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BOARD OF TRUSTEES WORK SESSION MEETING

September 12, 2022, 5:30 PM

The Board of Trustees of the *Charter Township of Kalamazoo* will meet in a “Work Group Meeting” to be held at 5:30 p.m., on Monday, September 12, 2022, at the **Kalamazoo Township Hall** for the purpose of discussing 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/85397897237?pwd=OWxyWmUrYldpNllpdjIzRzRLWWxrZz09>

Meeting ID: 853 9789 7237

Passcode: 863305

Dial by your location

+1 312 626 6799 US (Chicago)

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Passcode: 863305

<https://us02web.zoom.us/j/85397897237?pwd=OWxyWmUrYldpNllpdjIzRzRLWWxrZz09>

- A. Assessments and Mileages
- B. Striking Personal Property Taxes
- C. Kalamazoo Township Strategic Plan
- D. Rental registrations
- E. Manager’s Update
- F. Discussion regarding items on the Regular Agenda -
- G. Public comment

Posted: September 9, 2022



Public Hearings on Special Assessments

Type of Assessment	Amount	Date Published	Amount	Prior Year Levy	Change
Police Operating	1.7 mills	August 30, 2022	\$878,611	1.7 mills	0
Police Capital	0.3 mills	August 30, 2022	\$155,049	.3 mills	0
Community Policing	1.5 mills	August 30, 2022	\$775,245	0	1.5 mills
Fire Protection	2.0 mills	September 1, 2022	\$1,033,660	1.0 mills	+1.0 mills
Solid Waste	\$79/unit	8/23/22 & 8/25/22	\$583,902	\$79/unit	0
Lighting	.40 mill	8/23/22 & 8/25/22	\$206,732	.40 mills	0

** solid waste and lighting mailed notice to new construction in the district as well. This was accomplished on August 12, 2022.

Other September Resolutions

<u>L-4029 Operating Millage</u>	<u>8.7013 mills (prior year 8.8428 reduced by required rollback)</u>
<u>Road bond</u>	<u>2.33 mills (prior year 2.45)</u>

**CHARTER TOWNSHIP OF KALAMAZOO
KALAMAZOO COUNTY, MICHIGAN**

**RESOLUTION TO ESTABLISH THE LEVY TO COLLECT
SUFFICIENT FUNDS TO PAY THE 2024 PORTION OF THE INTEREST
AND PRINCIPAL FOR THE GENERAL OBLIGATION UNLIMITED TAX BONDS
SERIES 2015**

WHEREAS, on February 24, 2015, the voters of the Charter Township of Kalamazoo approved a road bond proposal to borrow the principal sum of not to exceed Nine Million Seven Hundred Fifty Thousand Dollars (\$9,750,000) and issue its general obligation unlimited tax bonds in one or more series, payable in not to exceed eleven (11) years from the date of issue of each series, for the purpose of paying the costs of acquiring, constructing, furnishing and equipping road improvements in the township, including necessary rights-of-way, sidewalks, proper drainage facilities and appurtenances and attachments thereto; and

WHEREAS, the General Obligation Unlimited Tax Bonds, Series 2015 were sold in June 2015 at an interest rate less than estimated at the time of February 2015 election; and

WHEREAS, annually the Board of Trustees for the Charter Township of Kalamazoo has the responsibility for and the authority to set the levy at a rate that will raise sufficient funds to pay the amount of interest and principal due to the bond holders during the following year; and

WHEREAS, the calculation for the levy is the amount of principal and interest due in 2024, the estimated tax delinquency rate and the amount currently in the debt fund; and

WHEREAS the total amount of necessary revenue to be raised by the 2023 levy is \$1,188,709.34 and the current taxable value for the Charter Township of Kalamazoo is \$516,830,149 and therefore a levy of 2.33 mills (\$2.33 per \$1,000 of taxable value) on all taxable value within the Township on a separate row on the regular tax statements mailed by the Township in December 2022.

BE IT FURTHER RESOLVED that the Township Treasurer be authorized and directed to collect the aforesaid levy of 2.33 mills (\$2.33 per \$1,000 of taxable value) on all taxable value

within the Township on a separate row on the regular tax statements mailed by the Township in December 2022.

BE IT FURTHER RESOLVED that in the event of any delinquency in payment after February 14, 2023, said delinquent assessments be returned as delinquent to the Kalamazoo County Treasurer for collection as other Township taxes are assessed, levied and collected.

IT IS FURTHER RESOLVED that all resolutions or parts of resolutions in conflict herewith are hereby repealed.

Motion was made by _____ and seconded by _____ to adopt the foregoing Resolution.

Upon roll call vote the following voted "Aye":

The following voted "Nay":

The following were absent:

The Supervisor declared the motion carried and the resolution duly adopted.

CERTIFICATE

I hereby certify that the foregoing constitutes a true and complete copy of a resolution adopted at a regular meeting of the Kalamazoo Charter Township Board held on September 12, 2022, that the meeting was conducted and public notice of the meeting was given pursuant to and in compliance with the Michigan Open Meetings Act; that a quorum of the Board was present and voted in favor of the resolution; and that the minutes of the meeting will be or have been made available as required by the Open Meetings Act.

Mark E. Miller, Clerk
Charter Township of Kalamazoo
Kalamazoo County, Michigan

Attest:

Donald D. Martin, Supervisor

**CHARTER TOWNSHIP OF KALAMAZOO
KALAMAZOO COUNTY, MICHIGAN**

RESOLUTION APPROVING CHARTER MILLAGE FOR 2022

September 12, 2022

WHEREAS at the August 2020 election, the Charter Township of Kalamazoo electorate approved the Charter Millage to be levied for four years (2020-2023 inclusive) at 8.94120 mills (\$8.7013 per \$1,000 of taxable value); which amount has been reduced by required millage reduction factors for 2023 to 8.7013 per the County Equalization Department and transmitted by the Township Assessing Officer.

NOW THEREFORE be it hereby resolved that the Charter Township of Kalamazoo Charter Millage at the required reduced and calculated rate of 8.7013 (\$8.7013 per \$1,000 of taxable value); is hereby approved and shall be entered as the Charter Millage on the L-4029 form submitted to the County in September, 2022.

Motion was made by _____, supported by _____, to adopt the foregoing resolution. Upon roll call vote the following voted "aye":

The following voted "nay":

The Supervisor declared the Resolution duly adopted.

Charter Township of Kalamazoo

Mark E. Miller, Clerk
Charter Township of Kalamazoo

CERTIFICATE

The undersigned, Mark E. Miller, the duly elected and acting Clerk of the Charter Township of Kalamazoo hereby certifies that the foregoing constitutes a true and complete copy of a resolution adopted by the Township Board of Kalamazoo Township on September 12, 2022, the original of which resolution is on file in my office, at which meeting a quorum was present, that said meeting was conducted in accordance with the Open Meetings Act of the State of Michigan

and that the members of said Board voted upon said Resolution as hereinbefore set forth and that the minutes of the meeting will be or have been made available as required by the Open Meetings Act.

Mark E. Miller, Clerk
Charter Township of Kalamazoo

Attest:

Donald Martin, Supervisor



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AGENDA ITEM REQUEST FORM

AGENDA ITEM NO: _____

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:

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. The completed form and supporting documentation must be received in the Manager's office **NO LATER THAN NOON THE THURSDAY PRECEDING THE NEXT REGULAR BOARD MEETING**. Any request presented without this form or after the deadline will be considered incomplete and returned for resubmission.

The mission of Kalamazoo Township is to provide government services that promote a safe, healthy, accessible, and economically viable community to live, work, learn and play.



Strategic Plan 2022

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Introduction

Charter Township of Kalamazoo remains committed to fostering a vibrant, thriving, and welcoming community. To that end, the current board, staff, and township manager spent several days in July and August of 2022 updating our 2017 Strategic Plan. The full Strategic Planning Committee comprised staff leadership, the township manager, and the board of trustees. The full committee met on July 19 and 20 to review the previous plan and provide input. Following the July 19 and 20 discussions, a subcommittee was convened to revise the document. The Strategic Planning Subcommittee consisted of Supervisor Martin, Manager Mitchell, Trustee Leuty, and Trustee Glass. With the professional assistance of Peter Dams of Dams & Associates, the subcommittee held three writing sessions to revise objectives related to the following four goals we will focus on for the next two years:

1. Vibrant and Strong Neighborhoods
2. Strong Community Engagement and Identity
3. Effective Operations and Collaborations
4. Astute Financial Leadership

Kalamazoo Township strives to use good qualitative and quantitative data to govern our decisions. With a population consistently hovering around 21,000 for the last three decades, the township has seen a slight increase in population as of 2020 estimates. It currently rests at just over 22,000 people living in four unique neighborhoods, Lakewood, Northwood, Eastwood, and Westwood.

According to censusreporter.org (2022), our current median age is 35, with approximately 69% of residents under 50. In the last few years, we have seen increasing property and home values, young homeownership, and families with children. This data, combined with staff and board input, formed these priorities that we invite you to work with us on for the next two years. None of these goals are meant to be accomplished by one person alone, and we are committed to engaging the community in any strategies we implement. We will continue to engage the community throughout the implementation of this living plan.

**In service and solidarity,
Your Manager, Staff, and Board of Trustees**



Our Guiding Principles

Our Vision

We envision Kalamazoo Charter Township with enhanced

- Community identity and engagement
- Diversity, inclusion, and equity
- Respect for all human rights
- Openness and welcome to all populations
- Economic opportunity
- Intergovernmental collaboration

Our Mission

The mission of Kalamazoo Township is to provide government services that promote a safe, healthy, accessible, and economically viable community to live, work, learn, and play.

Our Core Values

As members of Kalamazoo Charter Township, our values guide our governance and our interactions with residents, visitors, and each other. We commit to being:

Ethical

Serving our community honestly, fairly, and justly

Respectful

Honoring the value of everyone we interact with

Transparent

Practicing openness in our decisions and actions

Responsive

Providing optimal service proactively and effectively

Competent

Continually building knowledge to best serve the people

Economical

Prudent with our community's precious financial resources

Our Strategic Framework

The strategic framework shows that the vision can only be achieved if Kalamazoo Township executes against the strategic goal and strategies.



Our Goals and Strategies

Goal 1: Vibrant strong community and neighborhoods		
Strategic Objectives	Target Date	Owner
1. Board and staff have an enhanced understanding of diversity and inclusion	Mar 2023	Dexter Mitchell
2. Township beautification plan to create a better-looking township	Mar 2023	Dexter Mitchell
3. Decision whether to create a corridor improvement authority with a TIF district	Mar 2023	Don Martin
4. Police officers who are assigned to community policing (to improve relationship with the community to lower crime in the future)	Jun 2023	Bryan Ergang
5. Encourage the creation of new neighborhood associations and support existing neighborhood associations in all neighborhoods	Mar 2024	Don Martin
6. Collaborate with organizations to address affordable housing	Ongoing	Dexter Mitchell and Mark Miller

Goal 2: Strong community identity and engagement		
Strategic Objectives	Target Date	Owner
1. Develop a process for creating and/or participating in community events inside and outside of the Township (e.g., one event/neighborhood/year)	Jun 2023	Communications Committee
2. Internal and external communication plan that addresses	Jun 2023	Communications Committee
a. Consistent branding		
b. Reflects the Township's diversity		
c. Social media strategy		
d. Collect email addresses and cell phone numbers to enable free communication to residents		
e. Enhance webpage to provide more online information and services		
Note: 50% of homes were sold in the last ten year.		

Goal 3: Efficient and effective operations and collaborations

Strategic Objectives	Target Date	Owner
1. Evaluation of township manager's performance on an annual basis	Dec 2022	Board
2. Facility needs assessment (draft)	Dec 2022	Dexter Mitchell
3. Staff members who report morale is high <ul style="list-style-type: none"> a. Conduct an annual staff retreat to build morale b. Conduct a bi-annual morale survey 	Mar 2023	Dexter Mitchell
4. Decisions whether to hire additional positions: <ul style="list-style-type: none"> a. HR b. Parks c. Communications 	Mar 2023	Board
5. A comprehensive technology plan	Jun 2023	Rick Shaink
6. Wage analysis study in 2023	Jun 2023	PAC
a. Update Employee Handbook and the Policy Manual	Jun 2023	PAC
b. Master review calendar	Mar 2023	Ashley Glass
c. Streamline processes		
7. Succession plan	Oct 2023	Dexter Mitchell
8. Decision whether to have full-time elected officials	Oct 2023	Board
9. Policy and operations review	Ongoing	PAC
10. Communicate desired stakeholder involvement per stakeholder analysis (p. 24)	Ongoing	Dexter Mitchell

Goal 4: Financial stewardship

Strategic Objectives	Target Date	Owner
1. Annual review of service fee structure to reflect actual cost of providing services	Mar 2023	Nancy Desai
2. Financial reports that meet board's oversight needs	Ongoing	Board
a. Evaluate current reports		
3. Identify and pursue appropriate local, state, and federal grant opportunities	Ongoing	Dexter Mitchell
a. Develop a plan to identify opportunities to work with area resources to assist in researching and writing grants (e.g., Western Michigan University, Kalamazoo Community Foundation)		Board / Dexter Mitchell

Implementation Schedule

This schedule may be adjusted based on emerging priorities and budget amendments.

Strategies Sorted by target date	2022	2023				2024	Owner
		Q1	Q2	Q3	Q4		
3.1. Evaluation of township manager’s performance on an annual basis	Dec 22						Board
3.2. Facility needs assessment (draft)	Dec 22						Dexter Mitchell
1.1. Board and staff have an enhanced understanding of diversity and inclusion		Mar 23					Dexter Mitchell
1.2. Township beautification plan to create a better-looking township		Mar 23					Dexter Mitchell
1.3. Decision whether to create a corridor improvement authority with a TIF district		Mar 23					Don Martin
3.3. Staff members who report that the morale is high		Mar 23					Dexter Mitchell
3.4. Decisions whether to hire additional positions: HR, Parks, Communications		Mar 23					Board
3.6.b. Master review calendar		Mar 23					Ashley Glass
4.1. Annual review of service fee structure to reflect actual cost of providing services		Mar 23					Nancy Desai
1.4. Police officers who are assigned to community policing			Jun 23				Bryan Ergang
2.1. Develop a process for creating and/or participating in community events inside and outside of the Township			Jun 23				Communic. Committee
2.2. Internal and external communication plan			Jun 23				Communic. Committee
3.5. A comprehensive technology plan			Jun 23				Rick Shaik

Strategies Sorted by target date	2022	2023				2024	Owner
		Q1	Q2	Q3	Q4		
3.6. Wage analysis study in 2023			Jun 23				PAC
3.6.a. Update Employee Handbook and the Policy Manual			Jun 23				PAC
3.7. Succession plan					Oct 23		Dexter Mitchell
3.8. Decision whether to have full-time elected officials					Oct 23		Board
1.5. Encourage the creation of new neighborhood associations and support existing neighborhood associations in all neighborhoods						Mar 24	Don Martin

Ongoing Objectives

1.6. Collaborate with organizations to address affordable housing	Dexter Mitchell and Mark Miller
3.9. Policy and operations review	PAC
3.10. Communicate desired stakeholder involvement per stakeholder analysis (p. 24)	Dexter Mitchell
4.2. Financial reports that meet board's oversight needs	Board
4.3. Identify and pursue appropriate local, state, and federal grant opportunities	Dexter Mitchell

Next Steps and Implementation

- Communicate the Strategic Plan to staff and external key stakeholders – clearly and often.
- Have internal conversations on how staff and elected officials can contribute to the mission and vision and live the core commitments.
- Develop and implement detailed tactical action plans as needed.
- Track progress and identify data trends.
- Focus on strategy throughout the year through strategy-based staff and board meeting agendas and annual progress reports.
- Regularly report updates and results to all key stakeholders.
- Use process and outcome metrics for continuous improvement toward service excellence.
- Celebrate success!
- Regularly review, validate, and update the strategies.

The Strategic Planning Process

This section of the Strategic Plan documents the planning process and the results of the planning activities from the July 19-20, 2022, retreat.

This record may be used to refresh the strategies and to orient new staff and elected officials.

Planning Participants

We thank these participants for giving their time and expertise.

Donald D. Martin*	Supervisor
Sherine M. Miller	Treasurer
Mark E. Miller	Clerk
Ashley Glass*	Trustee
Steven C. Leuty*	Trustee
Clara Robinson	Trustee
Lisa Moaiery	Trustee
Dexter A. Mitchell*	Manager
Bryan Ergang	Chief of Police
David J. Obreiter	Fire Chief
Nancy Desai	Director of Finance
David Becker	Assessor

* Denotes member of the Steering Team



Strategic Accomplishments 2017 – 2022

The following strategies have been completed and are now part of the ongoing Township operations (Tier 2 operational priorities).

Goal 1: Vibrant strong community and neighborhoods

1. Develop a schedule for regular board member visits to businesses
2. Conduct an internal review of ordinances related to blight and make recommendations as needed with priorities and timelines
3. Develop recommendations for the creation of TIF districts, DDAs, and Corridor Improvement Authorities
4. Institute proactive community policing to prevent crime
5. Collaborate more with Southwest Michigan First
6. Increase awareness of and measure progress towards sustainability
7. Create a Township Climate Action Plan
8. Present options for improving the enforcement of ordinances related to blight
9. Attract more businesses
10. Educate residents and businesses on area resources

Goal 2: Strong community identity and engagement

1. Develop a process for creating and/or participating in community events inside and outside of the Township (e.g., one event/neighborhood/year)
2. Create and publish an annual event calendar
3. Provide regular opportunities for police and community to interact
4. Increase social and recreational opportunities to attract businesses
5. Create a “Trustee for a Day” program
6. Support neighborhood associations more intentionally
7. Provide relevant Township information to the neighborhood associations
8. Attending neighborhood association meetings/functions and report back to board

Goal 3: Efficient and effective operations and collaborations

1. Develop a process for conducting staff evaluations. The process should include external wage analysis study and pay scale review for employees
2. Implement a document management system
3. Create standard operating procedures to capture institutional knowledge, including task analyses
4. Regularly review job descriptions for all staff positions
5. Complete implementation of present Master Plan
6. Complete implementation of the Parks and Recreation Master Plan
7. Develop a Township dashboard of measures of success
8. Develop the next five-year Township Master Plan
9. Conduct an annual joint meeting with the Board of Trustees, Road Commission, Planning Commission, and the ZBA
10. Implement best practices as suggested by the MTA and other professional resources
11. Continue to pursue open communication with federal, state, county, and local elected officials and municipalities
12. Continue implementation of the Non-motorized Transportation Plan
13. Strengthen the morale in all Township departments
14. Conduct regular formal anonymous engagement surveys

Goal 4: Diverse and inclusive neighborhoods and governmental services

1. Broaden the scope of advertising job and committee opportunities with the Township
2. Youth academy with the Township's police and fire departments to get underrepresented youths interested in public safety careers (e.g., mentoring)
3. Develop a plan for working towards a police department that mirrors our community

Goal 5: Financial stewardship

1. Evaluate current financial reports to determine whether they meet board's oversight needs
2. Implement an aggressive road maintenance schedule
3. Develop a long-term maintenance plan for water and sewer
4. Explore collaboration opportunities with other municipalities
5. Hold quarterly meetings with Finance Administrator
6. Continue to seek solutions regarding water and sewer rates

Planning Calendar

Date	Event	Participants
April 15, 2022	<u>Kick-off Meeting</u> <ul style="list-style-type: none"> • Prepare planning retreat • Determine with 2017 objectives to continue 	Steering Team
July 19-20	<u>Strategic Planning Retreat</u> <ul style="list-style-type: none"> • Affirm guiding principles • Review strategic accomplishments • Getting to know your personal style • Conduct SWOT and gap analyses • Brainstorm strategies to close gaps 	Board of Trustees Leadership Staff
August 09	<u>Create the Strategic Plan #1</u> <ul style="list-style-type: none"> • Review retreat results • Draft crisp objectives 	Steering Team
August 16	<u>Create the Strategic Plan #2</u> <ul style="list-style-type: none"> • Set target dates and identify owners 	Steering Team
August 23	<u>Create the Strategic Plan #3</u> <ul style="list-style-type: none"> • Check draft plan against planning activities and make final adjustments • Review next steps: Rollout and implementation 	Steering Team
	Dams & Associates submits draft plan	
	Board of Trustees reviews and adopts the final plan	

SWOT Analysis

Strengths, Weaknesses, Opportunities, and Threats

Strengths	Weaknesses
<ul style="list-style-type: none"> Your current capabilities Capitalize upon these strengths to fulfill the mission and move toward the vision 	<ul style="list-style-type: none"> Your current opportunities for improvement If not addressed in the strategic plan, weaknesses could impede fulfillment of mission and progress toward vision.
Opportunities	Threats
<ul style="list-style-type: none"> Identify trends that can become advantages for fulfilling your mission and vision. 	<ul style="list-style-type: none"> The strategic plan’s goals and objectives must address threats so they do not impede progress toward your mission and vision.

After identifying major strengths and weaknesses, participants determined whether the trends and their impacts identified at the first planning retreat presented potential opportunities or threats to achieving your mission and vision.

Trends were defined as *(future) external events that may have a positive or negative impact on the organization’s operation and services.*

Trends in the following four separate but overlapping environments and their *direct impact* on your internal operations were identified.

<p>Social & Demographic</p>	<p>Economic</p>	<p>Political & Regulatory</p>	<p>Technological</p>
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These environments need to be continuously assessed and monitored.

Strengths

Participants' perception of the Township's *current* strengths and weaknesses.

Strengths 2022	Weaknesses 2022
<ul style="list-style-type: none"> • Hard-working employees • Customer service • Flexibility in solving problems within departments • Good financial standing • Good planning for Township needs • Citizens who participate • Quality safety services • Stable tax base 	<ul style="list-style-type: none"> • Staff turnover • Low morale by staff • Trust in working together • Multiple expectations of staff • Communications to citizens • Outdated buildings • Lack of space • Unclear chain of command • Not enough funds for bigger projects • Lack of staff limits operational capacity

Strengths 2017	Weaknesses 2017
<ul style="list-style-type: none"> • Road infrastructure • Committed and engaged elected officials • Citizen involvement • Strong staff – skills, commitment • Not running a deficit • Township government is closest to the people • Variety of ideas, fresh eyes • Strong professional police and fire services • Diversity of housing stock • Centrally located within the county • Three options of school districts in the Township • Hospitals • Treating all four neighborhoods with equity • Transparency 	<ul style="list-style-type: none"> • Residents and visitors don't know when they enter the Township • Residents don't know whether they live in the Township • Housing blight • Decaying housing stock – including commercial buildings • Lack of business investment • Lack of ability to get on/off 131 • Lack of proactive communication strategies (e.g., social media) • Low investment in parks – not enough parks • No venue for outdoor events • Low voter turnout • No community building • Four separate communities: No center or downtown • Running out of cemetery space • Poor relationship with MDOT • Bad street lights / non-LED street lights

SWOT Analysis: Opportunities

Opportunities are defined as trends and impacts that can become advantages for fulfilling your mission and vision. Opportunities do not have to be specifically addressed by the strategic plan’s strategies, but strategies should be built upon these strengths.

Social & Demographic Trends	Impact on Kalamazoo Township
1. COVID > many people don't feel accountable for breaking the law	Demand for outside activities Work from anywhere
2. Aging population	Changing workplace support requirements Need for elder housing Need for walkable neighborhoods
3. Young people moving into the Township	Need for outdoor spaces Expectations for services Void (lack of knowledge) regarding the community

Economic Trends	Impact on Kalamazoo Township
1. Increasing entrepreneurships – Work From Home (WFH) businesses	Need for WFH ordinances and zoning Active support needed for non-traditional businesses Changing culture in the Township
2. Labor movement (wages, desire for more free time)	Need for green spaces and walkability

Technology Trends	Impact on Kalamazoo Township
1. Wide adoption of technology (e.g., Zoom meetings)	Expectations of broadband service Computer training for staff Changes in policies and procedures
2. Digital divide between older and younger residents	Continue services for the older residents (e.g., in person, mailings)

SWOT Analysis: Threats

Threats are defined as trends whose impact on the organization cannot be addressed without further intervention. Unaddressed threats can severely limit your ability to deliver results. Your strategic plan must address these threats so they do not impede progress toward your mission and vision.

Social & Demographic Trends	Impact on Kalamazoo Township
1. COVID > many people don't feel accountable for breaking the law	Operations affected in general Impact on public safety (people don't feel accountable for breaking the law) Stress for service jobs who cannot work from home (WFH)
2. Homelessness and drug use	No locations for people to go Hospitals overburdened More demand for public safety
3. Businesses close due to lack of staff > vacant spaces	More people out on the streets More demand for public safety
4. Climate change (fires, power outages)	More demand for public safety Resiliency planning (in progress)
5. Work-life balance	Different workplace expectations from younger generation Residents expect 8-5 services in person
6. Increased car ownership	Clogged parking Lower quality of life Safety concerns

Threats - continued

Economic Trends	Impact on Kalamazoo Township
1. Increasing income and wealth inequality	Mismatch between housing and resources Need to support people
2. Inflation and high gas prices	Increased costs to operate Longer times between repairs of assets (e.g., car repair) Long lead times (e.g., fire trucks) Increasing wages Smaller geographic talent pool Have to do more with less
3. Increased need for new revenue and millages	More opposition Budget constraints Impact staff time
4. Labor movement (wages, desire for more free time)	Attract workers is difficult (housing, quality workers) Higher wages
5. Recycling and waste removal	Impact on residents High need for communication to explain recycling

Threats - continued

Political & Regulatory Trends	Impact on Kalamazoo Township
1. Increasing preemption at the federal and state levels	Less local control More unfunded mandates
2. Rise of anti-democratic forces → More divisions and conflict	Staff have to deal with conflict Elections are being challenged
3. Mistrust / fake news	Staff have to explain a lot more which reduced productivity
4. Decriminalization of drug use → Increased homelessness	Increasing need for behavioral health services Uncertainty how to fund support services for residents
5. Upcoming elections	Uncertain impacts

Technology Trends	Impact on Kalamazoo Township
1. Increasing energy cost	Increased transportation costs Increased infrastructure costs
2. Wide adoption of technology (e.g., Zoom meetings)	Expectations for immediate responses Increased need for cybersecurity Increased infrastructure costs
3. Technology use	Loss of relationships between staff and residents (“community feel”)

Challenges, Gaps, and Barriers

During the gap analysis, participants identified challenges, gaps, and barriers that could impede progress toward Kalamazoo Township’s vision to the fullest extent possible.

Gaps are listed in the order discussed, not in the order of priority. Items within each category reflect participants’ perceptions. The purpose of this activity was to show consensus and alignment with respect to the top gaps and barriers. *Therefore, duplicate or similarly worded items may reflect contributions from different participants.*

Vibrant strong community and neighborhoods	Strong community identify and engagement	Efficient and effective operations and collaborations
Connecting communities on non-contiguous land Create a welcoming Twp Economic and social opportunities/incentives to attracts residents and businesses Attracting more businesses	Weak community engagement Expectations 😊 versus reality 😞 Branding to identify our “neighborhoods”/community Reaching people Increase external communications and information Collaborate Not enough community engagement	Modernization of communication standards Modernization of technology standards Staff turnover Culture Morale Turnover / Hiring Establish means to increase trust and respect between employees Better communication needed to increase employee morale, welfare, and production
Diverse and inclusive neighborhoods and government services	Financial Stewardship	Lack of staff to deliver quality services
Affordable housing shortage	Township budgetary constraints Fiscal constraints	Retain and recruit staff Trust Building limitations Internal and external communication Working with staff Modernization of workflow parameters Communication transparency Communication Capacity Staffing shortages

Gap Analysis 2017

Identity and Engagement	Collaboration and Infrastructure	Funding and Financial Management
Community engagement Township identity Lack of community identity (K-Twp brand) Lack of resident awareness of township government Community identify township? Neighborhood associations Twp identity Exterior signage Understanding equity Open communication Improved community communication strategy (social media) Public Media Network not utilized enough Communication with every resident	Intergovernmental community Limits to collaboration Transportation Partnerships Maintaining infrastructure (conserving assets) Infrastructure Blight and brownfields	Limited financial resources to meet goals Decreasing revenue to meet goals likely Funding Money \$
	Law Enforcement	Board Priorities Board members losing focus (between terms) Limited time to deal with important issues (tyranny of the urgent) Goal setting
		Economic Development Need for new / more industries and jobs Jobs

Desired Stakeholder Involvement

Stakeholders are defined as *individuals, groups, or organizations who can exert substantial influence over your operations and outcomes.*

To be optimally effective in working with your stakeholders, we identified the *desired* level of their involvement.

Your strategic goals and objectives must help you attain this desired level of stakeholder involvement and make it an integral part of your operations.

Our Stakeholders	Desired Level of Involvement
Southwest Michigan First	<ul style="list-style-type: none"> • Prepare open rural land and brownfields for development
Kalamazoo County Government	<ul style="list-style-type: none"> • Free up ARPA funds • Make CDBG funds spending decisions with Kalamazoo Township at the table • Hire a climate action coordinator as a shared position • Involve Kalamazoo Township more actively in brownfield development
Kalamazoo County Road Commission	<ul style="list-style-type: none"> • Be an Act 51 partner for non-motorized plan (e.g., sidewalks) • Communicate changes early (e.g., speed limits) • Ensure a common goal (?)
Kalamazoo Regional Water and Wastewater Commission	<ul style="list-style-type: none"> • Work on wastewater agreement with the City • Implement the water contract
ISAAC	<ul style="list-style-type: none"> • Work with other municipalities on quality housing ordinances • Include Kalamazoo Township in gun violence discussions
Surrounding municipalities	<ul style="list-style-type: none"> • Communications strategy for collaborative opportunities

Strategy Execution Support Tools

To support the execution of your strategic plan, we are providing the following tools.

Worksheet for Implementing Objectives

Date Updated:	Enter date here
----------------------	-----------------

Goal:	
--------------	--

Strategic Objective:	
-----------------------------	--

Owner		Project Team	1.	4.
Target Date			2.	5.
			3.	6.

Criteria for Good How you will know the objective has been accomplished well?	1.	
	2.	
	3.	

Implementation Plan	Project Milestones	Target Date	Compl.
Use work outputs for project milestones	1.		
	2.		
	3.		
	4.		
	5.		
	6.		
	7.		

Implementation Tracking Form

Kalamazoo Township Implementation Tracking Form	Date	Owner	Status	Current Update
Goal 1: Vibrant strong community and neighborhoods			automatic coloring	
1. Board and staff have an enhanced understanding of diversity and inclusion	Mar-23	Dexter Mitchell	2	
2. To township beautification plan to create a better-looking township	Mar-23	Dexter Mitchell	3	
3. Decision whether to create of a corridor improvement authority with a TIF district	Mar-23	Don Martin	1	
4. Police officers who are assigned to community policing (to improve relationship with the	Jun-23	Bryan Ergang		
5. Encourage the creation of new and support existing neighborhood associations in all neig	Mar-24	Don Martin		
6. Collaborate with organizations to address affordable housing	Ongoing	Dexter Mitchell and Mark Miller		
Goal 2: Strong community identity and engagement				
1. Develop a process for creating and/or participating in community events inside and outs	Jun-23	Communications Committee		
2. Internal and external communication plan that addresses	Jun-23	Communications Committee		
Goal 3: Efficient and effective operations and collaborations				
1. Evaluation of township manager's performance on an annual basis	Dec-22	Board		
2. Facility needs assessment (draft)	Dec-22	Dexter Mitchell		
3. Staff members who report that the morale is high	Mar-23	Dexter Mitchell		
4. Decisions whether to hire additional positions: HR, Parks, Communication	Mar-23	Board		
5. A comprehensive technology plan	Jun-23	Rick Shaink		
6. Wage analysis study in 2023	Jun-23	PAC		
a. Update employee and elected officials handbook	Jun-23	PAC		
b. Master review calendar	Mar-23	Ashley Glass		
7. Succession plan	Oct-23	Dexter Mitchell		
8. Decision whether to have full-time elected officials	Oct-23	Board		
9. Policy and operations review	Ongoing	PAC		
10. Communicate desired stakeholder involvement per stakeholder analysis (p. 24)	Ongoing	Dexter Mitchell		
Goal 4: Financial stewardship				
1. Annual review of service fee structure to reflect actual cost of providing services	Mar-23	Nancy Desai		
2. Financial reports that meet board's oversight needs	Ongoing	Board		
3. Identify and pursue appropriate local, state, and federal grant opportunities	Ongoing	Dexter Mitchell		

Contact Information



Donald D. Martin, Supervisor

Phone (269) 381-8083

Email supervisor@ktpw.org

Web Site www.ktpw.org

Address 1720 Riverview Drive
Kalamazoo, Michigan 49004



Peter Dams, Ph.D., President

Phone (269) 501-3000

Fax (866) 472-0554

Email pdams@damsandassociates.com

Web Site www.DamsandAssociates.com

Address 876 Miller Road
Plainwell, Michigan 49080



Our Strategic Plan

Welcome!

Charter Township of Kalamazoo remains committed to fostering a vibrant, thriving, and welcoming community. To that end, the current board, staff, and township manager spent several days in July and August of 2022 updating our 2017 Strategic Plan. The staff leadership, the township manager, and the board of trustees met on July 19 and 20 to review the previous plan and provide input. The Strategic Planning Subcommittee held four writing sessions to revise objectives related to the following four goals we will focus on for the next two years:

1. Vibrant and Strong Neighborhoods
2. Strong Community Engagement and Identity
3. Effective Operations and Collaborations
4. Astute Financial Leadership

With a population consistently hovering around 21,000 for the last three decades, the township has seen a slight increase in population as of 2020 estimates. It currently rests at just over 22,000 people living in four unique neighborhoods, Lakewood, Northwood, Eastwood, and Westwood.

Our current median age is 35, with approximately 69% of residents under 50. In the last few years, we have seen increasing property and home values, young homeownership, and families with children. This data, combined with staff and board input, formed these priorities that we invite you to work with us on for the next two years. None of these goals are meant to be accomplished by one person alone, and we are committed to engaging the community in any strategies we implement. We will continue to engage the community throughout the implementation of this living plan.



Our Strategic Framework

Our Mission

The mission of Kalamazoo Township is to provide government services that promote a safe, healthy, accessible, and economically viable community to live, work, learn, and play.

Our Goals

- Goal 1: Vibrant strong community and neighborhoods
- Goal 2: Strong community identity and engagement
- Goal 3: Efficient and effective operations and collaborations
- Goal 4: Financial stewardship

Our Vision

We envision Kalamazoo Charter Township with enhanced

- Community identity and engagement
- Diversity, inclusion, and equity
- Respect for all human rights
- Openness and welcome to all populations
- Economic opportunity
- Intergovernmental collaboration

Ethical | Respectful | Transparent | Responsive | Competent | Economical

Our Core Values



Our Core Values

As members of Kalamazoo Charter Township, our values guide our governance and our interactions with residents, visitors, and each other. We commit to being:

Ethical

Serving our community honestly, fairly, and justly.

Respectful

Honoring the value of everyone we interact with.

Transparent

Practicing openness in our decisions and actions.

Responsive

Providing optimal service proactively and effectively.

Competent

Continually building knowledge to best serve the people.

Economical

Prudent with our community's precious financial resources.



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Economical

Prudent with our community's precious financial resources.

Worksheet for Implementing Objectives

Date Updated:	S A M P L E
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Goal:	3. Airport property is fully utilized (utilization, revenue)
--------------	---

Strategic Objective:	3.3. Decision about building a crosswind runway
-----------------------------	--

Owner	Craig	Project Team	1. Eric	4.
Target Date	Dec 2022		2. Amanda	5.
			3.	6.

Criteria for Good	<ol style="list-style-type: none"> 1. Airport director supports consultant’s recommendation 2. Approved by super majority of Aeronautics Board 3. ROI within agreed upon timeframe
How you will know the objective has been accomplished well	

Implementation Plan	Project Milestones	Target date	Compl.
Use work outputs for project milestones	1. Criteria for good agreed upon		
	2. Consultant on board		
	3. Runway requirements		
	4. Crosswind analysis		
	5. Noise impact study		
	6. Construction timeframe estimate		
	7. Cost estimate		
	8. Recommendation		

Worksheet for Implementing Objectives

Date Updated:	
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Goal:	1. Programs and services meet the evolving needs of individuals served throughout the lifespan (service quality, family satisfaction, revenue)
--------------	---

Strategic Objective:	1.2. Expansion of services for severe and challenging behaviors
-----------------------------	--

Owner	Joe	Project Team	1. Jen	4.
Target Date	Oct 2022		2. Chantelle	5.
			3. Scott	6.

Criteria for Good	<ol style="list-style-type: none"> 1. Self-funded 2. Staff who are proficient in prevention and management of aggressive behavior (PMAB) 3. Staff/client ratios are 1:1 or 1:2
How you will know the objective has been accomplished well	

Implementation Plan	Project Milestones	Target Date	Compl.
Use work outputs for project milestones	1. Criteria for good agreed upon		
	2. Identify potential clients		
	3. Identify staffing needs: initial, 6 months, 12 months		
	4. Develop a budget		
	5. Create a marketing plan		
	6. Staff who pass PMAB assessment		
	7. Etc.		

Worksheet for Implementing Objectives

Date Updated:	P R A C T I C E
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Goal:	Goal 3: Efficient and effective operations and collaborations
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Strategic Objective:	3.1. Evaluation of township manager's performance on an annual basis
-----------------------------	---

Owner	Supervisor	Project Team	1. Mark Miller	4. Steve Leuty
Target Date			2. Sherine Miller	5. Clara Robinson
			3. Ashley Glass	6. Lisa Moaiery

Criteria for Good	How you will know the objective has been accomplished well?	1. Completed on time
		2. Point matrix
		3. Clear performance requirements
		4. Input from all board members

Implementation Plan	Project Milestones	Target Date	Compl.
Use work outputs for project milestones	1. Develop evaluation process		
	2. Develop evaluation instrument or buy off the shelf		
	3. Research evaluation tools from other municipalities		
	4. Consult with township attorney		
	5. Training on evaluation design		
	6.		
	7.		

Worksheet for Implementing Objectives

Date Updated:	Enter date here
----------------------	-----------------

Goal:	
--------------	--

Strategic Objective:	
-----------------------------	--

Owner		Project Team	1.	4.
Target Date			2.	5.
			3.	6.

Criteria for Good	How you will know the objective has been accomplished well?	1.
		2.
		3.

Implementation Plan	Project Milestones	Target Date	Compl.
Use work outputs for project milestones	1.		
	2.		
	3.		
	4.		
	5.		
	6.		
	7.		

Kalamazoo Township Implementation Tracking Form	Date	Owner	Status	Date of Update (e.g., Sep 2022)
Goal 1: Vibrant strong community and neighborhoods			automatic coloring	
1. Board and staff have an enhanced understanding of diversity and inclusion	Mar-23	Dexter Mitchell	2	
2. Township beautification plan to create a better-looking township	Mar-23	Dexter Mitchell	3	
3. Decision whether to create of a corridor improvement authority with a TIF district	Mar-23	Don Martin	1	
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6. Collaborate with organizations to address affordable housing	Ongoing	Dexter Mitchell and Mark Miller		
Goal 2: Strong community identity and engagement				
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5. A comprehensive technology plan	Jun-23	Rick Shaink		
6. Wage analysis study in 2023	Jun-23	PAC		
a. Update employee and elected officials handbook	Jun-23	PAC		
b. Master review calendar	Mar-23	Ashley Glass		
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9. Policy and operations review	Ongoing	PAC		
10. Communicate desired stakeholder involvement per stakeholder analysis (p. 24)	Ongoing	Dexter Mitchell		
Goal 4: Financial stewardship				
1. Annual review of service fee structure to reflect actual cost of providing services	Mar-23	Nancy Desai		
2. Financial reports that meet board's oversight needs	Ongoing	Board		
3. Identify and pursue appropriate local, state, and federal grant opportunities	Ongoing	Dexter Mitchell		



Strategic Planning 2022
Guiding Principles Worksheet
 Last updated: August 24, 2022

Current Guiding Principles	Changes Recommended by Trustee Glass
<p>Mission</p> <p>The mission of Kalamazoo Township is to provide government services that promote a safe, healthy, accessible, and economically viable community to live, work, learn, and play.</p>	<p>Mission</p> <p>Our mission is to provide excellent public services that support a thriving community where all feel welcome and free to live, work and play.</p>
<p>Vision</p> <p>We envision Kalamazoo Charter Township with enhanced</p> <ul style="list-style-type: none"> • Community identity and engagement • Diversity, inclusion, and equity • Respect for all human rights • Openness and welcome to all populations • Economic opportunity • Intergovernmental collaboration 	<p>Vision</p> <p>Our vision is to be a leading local government that uses exceptional communication, collaboration, and planning to accomplish the following goals:</p> <ol style="list-style-type: none"> 1. Vibrant and Strong Neighborhoods 2. Strong Community Engagement and Identity 3. Effective Operations and Collaborations 4. Astute Financial Leadership
<p>Core Values</p> <p>As members of Kalamazoo Charter Township, our values guide our governance and our interactions with residents, visitors, and each other. We commit to being:</p>	<p>Core Values</p> <p>Kalamazoo Charter Township uses the following values to guide our interactions as colleagues and community members. As an organization, we commit to being:</p>
<p>Ethical</p> <p>Serving our community honestly, fairly, and justly</p>	<p>Ethical</p> <p>Serving our community honestly, justly, and fairly</p>
<p>Respectful</p> <p>Honoring the value of everyone we interact with</p>	<p>Respectful</p> <p>Honoring the value of everyone we interact with</p>



Strategic Planning 2022
Guiding Principles Worksheet
 Last updated: August 24, 2022

Current Guiding Principles	Changes Recommended by Trustee Glass
Transparent Practicing openness in our decisions and actions	Transparent Practicing openness in our decisions and actions
Responsive Providing optimal service proactively and effectively	Responsive Providing exceptional services by listening to our community
Competent Continually building knowledge to best serve the people	Competent Preparing our township through astute financial leadership and problem-solving
Economical Prudent with our community's precious financial resources	<i>Included in "Competent"</i>

Parcel # 06-14-432-080

2021-2023

CHARTER TOWNSHIP of KALAMAZOO
1720 Riverview Drive
Kalamazoo, MI 49004
(269) 381-8080

RR23

RENTAL DWELLING APPLICATION / REGISTRATION

Pursuant to the Kalamazoo Township Rental Properties Maintenance Ordinance, all dwellings leased or occupied for rental purposes must be registered with the Township. Please fill out the Application for Registration and submit it to the Township, along with \$100 application fee (due at the time of renting). If this rental registration is a renewal of the dwelling an additional \$100 fee will be assessed if paid after September 30, 2021. If the dwelling is no longer a rental unit or this form was sent to you in error please skip to #9.

All responses must be printed or typewritten and the Application must be signed in ink.

1. Dwelling address: 612 Wallace

2. Dwelling owner(s) name: ~~527 S. Westridge~~ Pat O'Brien
Driver's license #, state identification #, or corporation identification#

Permanent address: (Street) 527 S. Westridge

(City) Kalamazoo (State) MI (Zip Code) 49007

Home Phone: _____ Business Phone: 269-381-6470

Email pat@obncrsolmine.com Cell Phone: _____

3. Property Management/Legal Agent/Resident Agent designated by owner, if any:

Driver's License #, State Identification #, or Corporation Identification #.

Permanent Address: (Street) _____

(City) _____ (State) _____ (Zip Code) _____

Home Phone: _____ Business Phone: _____

Email _____ Cell Phone: _____

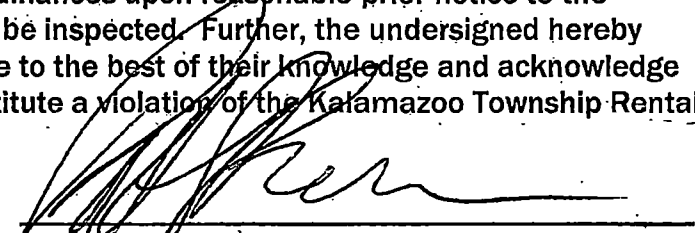
4. Number and location of off-street parking spaces available for dwelling: 3
(Attach sketch of off-street parking if applicable - page 3.)

5. Number of residential rental units in dwelling: 1

- 6. Number of sleeping rooms contained on each floor within each rental unit:
3rd Floor 2nd Floor 3 1st Floor 0 Basement 0
- 7. Maximum number of tenant's owner will allow to occupy each rental unit: 8 per code
- 8. Will subletting be permitted by any tenants? No

The undersigned hereby makes application for rental dwelling registration for the above dwelling and agrees to permit the Township Building Official or other official designated by the Township Board to enter and inspect said dwelling during reasonable daylight hours, to ascertain compliance with Township Ordinances upon reasonable prior notice to the Owner(s) or Tenant(s) of the dwelling to be inspected. Further, the undersigned hereby states that the above responses are true to the best of their knowledge and acknowledge that any untruthful response shall constitute a violation of the Kalamazoo Township Rental Properties Maintenance Ordinance.

Date: 9/1/21


Owner/Legal Agent Signature

Please return form/payment to: **Kalamazoo Township
1720 Riverview Dr.
Kalamazoo, MI 49004**

- 9. If this property is not a rental unit, (please note the reason for any changes in the property's status in the space directly below with the property address), sign and date, then mail the form back and we will update our records. Thank you.

Dwelling address: _____

Reason for change:

Dwelling owner(s) name: _____ Phone: _____

The undersigned hereby states that the above responses are true to the best of their knowledge and acknowledge that any untruthful response shall constitute a violation of the Kalamazoo Township Rental Properties Maintenance Ordinance.

Date: _____

Owner/Legal Agent Signature

(Township Office Receiving record)

Application Fee Received - Cash / Check # _____ Amt. _____ Date _____

The following Acceptance of Application & Registration of Rental Dwelling to be executed by Township.

1. I have received the application fee.
2. I acknowledge receipt of a Rental Dwelling application for the dwelling
Located at: _____
3. Said dwelling is hereby registered with the Charter Township of Kalamazoo.
4. The Rental Dwelling Registration for said dwelling shall expire on September 30, 2021 or upon the transfer of ownership of the dwelling, whichever is earlier.

Date: _____

Administrator, Kalamazoo Township
Rental Properties Maintenance Ordinance

Property Address

612 WALLACE AVE

Charter Township of Kalamazoo

1720 Riverview Drive
Kalamazoo, MI 49004
(269) 381-8080

Parcel Number

06-14-432-080

Registration Period

October 1, 2022 to September 30, 2023

Registration expires upon transfer of ownership or
end of registration period, whichever is earlier

Rental Dwelling Registration

Pursuant to the the Kalamazoo Township Rental Properties Maintenance Ordinance #551, all dwellings leased or occupied for rental purposes must be registered with the Township. Please complete this Rental Registration and return to Kalamazoo Township 1720 Riverview Dr. Kalamazoo, MI 49004, along with the \$100 registration fee. The \$100 registration fee is due every two years by September 30th. If not paid by September 30th, a late fee of \$100 will be added.

O'BRIEN, PATRICK T.
527 S. WESTNEDGE
KALAMAZOO MI 49007

If this form was sent to you in error or the dwelling is no longer a rental, please skip to the reverse side - not a rental

Property Owner's Information

Driver's License#, State ID or Corp ID# _____ Home Phone _____
Email Address: _____ Cell Phone _____
Business Phone _____

Property Management Information

Property Management contact name designated by owner, if any _____ Home Phone _____
Driver's License#, State ID or Corp ID# _____ Cell Phone _____
Email Address: _____ Business Phone _____

Rental Property Information

1. Number and location of of street parking spaces available for dwelling?
Attach sketch of off-street parking if applicable _____
2. Number of residential units in dwelling? _____
3. Number of sleeping rooms contained on each floor within each rental unit
First Floor _____ Second Floor _____ Third Floor _____ Basement _____
4. Maximum number of tenant's owner will allow to occupy each rental unit? _____
5. Will subletting be permitted by any tenants? Yes No

Property Address
612 WALLACE AVE

Charter Township of Kalamazoo

1720 Riverview Drive
Kalamazoo, MI 49004
(269) 381-8080

Parcel Number
06-14-432-080

Registration Period
October 1, 2022 to September 30, 2023
Registration expires upon transfer of ownership or
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The undersigned hereby submits this rental dwelling registration for the above dwelling and agrees to permit the Township Official or other official designated by the Township Board to enter and inspect said dwelling during reasonable daylight hours, to ascertain compliance with Township Ordinances upon reasonable prior notice to the Owner(s) or Tenant(s) of the dwelling to be inspected. Further, the undersigned hereby states that above responses are true to the best of their knowledge and acknowledge that any untruthful response shall constitute a violation of the Kalamazoo Township Rental Properties Maintenance Ordinance and may be deemed responsible for a municipal civil infraction as defined by Michigan statute which shall be punishable by a civil fine.

Signed _____ Date _____
Owner/Legal Agent signature
MUST BE SIGNED IN INK!

PROPERTY IS NOT A RENTAL

If this property, **612 WALLACE AVE**, is not a rental unit, please note any changes in the property's status in the space below, sign and date. Please return completed form to: Kalamazoo Township 1720 Riverview Dr. Kalamazoo, MI 49004 and we will update our records. Please be advised that this form will need to be updated every two years. Thank you.

Reason for the change: _____

The undersigned hereby states that the above responses are true to the best of their knowledge and acknowledge that any untruthful response shall constitute a violation of the Kalamazoo Township Rental Properties Maintenance Ordinance any may be deemed responsible for a municipal civil infractions as defined by Michigan statute which shall be punishable by a civil fine.

Signed _____ Date _____
MUST BE SIGNED IN INK!

Township Office Receiving Record

Receipt # _____

Above dwelling is hereby registered with the Charter Township of Kalamazoo

Date _____ Initials _____
Kalamazoo Township