DDA) as compared to a Corridor Improvement Authority. We will highlight the perceived strengths and weaknesses of a DDA as well.

STRATEGIC REZONING STUDY (\$1,500)

To promote an increase in housing supply and affordability, McKenna will conduct an analysis of the current zoning classification system within the Township. This analysis will review areas of the Township that may be better suited for rezonings to promote and incentivize housing expansion and development. This will not be a rezoning process; McKenna will provide a synopsis of our findings and make recommendations that are not only supported by the Township's Master Plan but also by land use/development patterns.

The Township's Master Plan will be the basis for any recommendations that may arise from this strategic rezoning study. Areas within the Township that are classified for higher-density residential will be the principal focus.

REDEVELOPMENT READY COMMUNITY – RRC - CERTIFICATION (\$3,000)

The Michigan Economic Development Corporation (MEDC) offers a certification program known as the Redevelopment Ready Communities (RRC). The RRC Certified communities offer a transparent, predictable, and efficient development experience. Further, the RRC program attracts and retains businesses, offers superior customer service and have streamlined development approval process making pertinent information available for anyone to view (see MEDC RRC for further information).

Once a community becomes RRC Certified, the Redevelopment Service Team “will be available to assist communities in identifying, packaging, and marking priority redevelopment sites that can help communities implement their vision”. Additionally, becoming RRC Certified may increase funding and grant eligibility through the MEDC. As outlined previously, the modifications that McKenna proposes will be in-line with RRC Best Practices already; taking the official step to becoming RRC Certified will showcase the Township of Kalamazoo as a community that welcomes economic development.



Please let us know if you have any questions. Our team is available to start immediately upon receiving a signed copy of this agreement. Thank you.

Respectfully submitted,

McKENNA

Danielle Bouchard

Danielle Bouchard, AICP
Principal Planner/Township Planner

K. Mucha

Kyle Mucha, AICP
Senior Planner/Zoning Administrator

AUTHORIZATION TO PROCEED

TOWNSHIP OF KALAMAZOO, MICHIGAN

Signature

Title

Date

Name (printed)



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FOR MEETING DATE: _____

SUBJECT: _____

REQUESTING DEPARTMENT: _____

SUGGESTED MOTION:

Financing Cost: _____

Source: General Fund _____ Grant _____ Other _____

Are these funds currently budgeted? Yes _____ No _____

Other comments or notes:

Submitted by: _____

Manager's Recommendation:

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CHARTER TOWNSHIP OF KALAMAZOO

JOB DESCRIPTION

Position: TOWNSHIP SUPERINTENDENT
Department: Administrative
Reports To: Township Board
Status: Regular, Full-Time, Exempt- Executive Employment Agreement
Salary: Depending on Experience
Creation Date: Approved by Township Board XXX, XX 2024

SUMMARY:

A contracted employee serving at the pleasure of the Township Board. Serves as Chief Administrative Officer of the Township, implementing the directives and carrying out the policies of the Township Board as recorded in the current version of the Township Policy Manual and other Board resolutions and Board-adopted documents. Directs all internal services. Oversees and performs a variety of research and development activities assigned by the Township Board. Serves as liaison between departments and the Township Board. Prepares related reports and assures proper and efficient administration of all operations areas. Keeps the Township Board informed on Township affairs, making recommendations to the Board, as needed.

ESSENTIAL FUNCTIONS:

- Ensures that laws and Township ordinances are enforced by coordinating with elected officials, staff and attorneys as needed.
- Attends meetings of the Township Board, takes part in discussion when needed but without the right to vote.
- Attends meetings of the Planning Commission, Zoning Board of Appeals, and any other meeting or meetings, as determined by the Township Board.
- Attends meetings with other units of government, businesses, citizens and interest groups as necessary and/or directed by the Township Board. Reports results of those meetings to Township Board.
- Meets and/or corresponds with citizens interested in Township operations and handles public complaints finding solutions to problems in a timely and courteous manner.
- Serves as the Township's primary liaison with attorneys, engineers, consultants, news media, neighborhood organizations, other communities, and other agencies in a manner that will not infringe upon official responsibility of the Township Board.
- Serves as a member, ex officio, of all committees of the Township Board.

- Sets the organizational culture and continually reviews for operational efficiencies.
- Assumes all duties and responsibilities as Finance Director of the Township, delegating routine tasks to other officers or employees. Prepares and administers the annual budget under policies formulated by the Township Board and keeps said Board fully advised at all times as to the financial condition and needs of the Township. Serves the Township for purposes of the Uniform Budget Act, 1968 PA2, as amended.
- Assumes all duties and responsibilities as Personnel Director of all Township employees, or delegates such duties to other officer or employee which shall include:
 - A. Authority to appoint, evaluate, discipline, and suspend all employees as necessary pursuant to Township personnel rules and regulations. The Deputy Township Clerk and Deputy Township Treasurer, and in those statutory capacities only, shall be appointed and terminated by the respective elected officials.
 - B. Authority to make compensation adjustments within the specific rules, policies, or guidelines established by the Township Board or its designated committee.
 - C. Oversight of Employee Handbook and Township Policy Manual and presents to the Board of Trustees recommended changes and distributes to all employees when adoptions occur.
 - D. Participates in labor negotiations and serves as chief spokesperson for the Township in the settling of labor contracts.
- Prepares the Township Board meeting agenda in conjunction with the Township Supervisor and Township Clerk, including the preparation of background information, packets and agenda items for distribution to Board Members.
- Signs and certifies contracts, reports, warrants and other documents as authorized by the Township Board.
- Oversees the construction, repair, and maintenance of roads, lighting, sidewalks, bridges, pavements, public water and sewer, and of all the public buildings or other property belonging to the Township, as needed.
- Sees that all terms and conditions imposed are in favor of the township or its inhabitants in any public utility franchise, or in any other contract, are faithfully kept and performed.
- Keeps the full Township Board informed of problems, needs and concerns and corrective action recommendations on a timely basis.
- Responsible to the Township Board for the efficient administration of the majority of the Township's Departments with the exception of the statutory duties of the Township Clerk and Township Treasurer.

- Interprets policies and procedures of the Board and employees and act as liaison between the board, employees, and public.
- Oversees the preparation of newsletters, reports, social media presences, press releases, or other communications.
- Conducts all sales or purchases of personal property which the Township Board may authorize to be sold or purchased.
- Act as purchasing agent, on behalf of the Township, within adopted budget policy guidelines and purchasing procedures and limits.
- Prepares and distributes correspondence, notices and resolutions after each meeting as directed by the Board.
- Handle public complaints and seeks solutions, when available, in a timely manner.
- Initiates updates of policies and procedures in accordance with the law.
- Organizes and participates in Township Board strategic planning to establish plans, goals and priorities.
- Shall be familiar and adhere to the Principles of Governance promulgated by the Michigan Townships Association, and the Code of Ethical Conduct currently set forth in Chapter Two of the Township Policy Manual.
- Performs such other duties as may be prescribed or required of him/her by ordinance or direction of the Township Board, or which are not assigned to some other official.

EDUCATION, EXPERIENCE AND TRAINING:

Master's degree in Community Development, Public Administration, Business Administration or related field preferred. A Bachelor's degree plus five years of direct experience in Public or Business Administration is required.

Five to eight years of related or progressively more responsible administrative experience in local government or business involving budget preparation, technical report writing, personnel administration, contract negotiations, finance, planning, public speaking, and policy development is required.

These qualifications are guidelines. Other combinations of education and experience, skills and abilities may be considered.

KNOWLEDGE, SKILLS AND QUALIFICATIONS:

- Knowledge of principles and practices of public administration and of relevant economics.
- Knowledge of municipal and/or township organization, methods and practices.
- Knowledge of state and federal laws, ordinances and regulations affecting the operation of local government within the State of Michigan.
- Tact and judgment in dealing with the public, citizen groups and employees.
- Ability to analyze a variety of problems and to plan and carry out projects.
- Ability to provide effective and energetic leadership.
- Ability to speak and write effectively.
- Ability to write and apply for grants.
- Ability to work effectively with others and maintain professional relationships.
- Ability to work effectively with quantitative data, financial reports and statistics.
- Ability to deal effectively with stress, including making decisions during emergency situations.
- Strong customer service orientation.
- A valid driver's license.

The Township Board charged the Policy and Administrative Committee to create a job description and salary range for a new Township Superintendent position. The proposed salary range is \$175,454 to \$210,474. This presumes that the successful candidate has the qualifications and experience to simultaneously fill the three core functions identified in the job description: Superintendent, Finance Director, and Human Resources director. If not, the salary for the superintendent would need to be reduced.



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REQUESTING DEPARTMENT: _____

SUGGESTED MOTION:

Financing Cost: _____

Source: General Fund _____ Grant _____ Other _____

Are these funds currently budgeted? Yes _____ No _____

Other comments or notes:

Submitted by: _____

Manager's Recommendation:

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CHARTER TOWNSHIP OF KALAMAZOO

ORDINANCE NO. 640

ADOPTED: _____

EFFECTIVE: _____

AMENDMENT TO CODE OF CRIMINAL ORDINANCES

An ordinance to amend the Litter portion of the Code of Criminal Ordinances; to provide for an effective date; and to repeal conflicting ordinance provisions.

THE CHARTER TOWNSHIP OF KALAMAZOO

KALAMAZOO COUNTY, MICHIGAN

ORDAINS:

SECTION 1

AMENDMENT TO CODE OF CRIMINAL MISDEMEANOR ORDINANCES

Article 1 "Miscellaneous" Section 395.350 "Litter" is hereby amended to read:

"395.30 Litter

1. Definitions: As used in this part:

(a) "Litter" means any of the following:

(i) Rubbish, refuse, waste material, garbage, offal, paper, glass, cans, bottles, trash, debris, or other foreign substances.

(ii) A vehicle that is considered abandoned under section 252a of the Michigan vehicle code, 1949 PA 300, MCL 257.252a.

(iii) An abandoned vessel as defined in section 80130f.

(iv) An ORV that is considered abandoned under section 80130f as made applicable in section 81151.

(v) A snowmobile that is considered abandoned under section 80130f as made applicable in section 82161.

(b) "Public or private property or water" includes, but is not limited to, any of the following:

(i) The right-of-way of a road or highway, a body of water or watercourse, or the shore or beach of a body of water or watercourse, including the ice above the water.

(ii) A park, playground, building, refuge, or conservation or recreation area.

(iii) Residential or farm properties or timberlands.

(c) "Vehicle" means a motor vehicle registered or required to be registered under the Michigan vehicle code, 1949 PA 300, MCL 257.1 to 257.923.

(d) "Vessel" means a vessel registered under part 801.

2. Violation:

- (1) A person shall not knowingly, without the consent of the public authority having supervision of public property or the owner of private property, dump, deposit, place, throw, or leave, or cause or permit the dumping, depositing, placing, throwing, or leaving of, litter on public or private property or water other than property designated and set aside for such purposes.
- (2) A person who removes a vehicle that is wrecked or damaged in an accident on a highway, road, or street shall remove all glass and other injurious substances dropped on the highway, road, or street as a result of the accident.

SECTION 2
TOWNSHIP LITTER ORDINANCE REINSTATED AS MUNICIPAL CIVIL
INFRACTION

Ordinance No. 350, as amended being the Charter Township of Kalamazoo Litter Ordinance is hereby reinstated as a municipal civil infraction, with the Ordinance number and penalties retained as adopted, as amended and effective on May 11, 1997.

SECTION 3
SEVERABILITY

The provisions of this ordinance are hereby declared to be severable. If any clause, sentence, word, section or provision is hereafter declared void or unenforceable for any reason by a court of competent jurisdiction, it shall not affect the remainder of such ordinance which shall continue in full force and effect.

SECTION 4
REPEAL

Conflicting Ordinance provisions are repealed.

SECTION 5
EFFECTIVE DATE

This amendatory ordinance shall take effect the day after publication, after adoption.

Lisa Mackie, Clerk
Charter Township of Kalamazoo
1720 Riverview Drive
Kalamazoo, MI 49004
269-381-8080
www.ktwp.org

Ord. No. 350- LITTER Effective: May 11, 1987

An Ordinance to protect the public health, safety and general welfare of persons and property within Kalamazoo Charter Township through the regulation, control and prohibition of the depositing of rubbish, waste, litter, and debris upon public and private property within the Township; to provide penalties for the violation thereof and to repeal any ordinances or parts of ordinances in conflict therewith.

THE CHARTER TOWNSHIP OF KALAMAZOO, KALAMAZOO COUNTY, MICHIGAN ORDAINS:

350.01 - Title.

This Ordinance shall be known and cited as the Kalamazoo Charter Township Litter Ordinance.

350.02 - Definitions.

Litter as used in this Ordinance means all garbage, scrap and waste materials including rags, cartons, paper, cans, bottles, used lumber, boxes, wooden skids or pallets or parts therefrom (excluding those stored and used in connection with an industrial or commercial operation on the site), inoperable and discarded appliances and equipment, cut or broken tree branches, and broken or discarded plaster, concrete, or brick building materials.

350.03 - Regulations.

- a. It shall be unlawful for any person, without the consent of the public authority having supervision of public property or the owner of private property, to dump, deposit, place, throw or leave, or cause or permit the dumping, depositing, placing, throwing, or leaving of litter or any other materials on any public or private property or waters within the Charter Township of Kalamazoo other than property designated and set aside for such purposes. The phrase "public or private property or waters" includes, but is not limited to, the right-of-way of any road or highway, any body of water or water course, or the shores or beaches thereof, and including the ice above such waters; any park, playground, building, refuge, or conservation or recreation area; and any residential, commercial, industrial, or farm properties or vacant or unimproved lands.
- b. It shall be unlawful for any person to aid, assist, or abet another to violate any of the provisions of the within Ordinance.
- c. The owner or occupant of any building or premises within the Charter Township shall not permit or cause the outdoor storage of litter on such premises, subject to the following exceptions:
 - (1) Such litter is temporarily stored outdoors for not more than 14 days or for longer than any period which would cause the same to be odoriferous or a breeding place of insects or rodents, whichever is the lesser period.
 - (2) Such litter does not include garbage or other putrescible liquids or solids, is screened from the view of all adjacent properties and abutting public or private rights-of-way, and is being stored only between monthly public litter collection by the Charter Township or its licensed agents.
 - (3) Logs, branches, or other scrap wood may be neatly stacked outdoors on an occupied premises, provided such storage (1) does not exceed 640 cubic feet in area; (2) is not located within any required building setback areas as specified in the Kalamazoo Charter Township Zoning Ordinance; and (3) complies with all applicable "Fire Codes" and other ordinance requirements. The limitation of 640 cubic feet shall

not apply to logs, branches, or other scrap wood stored and used in connection with a lawful industrial, commercial or agricultural operation on the site.

(4) Such litter is located in a duly licensed and properly zoned junk yard, salvage yard, or landfill where such uses or operations are legally authorized under the Kalamazoo Charter Township Zoning Ordinance.

(5) A special permit is first obtained therefor for a period of not to exceed 45 days from the Supervisor of Kalamazoo Charter Township or such other officer or official as the Township Board may designate to be granted only in special hardship cases beyond the control of the applicant, where special or peculiar circumstances exist, where no adjoining property owner is adversely affected thereby and where the spirit and purpose of these regulations are still observed. A special permit granted hereunder may be renewed for not more than one additional 45-day period upon a showing of due diligence and continued satisfaction of the criteria set forth above for the issuance of the initial permit.

(Ord. No. 375, 8-6-89)

350.04 - Sanctions.

Any person, firm, association, partnership, corporation or governmental entity who violates any of the provisions of this Ordinance shall be deemed to be responsible for a municipal civil infraction as defined by Michigan Statute which shall be punishable by a civil fine determined in accordance with the following schedule:

	Minimum Fine	Maximum Fine
1st Offense within 3-year period*	\$75.00	\$500.00
2nd Offense within 3-year period*	\$150.00	\$500.00
3rd Offense within 3-year period*	\$325.00	\$500.00
4th or More Offense within 3-year period*	\$500.00	\$500.00

* Determined on the basis of the date of commission of the offense(s).

Additionally, the violator shall pay costs which may include all expenses, direct and indirect, to which Kalamazoo Charter Township has been put in connection with the municipal civil infraction. In no case, however, shall costs of less than \$9.00 nor more than \$500.00 be ordered. In addition, the Township shall have the right to proceed in any court of competent jurisdiction for the purpose of obtaining an injunction, restraining order, or other appropriate remedy to compel compliance with this Ordinance. Each day that a violation exists shall constitute a separate offense.

(Ord. No. 427, 10-24-94)

350.05 - Validity.

Should any section, clause, or provision of this Ordinance be declared by the courts to be invalid, the same shall not affect the validity of this Ordinance as a whole or any part thereof other than the part or portion thereof so declared to be invalid.

350.06 - Repeal.

All ordinances or parts of ordinances in conflict herewith are hereby repealed.

350.07 - Effective date.

This Ordinance shall take *effect* on May 11, 1987.

Ord. No. 350- LITTER Effective: May 11, 1987

An Ordinance to protect the public health, safety and general welfare of persons and property within Kalamazoo Charter Township through the regulation, control and prohibition of the depositing of rubbish, waste, litter, and debris upon public and private property within the Township; to provide penalties for the violation thereof and to repeal any ordinances or parts of ordinances in conflict therewith.

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- b. It shall be unlawful for any person to aid, assist, or abet another to violate any of the provisions of the within Ordinance.
- c. The owner or occupant of any building or premises within the Charter Township shall not permit or cause the outdoor storage of litter on such premises, subject to the following exceptions:
 - (1) Such litter is temporarily stored outdoors for not more than 14 days or for longer than any period which would cause the same to be odoriferous or a breeding place of insects or rodents, whichever is the lesser period.
 - (2) Such litter does not include garbage or other putrescible liquids or solids, is screened from the view of all adjacent properties and abutting public or private rights-of-way, and is being stored only between monthly public litter collection by the Charter Township or its licensed agents.
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(5) A special permit is first obtained therefor for a period of not to exceed 45 days from the Supervisor of Kalamazoo Charter Township or such other officer or official as the Township Board may designate to be granted only in special hardship cases beyond the control of the applicant, where special or peculiar circumstances exist, where no adjoining property owner is adversely affected thereby and where the spirit and purpose of these regulations are still observed. A special permit granted hereunder may be renewed for not more than one additional 45-day period upon a showing of due diligence and continued satisfaction of the criteria set forth above for the issuance of the initial permit.

(Ord. No. 375, 8-6-89)

350.04 - Sanctions.

Any person, firm, association, partnership, corporation or governmental entity who violates any of the provisions of this Ordinance shall be deemed to be responsible for a municipal civil infraction as defined by Michigan Statute which shall be punishable by a civil fine determined in accordance with the following schedule:

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4th or More Offense within 3-year period*	\$500.00	\$500.00

* Determined on the basis of the date of commission of the offense(s).

Additionally, the violator shall pay costs which may include all expenses, direct and indirect, to which Kalamazoo Charter Township has been put in connection with the municipal civil infraction. In no case, however, shall costs of less than \$9.00 nor more than \$500.00 be ordered. In addition, the Township shall have the right to proceed in any court of competent jurisdiction for the purpose of obtaining an injunction, restraining order, or other appropriate remedy to compel compliance with this Ordinance. Each day that a violation exists shall constitute a separate offense.

(Ord. No. 427, 10-24-94)

350.05 - Validity.

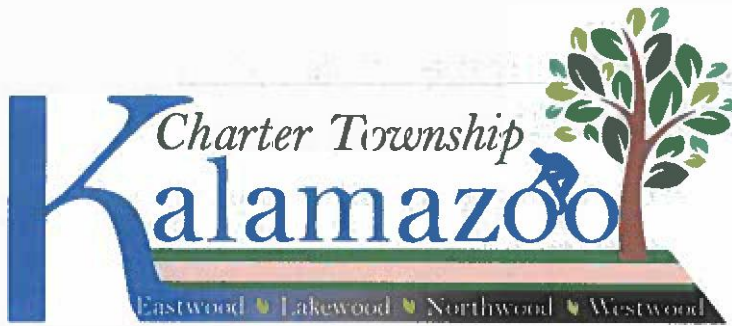
Should any section, clause, or provision of this Ordinance be declared by the courts to be invalid, the same shall not affect the validity of this Ordinance as a whole or any part thereof other than the part or portion thereof so declared to be invalid.

350.06 - Repeal.

All ordinances or parts of ordinances in conflict herewith are hereby repealed.

350.07 - Effective date.

This Ordinance shall take *effect* on May 11, 1987.



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AGENDA ITEM REQUEST FORM

AGENDA ITEM NO: 94

FOR MEETING DATE: March 11, 2024

SUBJECT: Approve request to reinstate Township Newsletter

DEPARTMENT: Trustee Glass

SUGGESTED MOTION: Approve Trustee Glass to reinstate a Township Newsletter in collaboration with department heads and board members until this task is delegated by next permanent manager or superintendent to township staff.

Financing Cost: 0

Source: General Fund Grant Other

Are these funds currently budgeted? Yes No

Other comments or notes:

Submitted by: Ashley Glass, Trustee

Manager's Recommendation:

Direction: In order for an item to be included in the agenda this form must be completed and signed by the department head, committee chairperson, etc. requesting board action. This form is to be complete and accompany any and all requests submitted to the Kalamazoo Township Board of Trustees for official action. It indicates that the item has received proper administrative consideration prior to its presentation to the Board.

Dear Colleagues,

In the absence of a staff member being delegated this task in the Township, I would like to take on the responsibility of constructing a monthly Township newsletter in collaboration with all of you and township staff and community members. We could push this out via email, social media, and our township website. I would like to prepare our first one to go out at the end of this month.

Here is my strategy:

March 18 – provide a draft to all of you for input and revisions.

March 25 – Launch Newsletter

Follow this timeline for all subsequent months until these duties are delegated to a staff member by permanent township manager or superintendent.

Here is a potential construction:

Township Newsletter Outline:

1. Introduction

- **Greeting:** Welcome residents to the newsletter.
- **Brief Overview:** Introduce the purpose of the newsletter and highlight key topics covered.

2. Township Updates

- **Recent Events:** Recap any recent events or happenings in the township.
- **Important Announcements:** Share any important announcements or news relevant to residents.
 - Road and Infrastructure Updates
 - Open positions and opportunities in the township
 - Deadlines
 - Department updates
- **Committee Updates:** Provide updates on ongoing projects or initiatives within the township.
- Provide information regarding upcoming meeting dates and contacts for particular topics.

3. Community Spotlight

- **Resident Features:** Highlight notable residents or community members and their contributions to the township.
- **Business Spotlight:** Showcase local businesses and their services or promotions.
- **Volunteer Opportunities:** Share opportunities for residents to get involved in community events or initiatives.

4. Parks and Recreation

- **Park Updates:** Provide updates on park maintenance, renovations, or upcoming events.
- **Trail and Green Space Updates:** Share information on trail expansions, improvements, or conservation efforts as relevant and as they arise.

5. Public Safety

- **Safety Tips:** Provide tips and resources for residents to stay safe in their homes and neighborhoods.
- **Emergency Preparedness:** Share information on emergency preparedness plans and resources available to residents.
- **Crime Prevention:** Offer advice on crime prevention strategies and ways residents can work together to keep the community safe.

6. Environmental Initiatives

- **Sustainability Tips:** Share tips for residents to reduce their environmental footprint and promote sustainability.
- **Recycling Updates:** Provide updates on recycling programs, events, or changes to recycling guidelines.
- **Environmental Education:** Highlight educational opportunities or workshops focused on environmental conservation.

7. Community Events

- **Upcoming Events:** List upcoming community events, festivals, or activities happening in the township.
- **Event Recaps:** Recap past events with photos and highlights to engage residents and encourage participation in future events.

8. Resources and Contacts

- **Important Contacts:** Provide contact information for township departments, services, and officials.
- **Useful Resources:** Share links to useful resources such as township websites, community calendars, and online services.
- **Feedback:** Encourage residents to provide feedback, suggestions, or topics they would like to see covered in future newsletters.

9. Conclusion

- **Thank You:** Thank residents for reading the newsletter and staying informed about township news and events.
- **Call to Action:** Encourage residents to get involved in the community and stay connected through township events and initiatives. Include an encouragement to share this newsletter and encourage more residents to sign up by contacting me directly to be added to the email list.

10. Other visual considerations

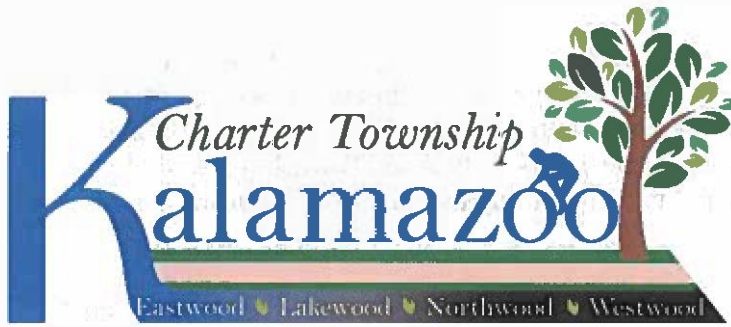
- Incorporate visuals such as photographs, graphics, or illustrations to enhance readability and engagement.
- Use consistent branding and formatting to maintain a professional and cohesive look throughout the newsletter.
- Include headers, subheadings, and bullet points to break up text and improve readability.

Thank you for consideration.

Ashley

Ashley Glass

Trustee, Charter Township of Kalamazoo



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AGENDA ITEM REQUEST FORM

AGENDA ITEM NO: 9H 03112024

FOR MEETING DATE: March 11, 2024

SUBJECT: Approve request to for Policy and Administration Committee to immediately seek qualified and competent interim township manager while searching for permanent township superintendent or manager.

DEPARTMENT: Trustee Glass

SUGGESTED MOTION: Approve request for PAC to immediately seek qualified and competent interim manager while conducting a fair and transparent search for next permanent manager. PAC should seek recommendations from board and community and submit a recommendation for interim manager no later than April 8, 2024 Work Session for full board approval.

Financing Cost: 0
Source: General Fund _____ Grant _____ Other _____

Are these funds currently budgeted? Yes _____ No _____

Other comments or notes:

Submitted by: Ashley Glass, Trustee

Manager's Recommendation:

Direction: In order for an item to be included in the agenda this form must be completed and signed by the department head, committee chairperson, etc. requesting board action. This form is to be complete and accompany any and all requests submitted to the Kalamazoo Township Board of Trustees for official action. It indicates that the item has received proper administrative consideration prior to its presentation to the Board.

Interim Position Overview: Kalamazoo Township, nestled in the heart of Michigan, is seeking an experienced and dynamic leader to serve as Interim Township Manager. As the Interim Township Manager, you will step into the role of chief executive officer, providing visionary leadership and strategic direction until a permanent Township Superintendent is appointed. Reporting directly to the Township Board of Trustees, you will play a crucial role in maintaining stability and ensuring the effective administration of township affairs during this transitional period.

In this interim capacity, you will oversee all township operations, including budget management, personnel administration, strategic planning, and policy implementation. Acting as a liaison between Township Staff, the Board of Trustees, and the wider community, you will foster open communication, transparency, and accountability in all township matters.

Collaboration will be central to your work as you partner with the Township Board and Committees to continue developing thoughtful and effective township plans and policies that reflect the needs and aspirations of our diverse community. Providing leadership and support to Township Staff, you will uphold an inclusive and supportive organizational culture that encourages professional growth and excellence.

Your responsibilities will also include regular engagement with neighborhood associations, businesses, and community partners to ensure that township initiatives and programs remain responsive to the needs of our residents. Additionally, you will oversee the timely review, revision, and implementation of township audits, budget materials, laws, contracts, ordinances, and policies to maintain governance standards and accountability.

This interim position presents an opportunity to contribute positively to our community during a period of transition. If you are a seasoned leader with a passion for public service and a commitment to excellence, we invite you to apply for the role of Interim Township Manager and join us in guiding Kalamazoo Township through this interim period.

Major Duties:

- Act as a liaison between Township Staff, the Board of Trustees, and the community, facilitating communication and collaboration.
- Provide leadership and direction for Township Staff in strategic planning and policy implementation to maintain consistency and alignment with Township goals.
- Collaborate with the Township Board and Committees to continue developing thoughtful and effective township plans and policies.
- Supervise all department heads and keep Township board members informed of significant issues across departments.
- Represent the Township office as an ex officio member of township committees, fostering partnerships and collaboration.
- Provide leadership for Township operations, maintaining an inclusive and supportive organizational culture for employees.
- Facilitate regular, thoughtful reviews of township staff following best practices in human resources.
- Regularly communicate with neighborhood associations, businesses, and community partners to ensure township responsiveness to community needs.
- Facilitate regular professional development opportunities for township staff to enhance skills and capabilities.
- Ensure township website and communication channels are effective, updated, and consistent.
- Maintain timely review, revision, and implementation of township laws, contracts, ordinances, and policies.
- Perform other duties as requested by the Township Board.

Minimum Qualifications:

- Bachelor's degree or higher.
- Experience with budget management and project management.
- Exceptional oral and written communication, and organizational skills.
- Previous experience with personnel management and human resources issues.

Desired Qualifications:

- Master's degree in a relevant field such as public administration, public policy, political science, business administration, urban planning, or similar.
- Demonstrated record of significant leadership in public service.
- Previous administrative experience, especially in strategic planning, budgeting, and policy implementation.
- Skill in leading change and consensus building.
- Experience and skill in cultivating partnerships and collaborations with individuals, groups, and external funding sources.
- Commitment to multicultural competency or diversity, equity, and inclusion.

Application Process: Interested candidates should submit a cover letter, resume/CV, educational transcripts, and contact information for three professional references to the Township Clerk at clerk@ktwp.org

Nominations and Applications are encouraged to be submitted as soon as possible as interim position will be open until filled.

Kalamazoo Township is an equal opportunity employer committed to diversity, equity, and inclusion in the workplace.

Posted Salary Range: \$95K- \$125K Annually depending qualifications and experience prorated through contract for length of time of service. This is a contracted position with an opportunity to apply for permanent position through full process.

Application Materials Required:

- Resume or Curriculum Vitae (CV)
- Cover Letter
- Professional References
- Educational Transcripts

Work Samples or Portfolio (Suggested): Candidates are encouraged to provide work samples or a portfolio showcasing relevant projects, reports, presentations, or other work products that demonstrate their skills and accomplishments in areas such as strategic planning, budgeting, policy development, or community engagement.



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AGENDA ITEM REQUEST FORM

AGENDA ITEM NO: 91 03112024

FOR MEETING DATE: March 11, 2024

SUBJECT: Approve permanent superintendent job description, public posting, rubric, and interview process as recommended in attached documentation.

DEPARTMENT: Trustee Glass

SUGGESTED MOTION: Approve comprehensive job description, salary range, public job posting,, rubric, process timeline, feedback process, and formation of stakeholder groups with facilitation to be carried out by Trustee Glass in consultation and collaboration with the PAC.

Financing Cost: 0
Source: General Fund Grant Other

Are these funds currently budgeted? Yes No

Other comments or notes:

Submitted by: Ashley Glass, Trustee

Manager's Recommendation:

Direction: In order for an item to be included in the agenda this form must be completed and signed by the department head, committee chairperson, etc. requesting board action. This form is to be complete and accompany any and all requests submitted to the Kalamazoo Township Board of Trustees for official action. It indicates that the item has received proper administrative consideration prior to its presentation to the Board.

Permanent Superintendent Position Overview: Kalamazoo Township, nestled in the heart of Michigan, seeks a dynamic and experienced leader to serve as Township Superintendent.

As Township Superintendent of Kalamazoo Township, you will serve as the chief executive officer, providing visionary leadership and strategic direction to ensure the effective administration of township affairs. Reporting directly to the Township Board of Trustees, you will play a pivotal role in shaping the future of our community and fostering collaboration among Township Staff, the Board of Trustees, and the wider community.

In this dynamic role, you will be responsible for overseeing all township operations, including budget management, personnel administration, strategic planning, and policy implementation. You will serve as a liaison between Township Staff and the Board of Trustees, ensuring open communication, transparency, and accountability in all township matters.

Collaboration will be at the heart of your work as you partner with the Township Board and Committees to develop thoughtful and effective township plans and policies that reflect the needs and aspirations of our diverse community. You will provide leadership and support to Township Staff, creating an inclusive and supportive organizational culture that fosters professional growth and excellence.

Your role as Township Superintendent will also involve regular engagement with neighborhood associations, businesses, and community partners to ensure that township initiatives and programs are responsive to the needs of our residents. Additionally, you will oversee the timely review, revision, and implementation of township audits, budget materials, laws, contracts, ordinances, and policies to uphold the highest standards of governance and accountability.

This is an exciting opportunity to lead positive change and make a meaningful impact on the lives of our residents. If you are a visionary leader with a passion for public service and a commitment to excellence, we encourage you to apply for the position of Township Superintendent and join us in shaping the future of Kalamazoo Township.

Major Duties:

- Serve as a liaison between Township Staff, the Board of Trustees, and the community, facilitating communication and collaboration.
- Provide leadership and direction for Township Staff in strategic planning and policy implementation, ensuring consistency and alignment with Township goals.
- Collaborate with the Township Board and Committees to develop thoughtful and effective township plans and policies.
- Supervise all department heads, keeping Township board members informed of significant issues across departments.
- Represent the Township office as an ex officio member of township committees, fostering partnerships and collaboration.
- Provide leadership for Township operations, creating an inclusive and supportive organizational culture for employees.
- Facilitate regular, thoughtful reviews of township staff following best practices in human resources.
- Regularly communicate with neighborhood associations, businesses, and community partners to ensure township responsiveness to community needs.
- Facilitate regular professional development opportunities for township staff to enhance skills and capabilities.
- Ensure township website and communication channels are effective, updated, and consistent.
- Maintain timely review, revision, and implementation of township laws, contracts, ordinances, and policies.
- Perform other duties as requested by the Township Board.

Minimum Qualifications:

- Bachelor's degree or higher.
- Experience with budget management and project management.
- Exceptional oral and written communication, and organizational skills.
- Previous experience with personnel management and human resources issues.

Desired Qualifications:

- Master's degree in a relevant field such as public administration, public policy, political science, business administration, urban planning, or similar.
- Demonstrated record of significant leadership in public service.
- Previous administrative experience, especially in strategic planning, budgeting, and policy implementation.
- Skill in leading change and consensus building.
- Experience and skill in cultivating partnerships and collaborations with individuals, groups, and external funding sources.
- Commitment to multicultural competency or diversity, equity, and inclusion.

Application Process: Interested candidates should submit a cover letter, resume/CV, educational transcripts, and contact information for three professional references to the Township Clerk at clerk@ktwp.org

- Applicants are encouraged to apply by June 30, 2024 for full consideration.
- Kalamazoo Township is an equal opportunity employer committed to diversity, equity, and inclusion in the workplace.
- Posted Salary Range: \$95K - \$125K Annually depending qualifications and experience. Contracted position with an opportunity for renewal after 4 years.

Applicants will remain anonymous until agreeing to an interview for the position. Only final candidates will be advertised upon agreeing to interview and once the public meet and greet is scheduled.

Application Materials Required:

- **Resume or Curriculum Vitae (CV):** A detailed summary of the candidate's education, work experience, skills, and accomplishments relevant to the position. The resume/CV should highlight leadership roles, administrative experience, and any specialized training or certifications.
- **Cover Letter:** A personalized letter in which the candidate introduces themselves, expresses their interest in the position, and outlines how their skills and experiences align with the requirements and responsibilities of the township superintendent role. The cover letter provides insight into the candidate's communication skills, motivation, and fit for the position.
- **Professional References:** Contact information for individuals who can attest to the candidate's qualifications, work ethic, and performance in previous roles. These references may include current or former supervisors, colleagues, or other professional contacts who can provide insights into the candidate's capabilities and character.
- **Educational Transcripts:** Official transcripts documenting the candidate's academic qualifications, including degrees earned, coursework completed, and any relevant certifications or licenses. Educational transcripts help verify the candidate's educational background and ensure they meet any minimum educational requirements for the position.

Work Samples or Portfolio (Optional): Candidates are encouraged provide work samples or a portfolio showcasing relevant projects, reports, presentations, or other work products that demonstrate their skills and accomplishments in areas such as strategic planning, budgeting, policy development, or community engagement.

Timeline for Process for selecting permanent position:

- March 25 – bring description, salary range, rubric, hiring committee membership, recruitment plan, interview/selection process, and timeline to board for review, discussion approval.
- April 1 – Job posting is up on all platforms and board members are actively reaching out to community members or potential candidates encouraging them to apply.
- June 30 – Priority deadline for applications
- July 8– 12 The Committee reviews applications and determines viable applicants based on minimum qualifications and submission of all required materials
- July 22 –PAC updates board on candidates selected for interview process
- Week of July 29 – August 1 (**strategy**) a series of interviews will be conducted which should include an interview session for each candidate with the following groups. Ideally, you will have each candidate plan for a full day at the Township for touring the township and interviewing with the following stakeholder groups. The fourth opportunity is in lieu of a public presentation – instead providing an open-house style opportunity for community members to come to township hall and meet and informally converse with each candidate. Interview groups 1-3 will be supplied a copy of the rubric, and the first three groups will decide upon a set of uniform questions prior to selection of final candidates to ask each candidate. All stakeholder groups will be supplied with a paper feedback form or a link to provide feedback. The PAC will then take all feedback into their final discussion to consider for making their final recommendations to the BoT.
 1. Policy and Administration Committee
 2. Township Administrative Staff
 3. A committee that includes at least two township board members not on the PAC and at least two community members
 4. Open House with candidate
- August 5 - All public feedback forms and interview groups submit their interview notes/question-response materials/and rubrics to the PAC no later than 9 am
- Week of August 5-9 –PAC meets to discuss all materials and feedback to determine recommendations for the 7:30 pm meeting on August 12
- August 12 –PAC brings final recommendation to Township Board regarding candidates

Position: Township Superintendent

Applicant Name _____

Review application materials and circle the appropriate rating.

Minimum Qualifications	Basic	Intermediate	Excellent
<p>Education and Qualifications</p>	<p>Holds at least a Bachelor's degree in a relevant field.</p> <p>Has some experience in leadership.</p> <p>Demonstrates a foundational understanding of administrative principles.</p> <p>(1 point)</p>	<p>Holds a bachelor's or advanced degree in Public Administration, Education, or a related field.</p> <p>Has accumulated several years of experience in leadership roles indicating a strong educational foundation and professional qualifications.</p> <p>(2 points)</p>	<p>Holds an advanced degree, such as a Master's or Doctorate, in Public Administration, Education, or a related field.</p> <p>Demonstrates a proven track record of successful leadership in senior administrative positions, showcasing significant expertise and accomplishments.</p> <p>(3 points)</p>
<p>Leadership and Administration</p>	<p>Demonstrates basic ability to supervise departments, conduct staff meetings, and administer township policies.</p> <p>(1 point)</p>	<p>Exhibits proficiency in effectively supervising departments, coordinating activities, and administering policies.</p> <p>(2 points)</p>	<p>Shows advanced competency in leadership, efficiently administering all township departments, and regularly communicating with the Township Board.</p> <p>(3 points)</p>
<p>Financial Management and Budgeting</p>	<p>Shows basic understanding of budget preparation and administration, with some ability to keep the Township Board informed about financial matters.</p> <p>(1 point)</p>	<p>Demonstrates proficiency in preparing and administering budgets according to policies, and effectively communicates financial needs to the Township Board.</p> <p>(2 points)</p>	<p>Displays advanced skills in financial management, effectively preparing and administering budgets, and providing strategic financial advice to the Township Board.</p> <p>(3 points)</p>
<p>Communication and Public Relations</p>	<p>Demonstrates basic ability to handle public complaints, correspond with citizens, and prepare meeting agendas.</p> <p>(1 point)</p>	<p>Exhibits proficiency in communication, effectively addressing public concerns, and preparing meeting agendas with supervision.</p> <p>(2 points)</p>	<p>Shows advanced competency in communication, handling public relations, and independently preparing meeting agendas and background information.</p> <p>(3 points)</p>

Policy Development and Implementation	Shows basic understanding of policy development and review processes, with some ability to make recommendations to the Township Board. (1 point)	Demonstrates proficiency in policy development, effectively making recommendations to the Township Board, and reviewing ordinances and contracts. (2 points)	Displays advanced skills in policy development and review, providing strategic guidance to the Township Board, and ensuring effective implementation of policies. (3 points)
Strategic Planning and Project Management	Understands basic strategic planning concepts and follows established project management processes with guidance, contributing to plans and projects under supervision. (1 point)	Proficient in contributing to the development of comprehensive strategic plans and leading small to medium-sized projects independently, including goal identification, planning, resource allocation, and progress monitoring. (2 points)	Demonstrates advanced competency in developing and implementing long-term strategic plans aligned with organizational goals, and successfully leads large-scale projects from initiation to completion, employing strategic decision-making, risk management, and stakeholder engagement. (3 points)

Major duties as listed in the official position description:

- Serve as a liaison between Township Staff, the Board of Trustees, and the community, facilitating communication and collaboration.
- Provide leadership and direction for Township Staff in strategic planning and policy implementation, ensuring consistency and alignment with Township goals.
- Collaborate with the Township Board and Committees to develop thoughtful and effective township plans and policies.
- Supervise all department heads, keeping Township board members informed of significant issues across departments.
- Represent the Township office as an ex officio member of township committees, fostering partnerships and collaboration.
- Provide leadership for Township operations, creating an inclusive and supportive organizational culture for employees.
- Facilitate regular, thoughtful reviews of township staff following best practices in human resources.
- Regularly communicate with neighborhood associations, businesses, and community partners to ensure township responsiveness to community needs.
- Facilitate regular professional development opportunities for township staff to enhance skills and capabilities.
- Ensure township website and communication channels are effective, updated, and consistent.
- Maintain timely review, revision, and implementation of township laws, contracts, ordinances, and policies.
- Perform other duties as requested by the Township Board.

Minimum Qualifications:

- Bachelor's degree or higher.
- Experience with budget management and project management.
- Exceptional oral and written communication, and organizational skills.
- Previous experience with personnel management and human resources issues.

Desired Qualifications:

- Master's degree in a relevant field such as public administration, public policy, political science, business administration, urban planning, or similar.
- Demonstrated record of significant leadership in public service.
- Previous administrative experience, especially in strategic planning, budgeting, and policy implementation.
- Skill in leading change and consensus building.
- Experience and skill in cultivating partnerships and collaborations with individuals, groups, and external funding sources.
- Commitment to multicultural competency or diversity, equity, and inclusion.

Reviewer Notes:

Notes on minimum qualifications:

Notes on preferred qualifications:

Notes on application materials:

Groups Interviewing Candidate #1	Date- Ideally schedule each candidate for one day that follows this general timeline
Meet at Township Hall with {insert name} to tour hall or take short drive through township area to show various fire departments/facilities and township footprint	9-10:30
Interview with PAC in small conference room	11-12
Lunch break for candidate	Noon – 1 pm
Interview with Township staff in boardroom	1:15 -2:15
Interview with at-large committee in boardroom	2:30 – 3:30
Opportunity for community members to come and meet candidate for informal conversation in boardroom	5-6

Potential Questions for Township Policy and Administration Committee to ask each candidate for Township Superintendent:

1. **Describe your experience with strategic planning. Have you led initiatives in previous roles that helped implement a strategic plan?**
 - This question assesses the candidate's experience and competency in strategic planning and their ability to translate strategic goals into actionable plans that benefit the township and its residents.

2. **In this role it is critical to build relationships and foster collaboration with a variety of stakeholders including Township Staff, the Board of Trustees, and community members. How do you approach building consensus and fostering collaboration among diverse stakeholders?**
 - This question evaluates the candidate's interpersonal skills, leadership style, and ability to navigate complex relationships to achieve common goals and advance the interests of the township.

3. **Can you discuss a time when you faced a significant personnel challenge or conflict within your team, and how did you address it?**
 - This question assesses the candidate's ability to manage personnel issues effectively, promote a positive work culture, and resolve conflicts in a fair and constructive manner while upholding organizational values and policies.

4. **How do you stay informed about emerging trends, best practices, and legal requirements relevant to township administration, and how do you incorporate this knowledge into your decision-making process?**
 - This question evaluates the candidate's commitment to professional development, continuous learning, and staying abreast of changes in the field, ensuring that township operations are informed by current knowledge and industry standards.

5. **Can you describe a time when you successfully implemented a new policy or procedure in a previous role, and how did you ensure buy-in and compliance from stakeholders?**
 - This question assesses the candidate's ability to drive change, communicate effectively, and engage stakeholders in the implementation of new policies or procedures that improve organizational effectiveness and efficiency.

6. **Describe your approach to delegating and prioritizing tasks, decisions, and projects.**
 - This question evaluates the candidate's financial management skills, decision-making process, and ability to balance short-term needs with long-term goals to ensure responsible stewardship of township resources.

Potential questions for township staff to ask candidates for Township Superintendent:

1. **Can you describe your approach to building and maintaining effective working relationships with department heads and Staff, and how do you ensure open communication and collaboration across departments?**
 - This question assesses the candidate's leadership style, communication skills, and ability to foster a positive work environment conducive to teamwork and cooperation among staff members.

2. **How do you prioritize competing demands and responsibilities and ensure that departmental goals align with overall organizational objectives?**
 - This question evaluates the candidate's organizational skills, ability to manage workload effectively, and ensure that departmental activities contribute to the achievement of broader township goals and objectives.

3. **Describe a time when you identified inefficiencies or areas for improvement in operations. What steps do you take to address inefficiencies or needs for improvement?**
 - This question assesses the candidate's problem-solving skills, initiative, and ability to identify opportunities for process improvement and operational optimization within the township.

4. **Describe your experience with performance management and employee development. What strategies do you support to ensure staff stay motivated and engaged in professional development?**
 - This question evaluates the candidate's approach to personnel management, including performance evaluation, feedback mechanisms, and professional development opportunities to enhance staff capabilities and morale.

5. **Describe a time or experience when you had to make a difficult decision or implement a challenging policy. How did you encourage staff and stakeholder buy-in and motivation?**
 - This question assesses the candidate's decision-making skills, judgment, and ability to navigate complex situations while balancing the needs of the organization and the well-being of staff members.

6. **Describe how you will ensure that operations comply with relevant laws, regulations, and policies. How would you address any instances of non-compliance or legal issues that arise?**
 - This question evaluates the candidate's understanding of legal and regulatory requirements applicable to township administration, as well as their ability to ensure compliance and mitigate risks effectively.

Potential questions for at-large interview group comprised of two trustees and two township community members:

1. **Community engagement and general communication were shown to be in need of improvement through our most recent community survey. How do you plan to connect with residents and community stakeholders to ensure they are informed and engaged in township projects, policy, and initiatives?**
 - This question assesses the candidate's approach to community engagement, inclusivity, and responsiveness to resident concerns, demonstrating their commitment to transparent and participatory governance.

2. **Describe a time when you dealt with a contentious issue or conflict within a community or department. How did you build consensus and foster understanding among stakeholders with differing viewpoints?**
 - This question evaluates the candidate's conflict resolution skills, diplomacy, and ability to navigate challenging situations while promoting constructive dialogue and cooperation among community members.

3. **Trust, transparency, credibility, and equity are critical values for an individual in this role. How will you ensure that a wide variety of voices are heard and valued in township decision-making processes?**
 - This question assesses the candidate's commitment to equity, diversity, and inclusion, as well as their strategies for building meaningful relationships and fostering trust with all segments of the community.

4. **In your view, what are the most pressing issues facing our township, and how do you propose addressing them in collaboration with Township Staff, the Board of Trustees, and community stakeholders?**
 - This question allows the candidate to demonstrate their understanding of local challenges and their ability to develop proactive strategies and solutions to address community needs and priorities.

5. **Can you discuss a time when you successfully managed a project or initiative that required significant community involvement and support, and how did you ensure that community members were engaged and informed throughout the process? What did you learn from the process?**
 - This question evaluates the candidate's project management skills, communication abilities, and stakeholder engagement strategies, demonstrating their capacity to lead community-driven initiatives effectively.

6. **How do you plan to promote transparency and accountability in township governance, and what measures will you implement to ensure that township operations remain accessible and responsive to resident inquiries and feedback?**
 - This question assesses the candidate's commitment to good governance principles, transparency, and accountability, as well as their strategies for enhancing public trust and confidence in township administration.

