



Manager's Report February 13, 2023

The Township Manager's report is released on the Friday before Township Trustees Monday meeting. Some of these items will be mentioned and/or discussed at the Board meeting, while other items are for informational purposes. Please contact The Township Hall or the Township Manager if you have any questions or concerns about anything in this report. We look forward to your feedback and serving you. Thank you!

Dexter Mitchell

Township Manager

Updates

- The KCRC meeting is scheduled for February 22, 2023. This meeting will be to discuss the Squires Drive roundabout project.
- The KCRC General Meeting will be on February 23, 2023, at the Road Commission office and on zoom.
- The Township Board received information from the MTA (Michigan Townships Association) on filling Township Board vacancies due to death or resignation.
- The Township Board received information on the INFR (Infrastructure For Rebuilding America). This handout includes a list of projects that were funded in 2022.
- The Township facility team, along with the engineers from Williams Architectural, presented their findings on the current Kalamazoo Township administration building.
- The agreement between the County of Kalamazoo and the Township for household hazardous waste in the amount of \$25,000 was submitted and accepted.
- The Township continues to offer HelpNet. This program started during COVID and continues. it allows Township employees to receive help in multiple areas.

Boards & Commissions

- The Township is working on adding up to three new people to the ZBA.
- Township Planning and Zoning are working on the annual planning report, along with the Home Occupation Ordinance. A Fee Schedule will accompany the HOO that will reflect the Township's cost.
- The ZBA meeting scheduled for February 15, 2023, has been canceled. The cancellation is published on the website.
- Please check your Township email (02/07/23) for more details on updated information regarding the homicide that occurred in the 1500 block of Shakespeare Avenue on Saturday, June 18, 2022.
- The Township will need to put together an ARPA committee. The Manager strongly encourages that this committee is in place ASAP, as this is part of our strategic plan for 2022. The Township has made different expenses from the funds.
- On February 07, 2023, the KCDA completed the cut-over to the enhanced Kalamazoo MPSCS Simulcast System. This system allows for better communication inside buildings, as well as throughout Kalamazoo County.

Manager's Meeting/ Events of notes

- The Township is preparing for the 2022 end-of-the-year audit. Each Township Board member should receive an email.
- The Township Manager met with the Michigan Civil Rights Department regarding Diversity, Equity, and Inclusion (DEI)
- The Township successfully completed the Equal Employment Opportunity plan. This plan is part of the COPS grant.
- ADA: The Township was served with an ADA complaint on a state level, that was dismissed on October 27, 2022. We do have an MDOT inquiry regarding sidewalks.

February Birthday



James Yonker

Grace Turner



Cynthia Gardner

Abigail White



Susan McCarthy

Jeff Jerzyk

Ending Success Quote for February 13, 2023

“The purpose of life is to contribute in some way to making things better.”

By Robert F. Kennedy

Filling Township Board Vacancies

Due to Death or Resignation



Michigan Townships Association
Member Information Services
December 2015

Revised Statutes of 1846 (EXCERPT)
Resignations, Vacancies and Supplying Vacancies.

41.56 Resignations of officers.

Sec. 56.

Resignations of all [township] officers shall be in writing, signed by the officer resigning, and addressed to the township board and shall be delivered to and filed by the township clerk. The resignation shall be effective when accepted by the township board.

MICHIGAN ELECTION LAW (EXCERPT)
Act 116 of 1954

168.370 Elective or appointive township office; appointment to fill vacancy; temporary appointment; effect of resignation; special election; vacancy in office of township constable.

Sec. 370.

- (1) Except as provided in section 370a or subsection (2), if a vacancy occurs in an elective or appointive township office, the vacancy shall be filled by appointment by the township board, and the person appointed shall hold the office for the remainder of the unexpired term.
- (2) If 1 or more vacancies occur in an elective township office that cause the number of members serving on the township board to be less than the minimum number of board members that is required to constitute a quorum for the transaction of business by the board, the board of county election commissioners shall make temporary appointment of the number of members required to constitute a quorum for the transaction of business by the township board. An official appointed under this subsection shall hold the office only until the official's successor is elected or appointed and qualified. An official who is temporarily appointed under this subsection shall not vote on the appointment of himself or herself to an elective or appointive township office.
- (3) If a township official submits a written resignation from an elective township office, for circumstances other than a resignation related to a recall election, that specifies a date and time when the resignation is effective, the township board, within 30 days before that effective date and time, may appoint a person to fill the vacancy at the effective date and time of the resignation. The resigning official shall not vote on the appointment.
- (4) Except as provided in subsection (5), if the township board does not make an appointment under subsection (3), or if a vacancy occurs in an elective township office and the vacancy is not filled by the township board or the board of county election commissioners within 45 days after the beginning of the vacancy, the county clerk of the county in which the township is located shall call a special election within 5 calendar days to fill the vacancy. Not later than 4 p.m. on the fifteenth calendar day after the county clerk calls a special election under this section, the township party committee for each political

party in the township shall submit a nominee to fill the vacancy. The special election shall be held on the next regular election date that is not less than 60 days after the deadline for submitting nominees under this section or 70 days after the deadline for submitting nominees under this section if the next regular election date is the even year August primary or the general November election. Notice of the special election shall be given in the same manner required by section 653a. A special election called under this section does not affect the rights of a qualified elector to register for any other election. A person elected to fill a vacancy shall serve for the remainder of the unexpired term.

(5) Subsection (4) does not apply to the office of township constable. If a vacancy occurs in the office of township constable, the township board shall determine if and when the vacancy shall be filled by appointment. If the township board does not fill the vacancy by appointment, the office of township constable shall remain vacant until the next general or special election in which township offices are filled.

MICHIGAN ELECTION LAW (EXCERPT)
Act 116 of 1954

168.370a Filling vacancy in township office; term of appointee; term of elected successor.

Sec. 370a.

Notwithstanding the provisions of section 370, if a vacancy occurs in an elective or appointive township office, which vacancy is filled by appointment by the township board or the board of county election commissioners and the vacancy occurs more than 7 days before the nominating petition filing deadline as provided in section 349 for the general November election that is not the general November election at which a successor in office would be elected if no vacancy, then the person appointed shall hold office only until a successor is elected at the next general November election in the manner provided by law and qualifies for office. The successor shall hold the office for the remainder of the unexpired term.

MICHIGAN ELECTION LAW (EXCERPT)
Act 116 of 1954

168.363 Township officers; oath of office.

Sec. 363.

All township officers shall, before entering upon the duties of their offices, take and subscribe the oath as provided in section 1 of article 11 of the state constitution before the township clerk or other officer authorized to administer oaths, and file the same with the township clerk who shall record the same; and such oath shall be administered without reward and certified by the officer before whom the same was taken, with the date of taking the same.

When a vacancy occurs on the township board due to the death of a board member:



1. The clock starts ticking the day after the vacancy occurs (the day after the board member dies). The township board has **45 days** to appoint a person to fill the vacancy. (MCL 168.370(4))



2. The official's deputy (clerk or treasurer, optional for supervisor) **continues** as deputy until the new official is appointed. The deputy does not vote, and a deputy supervisor does not moderate a meeting. (MCLs 41.61 and 41.72a(3) (supervisor); 41.69 (clerk); and 41.77(5) (treasurer))



3. The only statutory requirement for holding township board elective office is that a candidate **must** be a **qualified elector** of the township and **registered to vote**. To be a qualified elector, a person must be 18 years of age, a U.S. citizen, and have lived in the township at least 30 days (property ownership is NOT required). (MCLs 168.11 and 168.342)



4. The person appointed to fill the vacancy **must** take the **oath** of office (should be taken within the 45 days to fill vacancy to qualify for office). (MCL 168.363)



5. A new clerk or treasurer **must** appoint a deputy. The supervisor **may** appoint a deputy. The deputies are also required to take the oath. (MCLs 41.69, 41.77(5), and 41.61)



6. The **salary of the office** continues. A person appointed to elective office during the term of office receives the currently established salary for that office. (MCL 41.95) This may require prorating the salary between the former and new officials according to payroll period.



7. If the vacancy occurs more than 7 days before the 15th Tuesday prior to the August midterm primary, a person appointed to fill that vacancy must run in the next primary and general election to retain that office. The person elected serves for the remainder of the term. (MCL 168.370a) (**NEW, PA 94 of 2014, effective April 3, 2014**)



If the vacancy occurs 7 days or less before the 15th Tuesday prior to the August midterm primary, a person appointed to fill that vacancy is appointed for the remainder of the term. (MCL 168.370a) (**NEW, PA 94 of 2014, effective April 3, 2014**)

(All township board members' terms run four years, concurrent with the Presidential term of office.)



8. If the township board fails to fill the vacancy within 45 days, the county clerk must schedule a special election on the next regular election date (of the four election days) that is: (1) at least 60 days after the deadline for submitting nominees, or (2) at least 70 days after the deadline for submitting nominees if the next regular election date is the even year August primary or the general November election. Township/county political parties select nominees (independent or write-in candidates can also qualify), so no primary election is held. The person elected serves for the remainder of the term. (MCL 168.370(4))

When a vacancy occurs on the township board due to the resignation of a board member:



1. To resign, a board member must submit his or her signed resignation in writing to the board. The board must vote (at a regular or special board meeting) to accept the resignation for the resignation to take effect. (MCL 41.56)

a) If the resigning official gives an effective date of resignation that comes prior to the board meeting where the board accepts the resignation, then the vacancy occurs on the date of the board meeting. The official would serve and be compensated up to that date.

b) If the resigning official gives an effective date that comes after the board meeting where the board accepts the resignation, then the vacancy occurs on the effective date in the resignation letter.

c) The board may appoint someone to fill the vacancy up to 30 days prior to the effective date of resignation. The new official may take the oath prior to taking office, but is not "clothed" with the authority of the office until the resignation takes effect.



2. The clock starts ticking the day after the vacancy occurs (the day after the resignation takes effect). The township board has 45 days to appoint a person to fill the vacancy. (MCL 168.370(4))



3. The official's deputy **DOES NOT** continue as deputy. (MCLs 41.69, 41.77(5), and 41.61)



4. The only statutory requirement for holding township board elective office is that a candidate **must** be a qualified elector of the township and registered to vote. To be a qualified elector, a person must be 18 years of age, a U.S. citizen, and have lived in the township at least 30 days (property ownership is NOT required). (MCLs 168.11 and 168.342)



5. The person appointed to fill the vacancy must take the oath of office (should be taken within the 45 days to fill vacancy to qualify for office). (MCL 168.363)



6. A new clerk or treasurer **must** appoint a deputy. The supervisor **may** appoint a deputy. The deputies must also take the oath. (MCLs 41.69, 41.77(5), and 41.61)



7. The salary of the office continues. A person appointed to elective office during the term of office receives the currently established salary for that office. (MCL 41.95) This may require prorating the salary between the former and new officials according to payroll period.



8. If the vacancy **occurs** more than 7 days before the 15th Tuesday prior to the August midterm primary, a person appointed to fill that vacancy must run in the primary and general election to retain that office. The person elected serves for the remainder of the term. (NEW, PA 94 of 2014, MCL 168.370a, April 3, 2014)



If the vacancy **occurs** 7 days or less before the 15th Tuesday before the August midterm primary, a person appointed to fill that vacancy is appointed for the remainder of the term. (NEW, PA 94 of 2014, MCL 168.370a) (All township board members' terms run four years, concurrent with the Presidential term.)



9. If the township board fails to fill the vacancy within 45 days, the county clerk must schedule a special election on the next regular election date (of the four election days) that is: (1) at least 60 days after the deadline for submitting nominees, or (2) at least 70 days after the deadline for submitting nominees if the next regular election date is the even year August primary or the general November election. Township/county political parties select nominees (independent or write-in candidates can also qualify), so no primary election is held. The person elected serves for the remainder of the term. (MCL 168.370(4))

Frequently Asked Questions

Q Our supervisor resigned November 30. What do we do now?

First, you need to confirm that the resignation has actually taken effect.

A resigning township board member must submit a written resignation to the township board, stating the date on which his or her resignation will take effect—the last day they intend to hold office. At a regular or special meeting of the township board, the board must vote to accept the resignation before it can become effective. Once the board accepts the resignation, it takes effect either on the date stated in the letter or the date the board voted to accept it, whichever comes later.

For example, let's say that the supervisor stated his resignation was effective November 1, but the board doesn't meet and vote to accept it until November 15. The resignation is not effective until November 15, and the supervisor actually held office and should be paid through that date.

If the supervisor stated his resignation date as November 30, and the board voted to accept it at the November 15 board meeting, then the supervisor holds office until November 30, and is paid through that date.

Q When do we appoint someone to fill the vacancy?

The township board must appoint someone to fill a vacancy on the township board within 45 calendar days after the vacancy is created. The appointee must take the oath of office before assuming the office.

Q How do we choose the appointee?

The township board can appoint anyone who is eligible to hold elective township office—basically any person who has been registered to vote and a resident of the township for at least 30 days. The board is not required to advertise the vacancy or solicit resumes, but doing so may attract a larger or more capable pool of candidates. The township board does not consider a slate of candidates—instead, the first person nominated who receives a second and a majority vote of the board members present and voting is the appointee. All interviews conducted by the township board, and any actions taken by the board to “shorten the list” of candidates, must be done in open session at a public board meeting. As always, the vote to appoint must be a voice vote, not a paper or secret ballot.

Q How long will the appointee serve?

If the vacancy occurs more than 182 days prior to the mid-term general November election (November 4, 2014), then the position must be on the 2014 August primary and November general election ballot. The person appointed to fill the vacancy serves only until the election is certified and the winner takes the oath of office (it can be the person appointed to fill the vacancy). The winner serves out the remainder of the term.

Q Our board is divided, and with the vacancy, we have four members voting on the appointment. What if we can't agree on a candidate?

If the township board does not appoint someone to fill the vacancy, the county clerk must call a special election at the township's expense to fill the vacancy. Whoever is elected will fill out the remainder of the term; the position is not also on the mid-term election ballot. It is, however, usually in the best interest of the township for the board to work together, possibly making compromises or concessions, to do their duty as elected officials and fill the vacancy within the 45 days.

Q If the clerk resigns, is her deputy automatically the new clerk?

No, when an elected official *resigns*, the appointment of his or her deputy also ends.

Q Who can write or issue checks if the clerk or treasurer resigns?

No one. If a clerk or a treasurer resigns, the deputy's appointment also ends. Until a new clerk or treasurer is appointed, no checks, payments or disbursements can be issued. In other words, no checks can be written, and no paychecks or bill payments can be made.

So it can be important for a township board to consider the implications of voting to accept a clerk or treasurer's resignation, especially if he or she does not give the board a lot of advance notice. A township board does not have to vote to accept a resignation as soon as it receives it.

Sometimes a resigning official is just having a temporary "bad day," and a board can consider holding off on accepting the resignation to give them time to cool down.

But even if a resigning official is serious about resigning, and has no intention of staying or working until their resignation is accepted by the board, a board can delay the loss of the deputy by holding off on voting until potential candidates for a vacancy can be identified.

However, a vacancy is not official until the board has voted to accept the resignation—so the resigning official can change their mind and withdraw their resignation if the board has not yet voted to accept it.

And a resignation does not take effect until the board votes to accept it and the last day has been reached. So that means that the resigning official is still legally entitled to the salary of the office until the resignation takes effect, regardless of whether they perform any of the duties of the office in the meantime.

Q Our treasurer is thinking about retiring, but she wants to be available to help train her successor. Is that possible?

Yes. The resigning official can give any date in the future as the effective date of his or her resignation. The township board may appoint the successor up to 30 days prior to that effective date, although the resigning official cannot vote to appoint his or her successor. It is important to note that this can **only** be done within 30 days prior to the date of resignation and no earlier than that.

The outgoing treasurer is paid through the date of his or her resignation. The new treasurer is not paid the treasurer's salary until the outgoing treasurer's resignation takes effect and the new treasurer takes the oath.

Q May another township board member be appointed to fill a vacancy in another board office?

Yes.

Q May a township board member vote to appoint him or herself to another board office vacancy?

Yes. MCL 168.370, the section of the Michigan Election Law governing vacancies in elective township office, states that a vacancy shall be filled by appointment by the township board. (MCL 168.370(1)) This means that it is the duty of each board member to vote on the appointments to the township board.

There are two exceptions to that rule:

MCL 168.370(2) specifically states that an official who is temporarily appointed by the board of county election commissioners to restore a quorum when enough vacancies occur to prevent a quorum "shall not vote on the

appointment of himself or herself to an elective or appointive township office" (township board offices are "elective" offices).

MCL 168.370(3) also specifically addresses a situation when a township board member submits a written resignation in advance of his or her effective resignation date, and the board appoints a person to fill the vacancy within 30 days prior to that effective date:

"If a township official submits a written resignation from an elective township office, for circumstances other than a resignation related to a recall election, that specifies a date and time when the resignation is effective, the township board, within 30 days before that effective date and time, may appoint a person to fill the vacancy at the effective date and time of the resignation. The resigning official shall not vote on the appointment."

So the "resigning official shall not vote on the appointment" of his or her **successor**. According to MTA Legal Counsel, this prohibition is limited to voting, and does not require the person to recuse themselves from discussions on the appointment, just abstaining from voting.

Because the Election Law states specific exceptions to the rule, and does not specifically prohibit a township board member from voting to appoint him or herself to an elective or appointive township office where the vacancy is created by death or resignation and does not involve a temporary appointment to restore quorum, a township official may vote to appoint him or herself to fill a board vacancy.

Q If a board member is appointed to fill a vacancy in another board office, can they vote to appoint the person to succeed them?

Yes. Once a board member is appointed to and takes the oath to assume another board office, then he or she no longer holds the prior office. They do not have to resign their prior office. MCL 168.370(3) states: "The resigning official shall not vote on the appointment." Because the Election Law specifically prohibits the resigning official from voting on the appointment of their successor, but does not prohibit an official who did not resign, MTA Legal Counsel interpret that to mean that the board member whose appointment created a vacancy may vote on filling that previously held office.

Q Must the person appointed to fill a township board vacancy take the oath of office—even if they are already a board member?

Yes. Every time a person is appointed (or elected) to township board office, they must take the oath of office to qualify to hold the office. This includes a person who is already a trustee, for example, who is appointed to fill a vacancy in another board office.

Q Who has authority to administer oaths to township officials?

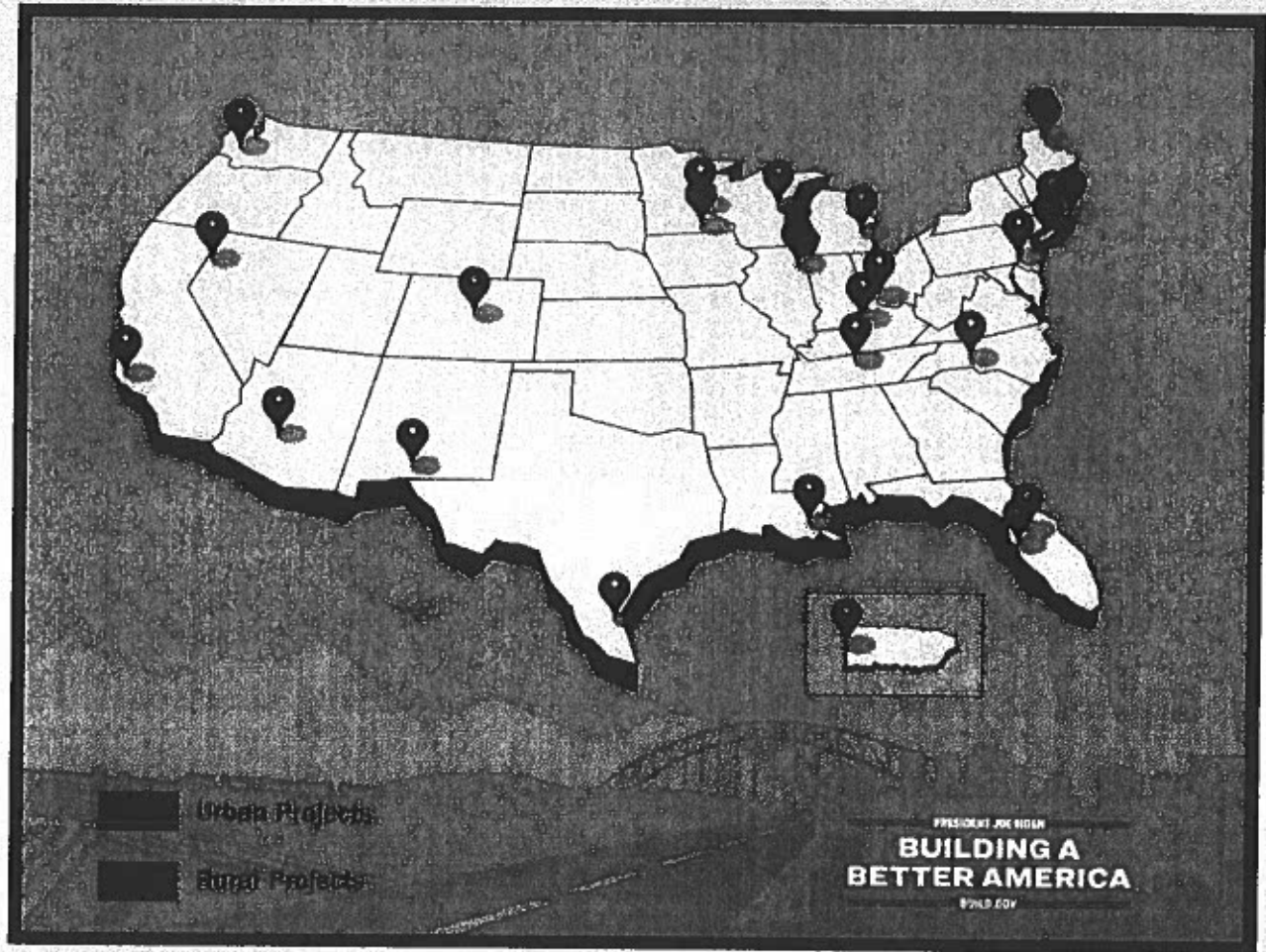
The positions that are authorized by law to administer the oath of office are the township clerk/deputy clerk, supervisor/deputy supervisor, county clerk/deputy county clerk, notary public, judge/justice (of any court of record), and state senator or representative.

INFR

INFRASTRUCTURE FOR
REBUILDING AMERICA



U.S. Department
of Transportation



INFRA AWARDS

FY 2022



INFRA 2022 AWARDS FACT SHEETS

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Rural

Downtown Mile Safety and Connectivity Improvement Project

INFRA Award: \$32,460,000

Flagstaff, Arizona

Applicant: City of Flagstaff

Project Description:

This project will deliver pedestrian safety improvements and freight and passenger rail infrastructure enhancements along an approximately one-mile segment of the Burlington Northern and Santa Fe (BNSF) Southern Transcontinental Corridor. The improvements for the project include: (1) a pedestrian underpass at Rio de Flag, (2) an underpass at Milton Road to allow for the future widening of the road from four lanes to six lanes and increased vertical clearances, (3) a pedestrian underpass at Florence-Walnut, and (4) the installation of pedestrian gates at the Beaver Street and San Francisco Street at-grade highway-rail crossings.



Project Benefits:

The project will improve quality of life and transportation equity for local residents. By constructing pedestrian underpasses, the project connects areas of persistent poverty and the essential services located in downtown Flagstaff. The improved pedestrian circulation will provide more timely access to employment centers, institutions of higher education, and government services by enabling pedestrians and other active transportation users to avoid delay resulting from the passage of approximately 80 trains per day at existing at-grade street crossings.

Otay Mesa East Port of Entry Project

INFRA Award: \$150,000,000

San Diego County, California

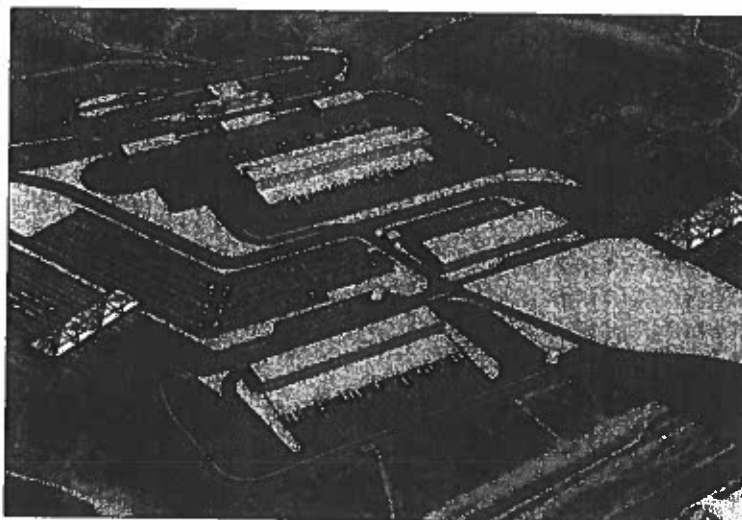
Applicant: California Department of Transportation

Project Description:

The project will construct a new toll road (State Route 11) and Port of Entry (POE) facility at Otay Mesa. It also includes inspection equipment for U.S. Customs and Border Protection, zero-emission chargers for staff vehicles, a Commercial Vehicle Enforcement Facility to be used by the California Highway Patrol and Federal Motor Carrier Safety Administration (FMCSA), and deployment of intelligent transportation systems (ITS) throughout the Port of Entry.

Project Benefits:

The project will bring positive economic benefits by facilitating freight movement and spurring job creation. The new Port of Entry will provide an alternative for nearly 3,600 trucks that cross the existing Otay Mesa and Tecate Ports of Entry daily, which are operating at capacity. The project facilitates freight movement across borders with destinations at nearby distribution centers and warehouses, the Ports of Los Angeles and Long Beach, and the Inland Empire's mega-distribution centers in Riverside and San Bernardino counties. The sponsor will establish a local hire agreement targeting disadvantaged groups, as well as a pre-apprenticeship program.



Rural

I-70 Floyd Hill to Veterans Memorial Tunnels Improvements

INFRA Award: \$100,000,000

Clear Creek County, Colorado

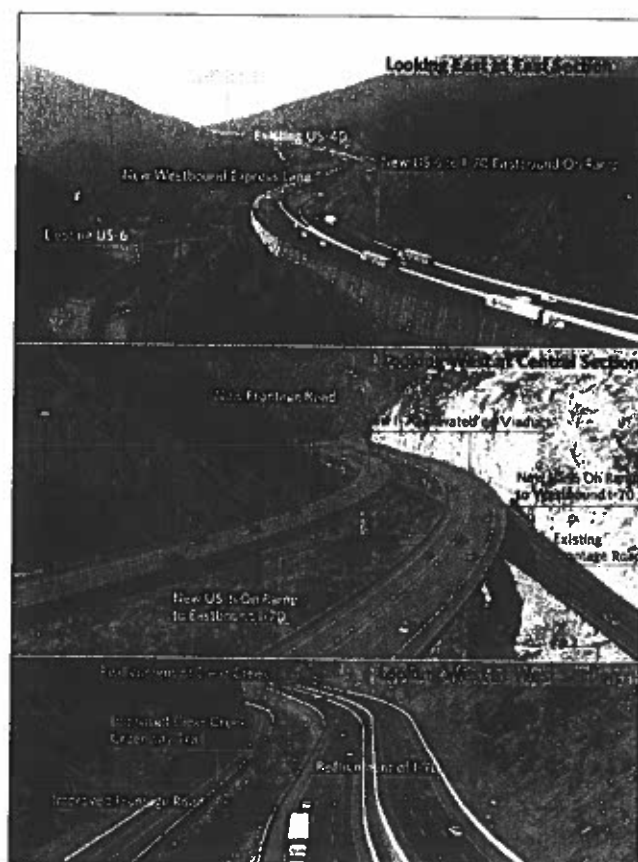
Applicant: Colorado Department of Transportation

Project Description:

The project will improve approximately 8 miles of the I-70 Mountain Corridor, from west of Evergreen to eastern Idaho Springs. It will add a third westbound travel lane, construct a frontage road connection, add a new ramp from US 6 to eastbound I-70, and improve design speed and sight distance on horizontal curves. The project also improves the Clear Creek Greenway multimodal trail and implements environmental mitigation efforts including installing wildlife crossings and fencing and restoring nearby creek and wetland areas. It will also install electric vehicle infrastructure and shuttle parking to support transit operations in the corridor.

Project Benefits:

The project's improvements to the horizontal curves, fencing, and the construction of additional lanes will deliver safety benefits by helping to reduce collisions between vehicles, trucks, and wildlife. The project will also reduce congestion and traffic disruptions caused by rockslides and wildlife encroachments on a key supply chain corridor – creating environmental and economic benefits. It also provides improved and more affordable access to recreational areas and employment centers by making trail improvements and dedicated transit facilities for a new express bus service. Additionally, the project will incorporate the use of innovative technologies like dynamic signage, connected vehicle infrastructure, electric vehicle charging, a weather information system, and cameras to report roadway conditions.



Rural

I-4 West Central Florida Truck Parking Facility

INFRA Award: \$15,000,000

West Central Florida

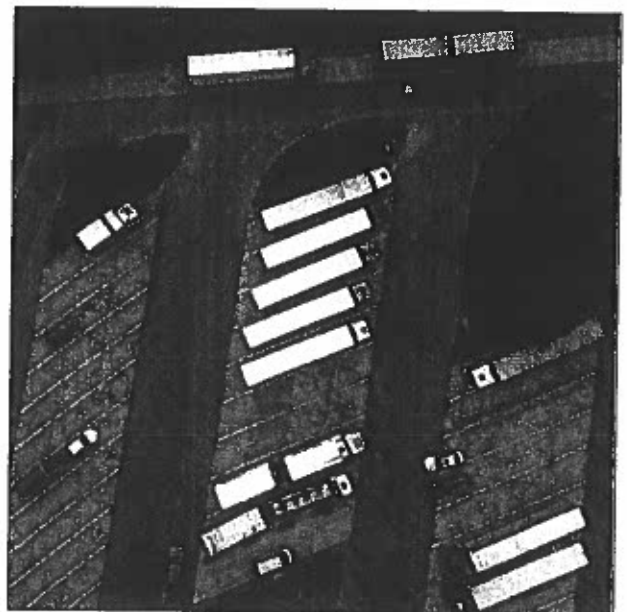
Applicant: Florida Department of Transportation

Project Description:

The project will construct a new truck parking facility with approximately 120 spaces, electric charging stations, and pedestrian infrastructure to access nearby commercial amenities. The truck parking facility will be connected to the Florida Department of Transportation's Truck Parking Availability System to assist commercial vehicle operators in identifying available parking locations and will include at least six electrical hookups to provide stand-by power for refrigerated trucks and auxiliary power for in-cab comforts.

Project Benefits:

This project addresses a shortage in parking for commercial vehicles on a corridor between Tampa and Orlando which carries an average of 18,000 trucks daily and reduces parking in unauthorized areas such as vacant lots or highway shoulders. By providing reliable parking capacity, the project reduces time drivers spend searching for commercial vehicle parking, making supply chain movement more efficient. Additionally, the electric hookups and the reduced time searching for parking will decrease commercial vehicle emissions.



Rural

South Port Container Yard and Electrification Project Phase 3

INFRA Award: \$11,953,492

Manatee County, Florida

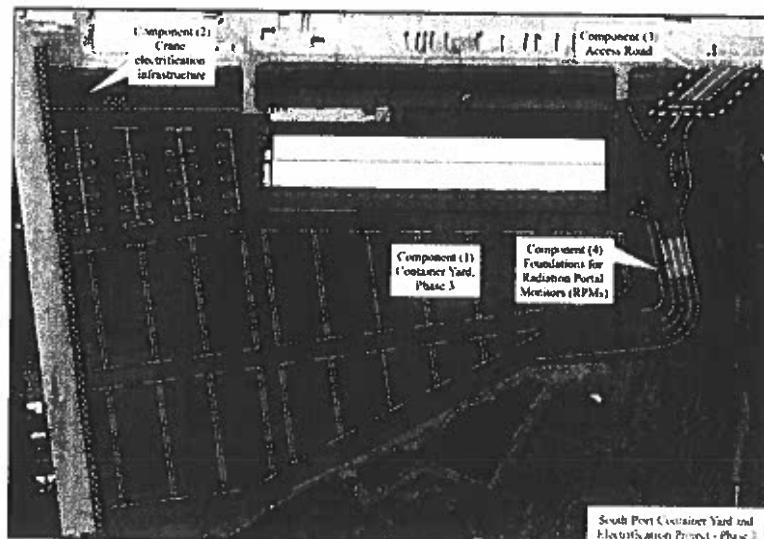
Applicant: Manatee County Port Authority, d.b.a. SeaPort Manatee

Project Description:

The project will construct an approximately 16.5-acre container yard, install electrical systems for two previously acquired mobile harbor cranes, construct an access road, and construct approximately three foundations and utilities for future radiation portal monitors.

Project Benefits:

This project expands capacity at the container yard, helps meet increasing demands for capacity, and modernizes infrastructure to reduce backlogs and delays. The project will also bring economic benefits through job creation and reduce supply chain bottlenecks along Florida's gulf coast.



Urban

CREATE WA-1 Segment: Ogden Junction

INFRA Award: \$70,000,000

Chicago, Illinois

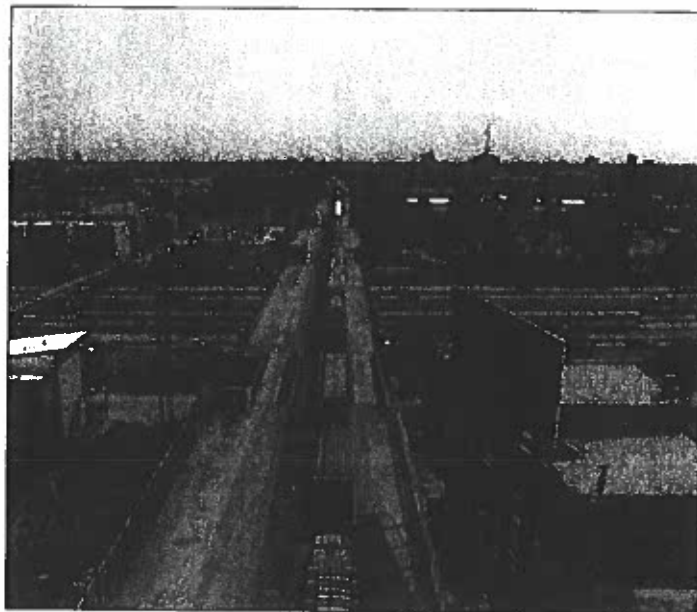
Applicant: Illinois Department of Transportation

Project Description:

The project will rehabilitate railroad track, upgrade signaling, and replace, remove, or rehabilitate 18 viaduct structures on an approximately 1.9-mile-long segment of the Western Avenue Rail corridor from Kedzie to 16th street. Approximately 10,000 feet of new track will be constructed and approximately 31,000 feet of track will be shifted. New power turnouts and crossovers will enable an automated path to be controlled by the dispatcher and new friction management equipment will be installed.

Project Benefits:

The project will improve an elevated, multi-track, high-density freight rail corridor running through central Chicago that is more than 100 years old and in need of modernization. Disruptions to this route would have rippling effects on freight and passenger rail movement in the region. After this project, the track class designation will be upgraded – allowing for faster freight speeds and more efficient supply chain. Additionally, project sponsors have engaged with labor unions and community members in the area to ensure that the project design meets local needs and ensures community connectivity, despite the closure of certain viaducts.



Rural

Rockport Bridge Rehabilitation Freight Rail Project

INFRA Award: \$17,331,850

Ohio and Muhlenberg Counties, Kentucky

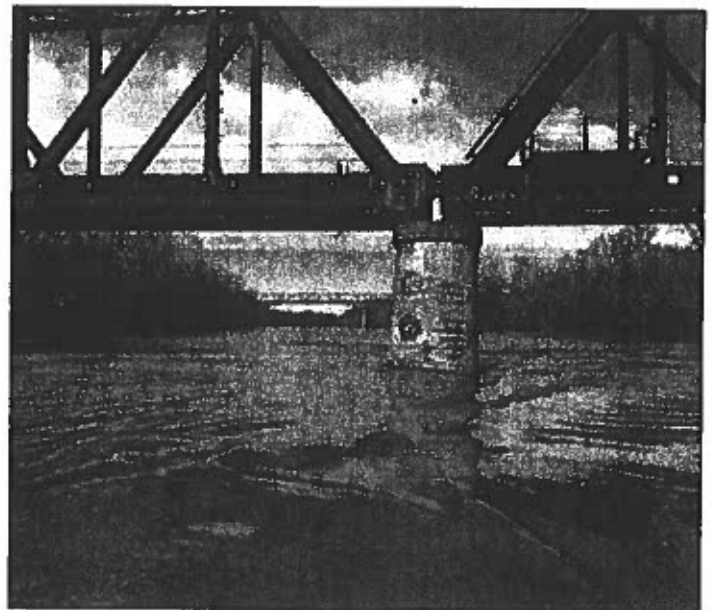
Applicant: Green River Area Development District

Project Description:

This project will rehabilitate the Rockport Railroad Bridge by replacing the deck, filling in portions of the existing approach with rockfill and culvert pipes, and upgrading the electrical and mechanical components that allow the bridge to be raised to accommodate river traffic.

Project Benefits:

This project makes important investments in the 100-year-old existing freight rail line bridge, allowing it to operate at a full level of performance. The bridge is a vital link for the transportation of commodities such as chemicals, grain, coal, lumber, steel, and petroleum on the 280-mile railway, which would be diverted to truck if the bridge were to be closed. Additionally, the project is being delivered through an innovative public-private partnership with Paducah & Louisville Railway, Inc., a Class II short-line railroad operator.



Urban

North Baton Rouge Mobility Projects

INFRA Award: \$59,619,429

Baton Rouge, Louisiana

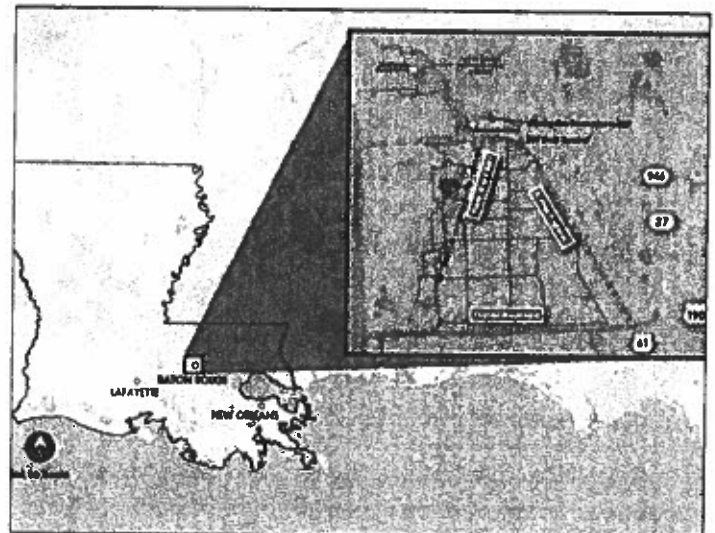
Applicant: City of Baton Rouge/Parish of East Baton Rouge, Louisiana

Project Description:

This project has three components: 1) The Airline Highway North Expansion will improve a five-mile segment of U.S. Route 190 by adding a lane in each direction, improving turn lanes, and adding connections to local transit, bike and pedestrian networks; 2) The Florida Boulevard component will make pedestrian and bus improvements, and establishes BRT infrastructure along approximately six miles of Business U.S. Route 90. 3) The Scotlandville Parkway Mobility Network will convert an existing trail to a new, linear, multimodal pathway for pedestrians and bicyclists.

Project Benefits:

The project makes pedestrian improvements on a few key corridors in Baton Rouge, which is one of the more dangerous pedestrian cities in America with disproportionate impacts to communities of color. Proposed improvements benefit an area where 95% of city's unemployed residents live and will provide more affordable transportation options to help people get to jobs and social services. The project design is reflective of a local planning process that was developed by a diverse group of residents and stakeholders, particularly through the "MOVEBR" engagement process focused on equitable transportation, the East Baton Rouge Parish Pedestrian and Bicycle Master Plan that involved more than 70 community organizations, and the BREC parkway strategic planning initiative which used surveys and meetings to reach out to nearly 1,000 residents.



Presque Isle Corridor Project

INFRA Award: \$44,100,000

Presque Isle, Maine

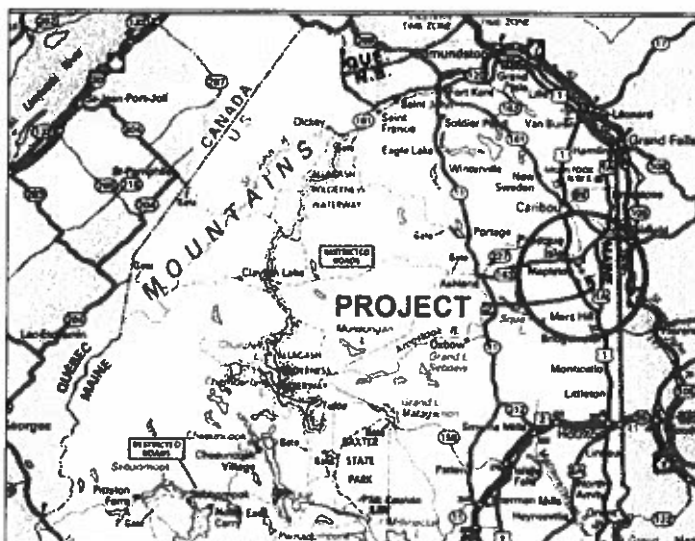
Applicant: Maine Department of Transportation

Project Description:

The project will complete Phase II of a commercial two-lane bypass route of Presque Isle's Main Street (US Route 1), constructing an approximately 6.3-mile-long, two-lane highway that will connect US Route 1 south of the city to the current bypass section already in service. It also includes a new interchange at US Route 1 and Conant Road; truck climbing lanes; four new overpasses to grade separate the bypass from Henderson Road, Easton Road, Conant Road, and the rail line; box culverts; and multiuse trail crossings at Conant Road and Henderson Road.

Project Benefits:

By creating a limited access bypass of downtown Presque Isle, traffic, particularly trucks, will avoid 147 commercial/residential driveways, 25 street intersections, 12 crosswalks, nine stoplights and one railroad crossing. The bypass will reduce truck traffic at five known high crash locations in the project area and will also reduce emissions from traffic idling at intersections in town.



Rural

Downeast Coastal US 1 Rehabilitation Project

INFRA Award: \$33,000,000

Washington County, Maine

Applicant: Maine Department of Transportation

Project Description:

The project rehabilitates approximately 68 miles of US 1 in Washington County, including shoulder widening, replacing drainage structures, making safety improvements including installing new guardrails and rumble strips, and preparing the corridor for electric vehicle chargers.

Project Benefits:

The project's safety improvements and shoulder widening are expected to significantly reduce the number of lane departure crashes which are a known safety issue in this corridor. The project will also help improve recreational travel, freight movement, and access to essential services, as it includes segments of the newly designated Bold Coast Scenic Byway and Bikeway, is adjacent to an international land border and seaport, and connects two related tribal communities.



Urban

I-375 Community Reconnection Project

INFRA Award: \$104,657,051

Detroit, Michigan

Applicant: Michigan Department of Transportation

2,100

26,931.4

Project Description:

The project would realign the ramps and freeway near I-375, convert I-375 to a slower speed boulevard, install calming traffic measures, remove weaving and merging areas along I-375 and I-75, remove the Jefferson Avenue curve, and incorporate LED lighting in the project area. The project would also remove fifteen old bridges and two stormwater runoff pump stations, rehabilitate one remaining stormwater runoff pump station, construct wider sidewalks and separated buffered cycle tracks with protected and signalized pedestrian crossings, and reconnect neighborhood streets to the boulevard in the project area.

Project Benefits:

The project will reconnect the neighborhoods that were divided by the current highway design with an at-grade boulevard, providing the community better access to jobs and services in the area. The project will reduce operating and maintenance costs for the improved roadway. The project will also use innovative technologies for traffic incident management smart technologies at intersections to improve safety.



Rural

I-90 Austin Bridges Improvement Project

INFRA Award: \$25,000,000

Austin, Minnesota

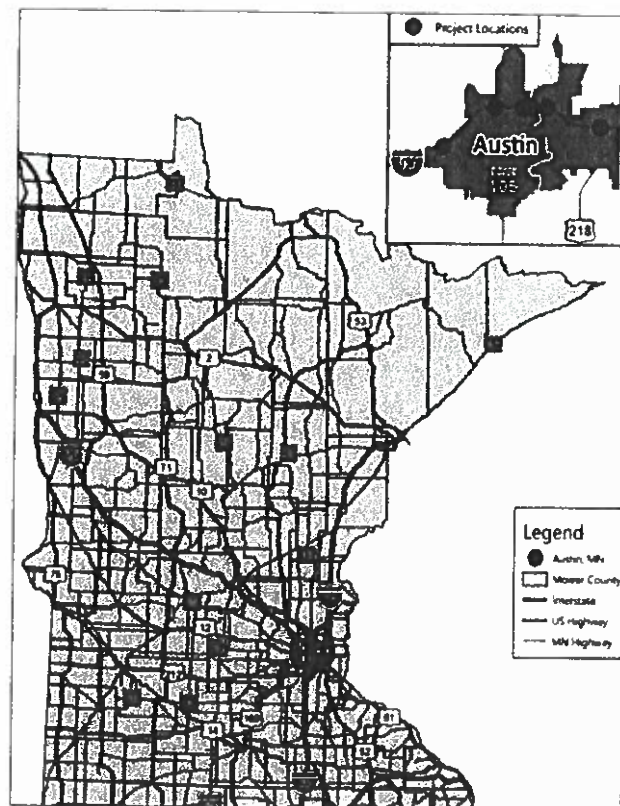
Applicant: Minnesota Department of Transportation

Project Description:

The project will reconstruct eight bridges (five overhead structures, two mainline bridges, and one pedestrian bridge) and rehabilitate two mainline bridges along I-90. The project includes ramp connection and traffic signal improvements associated with the bridges, construction of a network of ADA accessible multiuse sidewalks and trails, and replacement of stormwater infrastructure.

Project Benefits:

Currently I-90 is a barrier between downtown Austin and neighborhoods north of I-90. Extensive equity-focused community outreach and public engagement conducted for this project identified the need for improved bicycle and pedestrian facilities. Additionally, the project is aligned with the state's climate action and equitable development plans and improves resiliency and disaster preparedness along the corridor. The interchange and traffic signal improvements also address the high number of left turn related crashes and queuing issues, improving safety and reducing congestion.



Rural

US 212 Freight Mobility & Safety Project

INFRA Award: \$10,000,000

Twin Cities, Minnesota

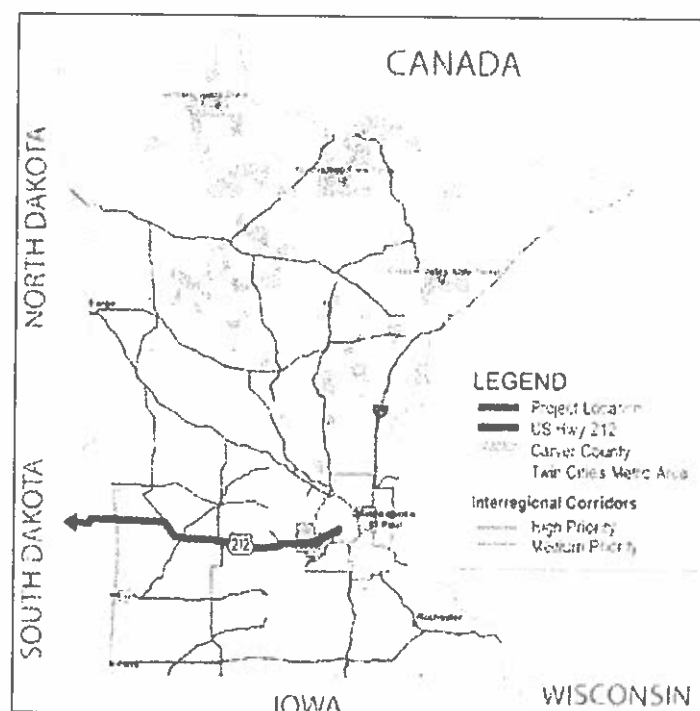
Applicant: Carver County

Project Description:

The project will expand approximately 5 miles of US 212 from a rural two-lane undivided highway to a four-lane divided expressway between CSAH 36 in Cologne to Tacoma Avenue, including construction of reduced conflict intersections and a grade-separated interchange.

Project Benefits:

The project reconstructs a 90-year-old roadway and reconfigures intersections in areas with high crash rates to improve safety and facilitate freight movement. In the past 5 years, 3 fatalities have occurred at the intersection of US 212/ CSAH 51, and the full project area has a higher-than-average crash rate. Many crashes were freight-related or roadway departure crashes that could be avoided by the roadway expansion, addition of rumble strips, and reduced conflict intersections. A traffic study shows that a great majority of the corridor congestion is caused by crashes, which impacts efficiency of freight movement for 12 major freight generators in the project area on this vital route between rural Southwest Minnesota and Twin Cities. This project facilitates freight movement by expanding the only section of US 212 that is still a 2-lane segment, and alleviating restrictions for oversized loads.



Urban

US-395 & Virginia Street North Valleys

INFRA Award: \$88,917,130

Washoe County, Nevada

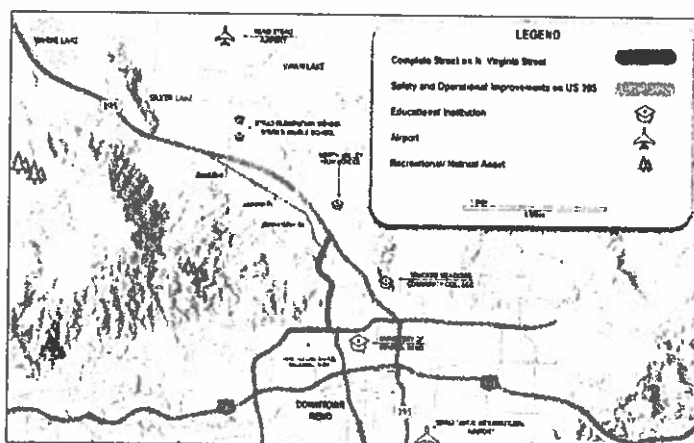
Applicant: Nevada Department of Transportation

Project Description:

The project has two components. The first component will add two lanes along approximately three miles of US-395 with improved traffic control, interchange lighting upgrades, sound walls, and Intelligent Transportation System (ITS) elements. The second component will create a complete street along a separate 2.5-mile stretch of North Virginia Street with added sidewalks and buffered bike lanes and/or shared-use path, pedestrian crossings with rectangular rapid flashing beacons, and improved transit stops.

Project Benefits:

The project reconstructs deteriorating pavement in an area with high truck volumes accessing nearby industrial areas and distribution facilities, making the area safer, efficient, and more attractive for developments such as the planned Reno AirLogistics Park. The addition of new northbound and southbound lanes on US 395 will alleviate the current congestion for drivers during peak periods. Additionally, the project will reduce crashes at interchanges with lighting and ITS elements and make pedestrian improvements in an area that has experienced multiple vehicle-pedestrian crashes in recent years.



Route 7 Drainage Improvements

INFRA Award: \$26,000,000

Hudson County, New Jersey

Applicant: New Jersey Department of Transportation

Project Description:

The project will make drainage improvements on approximately two miles on Route 7, including raising the roadway by approximately 3.5 feet, adding three pump stations, raising and improving a bridge approach, and installing new pipes, inlet structures, outfalls, and flood walls.

Project Benefits:

This roadway is subject to chronic flooding which often causes roadway closure and detour, compromises the safety of the travelers on the roadway, disrupts normal traffic flow, and contributes to pavement deterioration. By raising the roadway and improving the drainage, the project addresses safety issues that occur in wet or icy road conditions from flooding, and avoids closure and detour during extreme weather events for drivers.



Rural

Border Highway Connector Project

INFRA Award: \$45,000,000

Doña Ana County, New Mexico

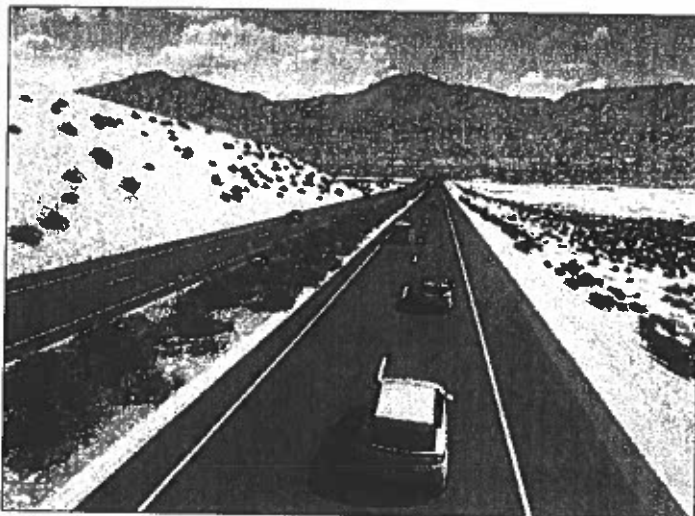
Applicant: New Mexico Department of Transportation

Project Description:

This project develops an approximately six-mile, four-lane, directionally-separated highway connecting the Santa Teresa Port of Entry (STPoE) with State Road 273 (NM273) in Sunland Park.

Project Benefits:

Increasing levels of commercial freight crossings at STPoE are leading to congestion that is negatively impacting local roads. The project will reduce congestion and facilitate the movement of goods by providing a direct route that will reduce the miles traveled and associated travel time, particularly for trucks traveling between the STPoE, Interstate 10 in El Paso, and the nearby Union Pacific Intermodal Facility.



Hunts Point Terminal Produce Market Intermodal Facility

INFRA Award: \$110,000,000

New York, New York

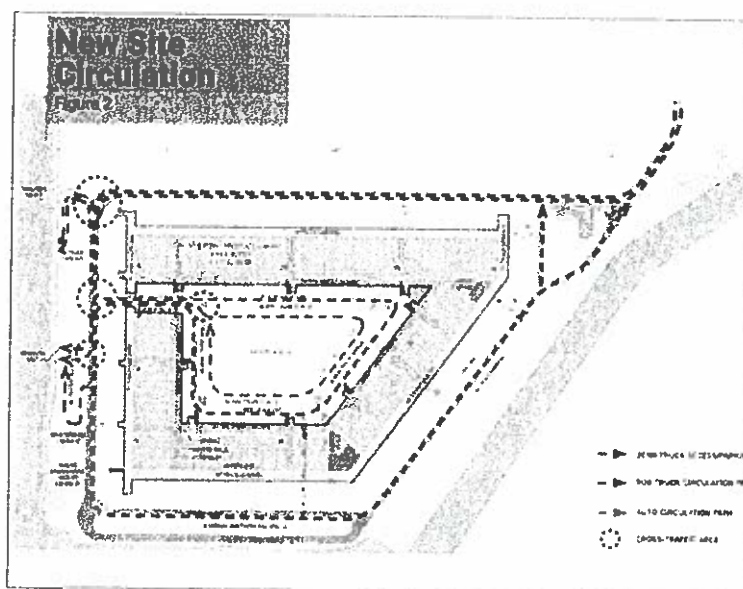
Applicant: City of New York

Project Description:

This project will redevelop the Hunts Point Terminal Produce Market intermodal facility with expanded refrigerated warehouse space and electric vehicle charging stations for trucks and cars. The new Produce Market will be an approximately 1,000,000-square-foot state-of-the-art intermodal facility with approximately 824,600 square feet of refrigerated warehouse space with solar panels or a green roof.

Project Benefits:

The project will boost the economy by improving one of the largest food distribution centers in the country by widening and separating vehicular, truck, rail, and pedestrian circulation and clearly establishing and expanding truck queuing and parking areas within the facility. The improvements are focused on areas where data shows most safety issues currently occur. With the new facility, diesel-powered truck refrigeration units will no longer idle on site, resulting in emissions reductions.



I-85 FUTURES

INFRA Award: \$100,000,000

Cleveland and Gaston Counties, North Carolina

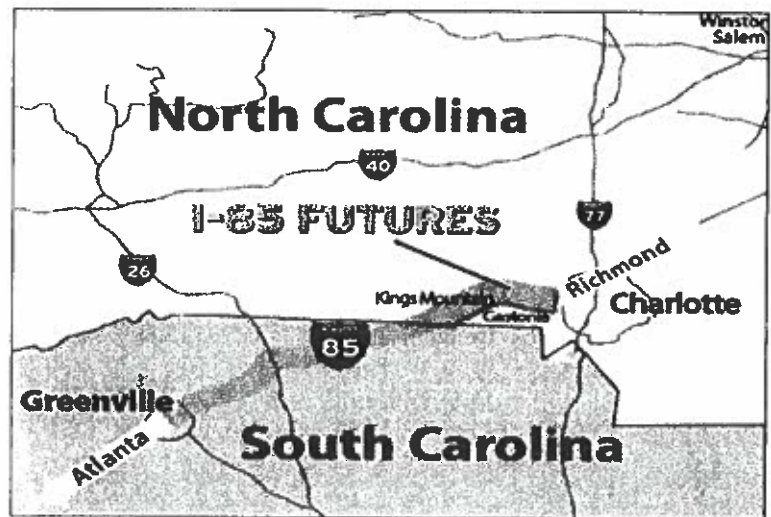
Applicant: North Carolina Department of Transportation

Project Description:

This project will widen a segment of I-85 from six lanes to eight lanes and will add auxiliary lanes for interchanges. In addition, approximately five interchanges, approximately six overpasses, and approximately four railroad bridges will be replaced to accommodate the widening. The project will also add approximately nine miles of sidewalks, bike lanes and multi-use paths crossing over I-85, install fiber optic cable to support intelligent transportation system (ITS) applications and rural broadband access, and install electric vehicle chargers.

Project Benefits:

Safety for vehicles will be improved through acceleration and deceleration lanes for interchanges, the addition of auxiliary lanes, improved vertical and horizontal curves, widened median shoulders, and improved median barriers. The project will also make safety measures for non-motorized users, by adding new sidewalks, bike lanes, and multi-use paths. The project incorporates zero emission vehicle infrastructure, adds new DC fast charging ports to reduce travel distance between chargers along this section of I-85 through public-private partnership, incorporates ITS infrastructure, and utilizes hydraulic monitoring systems for flooding.



Urban

Western Hills Viaduct Replacement

INFRA Award: \$127,115,954

Cincinnati, Ohio

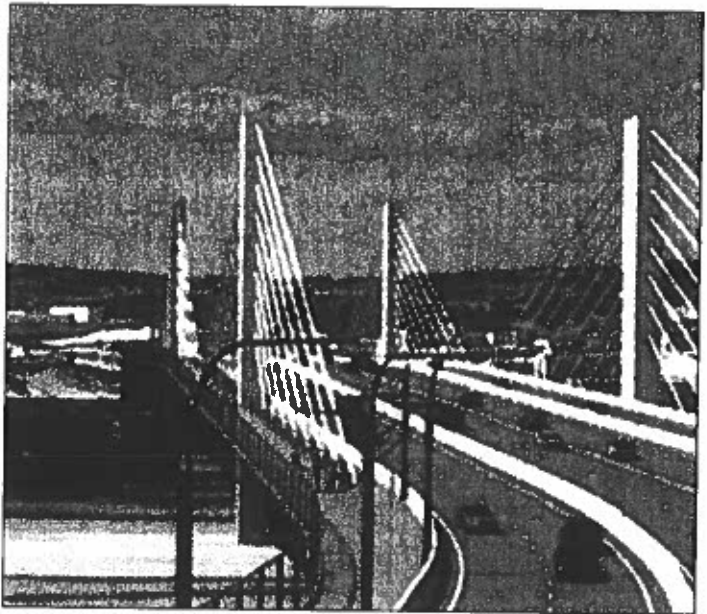
Applicant: City of Cincinnati

Project Description:

This project will replace the structurally deficient Western Hills Viaduct over the Mill Creek Valley with a new structure south of the existing viaduct, which will connect to a redesigned interchange with I-75.

Project Benefits:

This project replaces an 85-year-old viaduct that is in such a poor state of repair that it requires supplemental supports and frequent maintenance disruptions. The project will allow for reliable and efficient freight movement by road and rail, as the increased spacing of supports will allow for rail realignment and provide a new access point to the CSX intermodal facility. Innovative technology will be used on the project, including PV light fixtures, carbon-absorbing surface treatments, and ecofriendly materials.



Urban

Tioga Marine Terminal Access and Capacity Enhancements Project

INFRA Award: \$20,341,494

Philadelphia, Pennsylvania

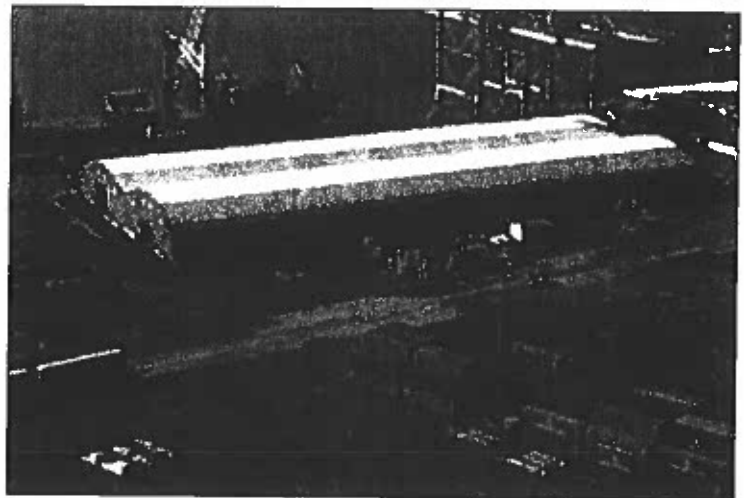
Applicant: Philadelphia Regional Port Authority

Project Description:

The project will construct an approximately 100,000-square-foot warehouse with rail access, employee parking, and loading docks at the Tioga Marine Terminal. The project will also relocate and construct a new modernized gate complex and relocate an existing maintenance facility.

Project Benefits:

The project addresses the lack of capacity available at the Port of Philadelphia and avoids lengthy re-routing of cargo to other East coast ports. The project reduces truck congestion and idling at the port, which will facilitate the movement of goods, improve air quality and reduce greenhouse gas emissions in the nearby underserved communities.



Rural

PR-2 Improvement Project

INFRA Award: \$90,000,000

Mayagüez, Puerto Rico

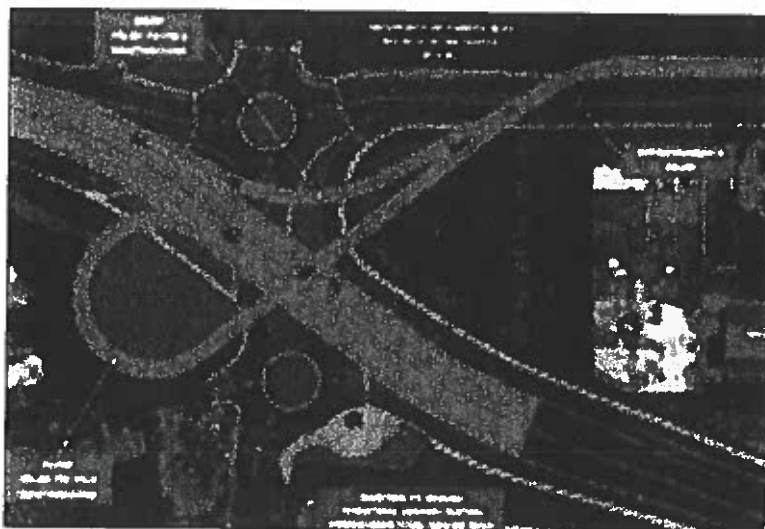
Applicant: Autoridad de Carreteras y Transportación

Project Description:

The project will improve a 1.4-mile segment along PR-2 in Mayagüez, including: the elimination of traffic lights in six intersections, the elimination of direct access, and the construction of side streets for local transit, pedestrians, and cyclists. The project will also build two overpass bridges and eliminate traffic signals at the San Juan Street intersection and the PR-3108 intersection.

Project Benefits:

The project reconfigures the roadway and intersections to minimize conflict points and protect transit users, pedestrians, and cyclists by separating them from the highway. The project sponsor has already held multiple community engagement meetings which informed six targeted areas of improvement in Historically Disadvantaged Communities. The project sponsor also commits to supporting union labor and apprenticeship in project construction, in accordance with Puerto Rico's Executive Order mandate related to construction job salaries.



The Newport Pell Bridge Rehabilitation Project

INFRA Award: \$82,503,600

Newport County, Rhode Island

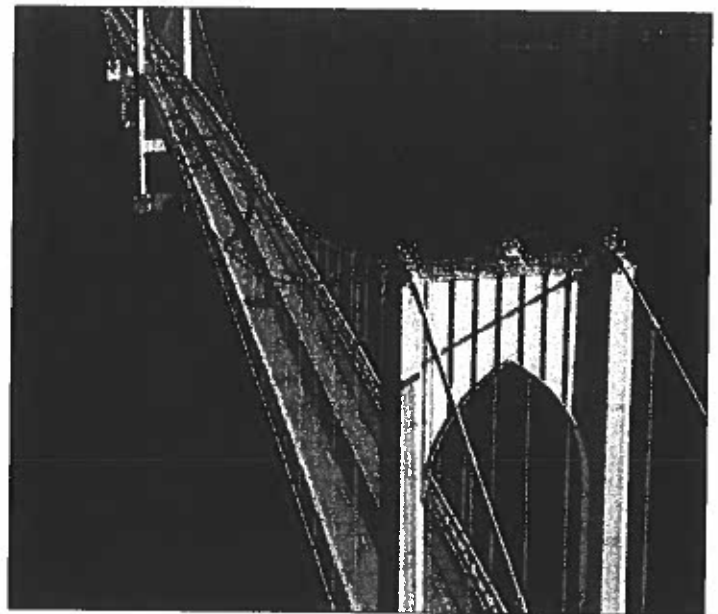
Applicant: Rhode Island Turnpike and Bridge Authority

Project Description:

The project will rehabilitate the Newport Pell Bridge, a 4-lane suspension bridge that carries Route 138 over the Narragansett Bay, connecting Jamestown and Newport. Components include a partial-depth reconstruction of the bridge deck and the west approach spans, installation of a dehumidification system to the main cables and anchorages, and repairs to the tower elevators. The project also includes an acoustic monitoring system and intelligent transportation system (ITS) enhancements.

Project Benefits:

The project will fix the deterioration of a bridge that is a designated Critical Urban Freight Corridor that connects mainland Rhode Island to Newport, a major tourism destination. The project will add dehumidification to the cables and anchorages which will prevent corrosion and preserve the cables and anchorages for the balance of the bridge's useful life. This will prevent the closure of the bridge from disrepair. The project will also preserve a multimodal route used by approximately 300,000 Rhode Island Public Transit Authority bus travelers per year, maintaining an affordable and efficient travel option for residents of the island to reach the mainland.



I-40 Truck Parking and Bridges Replacement

INFRA Award: \$22,600,000

Smith County, Tennessee

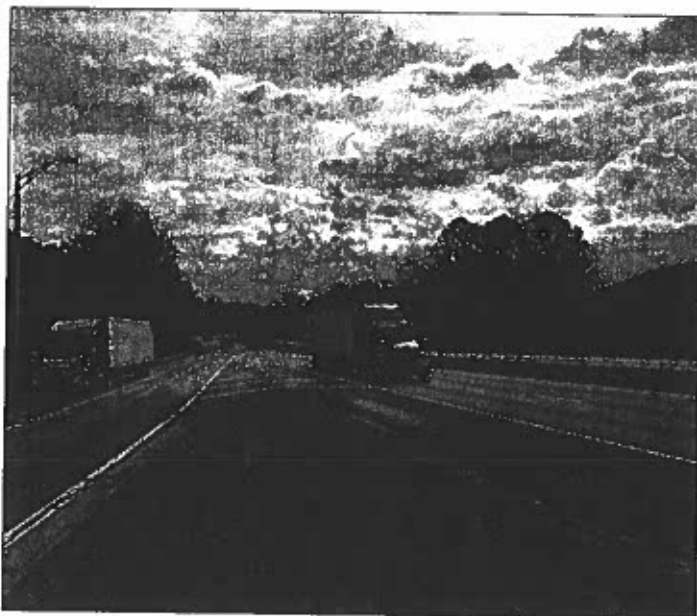
Applicant: Tennessee Department of Transportation

Project Description:

The project will upgrade welcome center ramps to meet current standards, add approximately 125 truck parking spaces, and upgrade the adjacent bridge structures on I-40 over the Caney Fork River.

Project Benefits:

The project increases access to truck parking and reduces illegally parked commercial vehicles that cause safety hazards, both supporting the National Roadway Safety Strategy, and improving operations and efficiency on a critical freight corridor.



Rural

Anzalduas Bridge Expansion Project

INFRA Award: \$25,000,000

McAllen, Texas

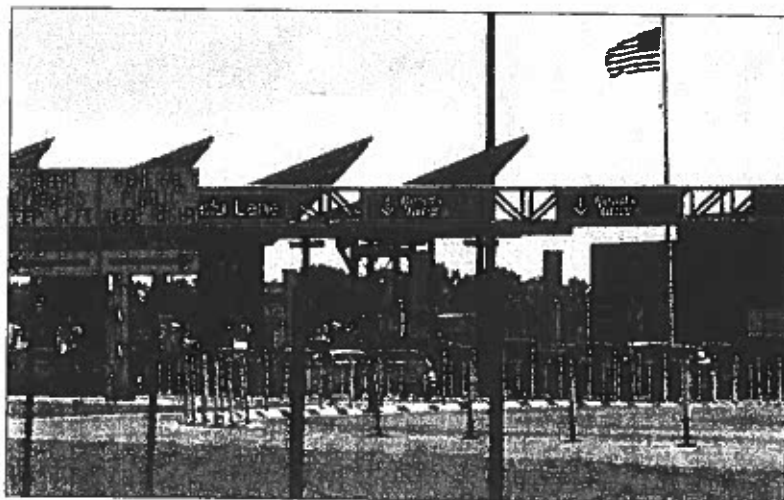
Applicant: City of McAllen

Project Description:

This project will construct commercial inspection facilities at the Anzalduas Land Port of Entry, including inspection booths, inspection docks, equipment, roadway, parking, and sidewalks. The project will make improvements to the southbound inspection facilities and construct northbound facilities.

Project Benefits:

The project will upgrade the Anzalduas Bridge crossing to full commercial service that will address system vulnerabilities, improve travel time reliability, and improve economic competitiveness for commercial freight traffic crossing the border. The project will also establish Non-Intrusive Inspection technologies and innovative inspection design to improve safety and efficiency.



Salmon Bay Bridge Rehabilitation Project

INFRA Award: \$25,000,000

Seattle, Washington

Applicant: Washington State Department of Transportation

Project Description:

The project will rehabilitate the movable span of the Salmon Bay Bridge by replacing the counterweight, the counterweight truss, six of the eight bearings, and the counterweight links with steel members with a high resistance to fatigue.

Project Benefits:

This project will extend the life of the bridge's moveable span by 50 years, while addressing design flaws that have caused stress on the existing infrastructure. The project will maintain a critical multimodal north-south connection, avoiding hundreds of miles of detour on this vital freight rail corridor that serves passenger and commuter rail lines. The project has strong public-private partnership and will also utilize an innovative approach to bridge replacement, which minimizes disruptions during construction and allows spans to be replaced in 24 hours.



I-39/90/94 Wisconsin River Bridges Project

INFRA Award: \$80,000,000

Columbia County, Wisconsin

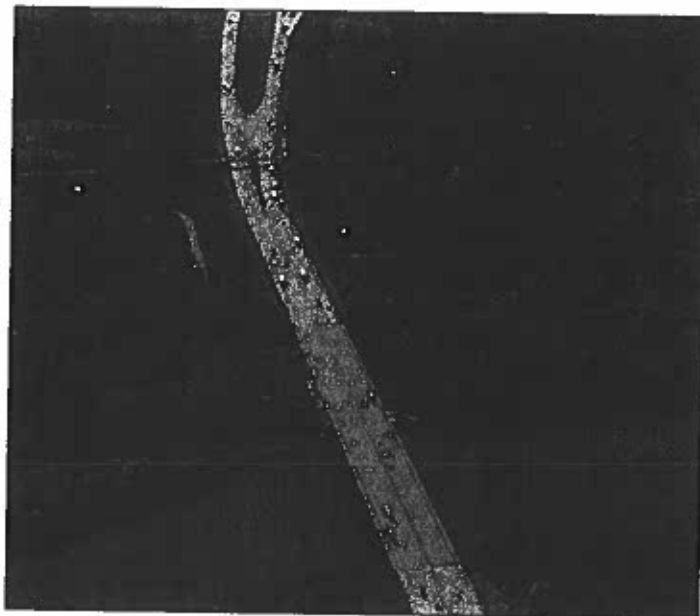
Applicant: Wisconsin Department of Transportation

Project Description:

The project will replace the existing I-39/90/94 Wisconsin River Bridge with two new bridge spans dedicated to serve traffic in opposite directions. Two overcrossing bridges for county roads (CTH U and CTH V), will also be replaced.

Project Benefits:

The bridge replacement addresses the declining state of the bridges, which if not addressed now, could have frequent and lengthy closures for repairs and negative impacts on supply chains in the future. Twenty-three percent of the bridge traffic is composed of truck traffic, as the route links economic hubs in Madison, Milwaukee, and Chicago. The route also connects major tourism destinations, with a large share of Wisconsin's tourism revenue coming from the counties adjacent to the project area. Further, the high-performance materials used in the construction will reduce the need and frequency for maintenance.



**U.S. Department of Transportation
FY 2017-2018 INFRA Grant Proposed Awards**

Project Name	Applicant Organization Name	Applicant State	Project Size	Proposed Award	Estimated Future Project Cost*	Proposed 117(d)(2)(a) Amount*
Centennial Corridor State Route 58/99 Freight Improvement Project	City of Bakersfield	CA	Large	\$ 50,000,000	\$ 386,637,000	-
Interstate 5 Golden State Chokepoint Relief Program (I-5 Component)	Los Angeles County Metropolitan Transportation Authority	CA	Large	\$ 47,000,000	\$ 500,347,000	-
I-25 South Gap Project	El Paso County	CO	Large	\$ 65,000,000	\$ 350,000,000	-
I-70 Westbound Peak Period Shoulder Lane	Colorado Department of Transportation	CO	Large	\$ 25,000,000	\$ 96,600,000	-
SR 400 Express Lanes	Georgia Department of Transportation	GA	Large	\$ 184,124,447	\$ 1,613,124,447	-
Accelerating Regional Mobility: I-80/I-380 Systems Interchange	Iowa Department of Transportation	IA	Large	\$ 50,000,000	\$ 418,926,705	-
Interstate 84 Safety, Mobility, and Economic Opportunity Expansion - Karcher Interchange to Franklin Boulevard	Maine Department of Transportation	ME	Large	\$ 90,340,000	\$ 150,400,000	-
75th Street Corridor Improvements and Argo Connections (P3, GS19, B9)	Illinois Department of Transportation	IL	Large	\$ 132,034,680	\$ 413,466,297	\$ 12,249,643
Boone County I-71/I-75 Interchanges	Kentucky Transportation Cabinet	KY	Large	\$ 67,445,000	\$ 150,890,000	-
LA 23 Belle Chasse Bridge and Tunnel Replacement	Louisiana Department of Transportation and Development	LA	Large	\$ 45,000,000	\$ 121,918,866	-
I-395/Route 9 Connector	Maine Department of Transportation	ME	Large	\$ 25,000,000	\$ 76,944,931	-
Mound Road Industrial Corridor Technology and Innovation Project	Macomb County	MI	Large	\$ 97,864,465	\$ 216,860,000	-
I-95/U.S. 70 Innovative Technology and Rural Mobility Corridor Improvements	North Carolina Department of Transportation	NC	Large	\$ 147,264,000	\$ 879,755,000	-
I-44 Corridor Improvements	Oklahoma Department of Transportation	OK	Large	\$ 45,000,000	\$ 107,744,810	-
I-80 and I-89 Interstate Connection	Pennsylvania Department of Transportation	PA	Large	\$ 35,110,410	\$ 183,995,232	-
Packer Avenue Marine Terminal Capacity & Warehouse Relocation Project	Philadelphia Regional Port Authority	PA	Large	\$ 25,500,000	\$ 110,500,000	\$ 25,500,000
US-78 /SR 4/Lamar Avenue Corridor Improvements	Tennessee Department of Transportation	TN	Large	\$ 71,196,998	\$ 258,004,207	-
I-35 North Tarrant Express "Accelerated Elements" Project	Texas Department of Transportation	TX	Large	\$ 65,000,000	\$ 827,900,000	-
Northwest Quadrant Freight Mobility Project (S600 West and SLGW Rail Interchange Components)	Utah Department of Transportation	UT	Large	\$ 25,000,000	\$ 111,675,487	\$ 13,647,228
84 North-South Freeway Project	Wisconsin Department of Transportation	WI	Large	\$ 180,000,000	\$ 492,500,000	-
2nd Avenue Connectivity Corridor Project	The University of Alabama	AL	Small	\$ 6,025,657	\$ 16,797,936	-
PortMiami Truck Gate Innovation	Miami-Dade County	FL	Small	\$ 7,000,000	\$ 15,000,000	\$ 7,000,000
Heartland Expressway Junction I62A / US 385 to Alliance	Nebraska Department of Transportation	NE	Small	\$ 18,263,743	\$ 34,000,000	-
Ohio River Rail Improvement Project	Ohio Rail Development Commission	OH	Small	\$ 16,250,800	\$ 31,882,843	\$ 16,250,800
Veterans Parkway	South Dakota Department of Transportation	SD	Small	\$ 21,000,000	\$ 82,776,425	-
Rock Springs I-80 Interchange and Interchange Road	Wyoming Department of Transportation	WY	Small	\$ 24,000,000	\$ 28,448,453	-
				Total Proposed Awards	Total Estimated Costs	Total Estimated 117(d)(2)(a) Amount
				\$ 1,535,310,000	\$ 7,656,013,842	\$ 74,647,471

Legend:
White: Urban
Gray: Rural

6/5/2018

*Number is estimated and subject to revision based on final negotiated project budgets.

EEO Utilization Report

Organization Information

Name: Charter Township Of Kalamazoo

City: Kalamazoo

State: MI

Zip: 49004

Type: County/Municipal Government (not law enforcement)

Step 1: Introductory Information

Policy Statement:

The Charter Township of Kalamazoo is an Equal Opportunity Employer and provides equal employment opportunities to all employees and applicants for employment without regard to race, color, sex, age, religion, national origin, ancestry, height, weight, marital status, familial status, veteran status, citizenship, handicap/disability, gender identity, sexual orientation, genetic information, or as otherwise in accordance with all Federal or State law, or local regulations. Furthermore, the Charter Township of Kalamazoo will take affirmative steps to ensure the fulfillment of this policy. The Charter Township of Kalamazoo will, however, hire only those individuals who are legally authorized to work in the United States of America.

Following File has been uploaded:Employee Handbook -Approved by BOT 08092021.pdf

Step 4b: Narrative of Interpretation

In reviewing the Utilization Analysis Chart, representatives from the Charter Township of Kalamazoo made the following observations:

Given the small numbers of employees in job categories Officials/Administrators (1), Professionals (4), Technicians (0), Administrative Support (6), and Service/Maintenance (3), it is difficult to determine statistically significant levels of underutilization compared to the relevant community labor market. However, it appears there is a trend toward the underutilization of white females in both the Officials/Administrators and Professionals categories.

In all three protective services categories (sworn officials, sworn patrol officers, and non-sworn) there appears to be a trend toward the underutilization of white females compared to the relevant community labor statistics. The only statistically significant level of underutilization was the underutilization of white women in the non-sworn protective services category. This category includes police candidates, police cadets, police administrative and support staff, and all fire department staff. When breaking down this category further, 100% of our police candidates, police administrative staff, and police cadets are white women. Therefore, it can be inferred that the underutilization of white women is resulting from the other job functions comprising this category, including the fire department, police support staff (e.g., property & ordinance enforcement, task force admins), and crossing guards.

Step 5: Objectives and Steps

1. Identify any potential barriers in recruitment that may deter females from applying for entry-level positions within the police and fire departments.

- a. Survey new female recruits to determine what led them to apply to the department and what parts of the process may deter other female candidates from applying.
- b. Conduct exit interviews with all employees who leave the organization voluntarily to determine whether there are any identifiable barriers to retention efforts for the organization.

2. Recruit an applicant pool for Charter Township of Kalamazoo jobs that accurately reflects our community.

- a. Distribute job postings to a variety of schools, places of worship, community groups, and other organizations throughout Kalamazoo County and the State of Michigan, in addition to posting on electronic job boards and the Township website.
- b. Depict both male and female employees in police department recruitment campaigns.

3. Identify any potential barriers to promotion for females within our organization.

- a. Using the information gleaned from step a., review promotional processes to determine whether any barriers exist for female employees to be promoted within the agency.
- b. Conduct informal surveys of female officers who are eligible for promotion within the department but do not self-select for the process to determine the reasoning behind their decision.

Step 6: Internal Dissemination

1. Distribute a hard copy of the EEOP Utilization Report to the Township Manager, the Fire Chief, and the Chief of Police.
2. Send an e-mail memorandum to all employees to let them know that a copy of the EEOP Utilization Report is available on request.
3. Send a TexComm message to all fire department employees to let them know that a copy of the EEOP Utilization Report is available on request.

Step 7: External Dissemination

1. Post a copy of the EEOP Utilization Report on the Township website Human Resources page.
2. Present a copy of the EEOP Utilization Report to the Township Board of Trustees at a public board meeting.

Utilization Analysis Chart
Relevant Labor Market: Kalamazoo County, Michigan

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Officials/Administrators																
	Workforce #/%	0/0%	0/0%	1/100%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
	CLS #/%	7,245/52%	170/1%	315/2%	25/0%	195/1%	40/0%	60/0%	30/0%	5,315/38%	110/1%	430/3%	15/0%	25/0%	0/0%	40/0%
	Utilization #/%	-52%	-1%	98%	-0%	-1%	-0%	-0%	-0%	-38%	-1%	-3%	-0%	-0%	0%	-0%
Professionals																
	Workforce #/%	3/75%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	1/25%	0/0%	0/0%
	CLS #/%	8,780/37%	335/1%	580/2%	10/0%	585/2%	0/0%	45/0%	20/0%	11,765/50%	220/1%	630/3%	4/0%	280/1%	0/0%	175/1%
	Utilization #/%	38%	-1%	-2%	-0%	-2%	0%	-0%	-0%	-50%	-1%	-3%	-0%	24%	0%	-1%
Technicians																
	Workforce #/%	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/
	CLS #/%	1,450/39%	65/2%	45/1%	0/0%	25/1%	0/0%	75/2%	0/0%	1,890/50%	35/1%	130/3%	25/1%	10/0%	0/0%	0/0%
	Utilization #/%															
Protective Services: Sworn-Officials																
	Workforce #/%	3/100%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
	CLS #/%	1,100/69%	24/1%	65/4%	15/1%	4/0%	0/0%	50/3%	0/0%	295/18%	10/1%	40/2%	0/0%	0/0%	0/0%	0/0%
	Utilization #/%	31%	-1%	-4%	-1%	-0%	0%	-3%	0%	-18%	-1%	-2%	0%	0%	0%	0%
Protective Services: Sworn-Patrol Officers																
	Workforce #/%	18/58%	1/3%	0/0%	0/0%	0/0%	0/0%	1/3%	0/0%	10/32%	0/0%	0/0%	0/0%	1/3%	0/0%	0/0%
	Civilian Labor Force #/%	125/48%	0/0%	0/0%	4/2%	0/0%	0/0%	0/0%	0/0%	130/50%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
	Utilization #/%	10%	3%	0%	-2%	0%	0%	3%	0%	-18%	0%	0%	0%	3%	0%	0%
Protective Services: Non-sworn																
	Workforce #/%	47/65%	2/3%	2/3%	0/0%	0/0%	0/0%	0/0%	4/6%	14/19%	0/0%	0/0%	0/0%	0/0%	1/1%	2/3%

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
CLS #/%	11,235/33%	225/1%	845/2%	10/0%	60/0%	0/0%	105/0%	15/0%	18,905/55%	670/2%	1,790/5%	60/0%	220/1%	0/0%	240/1%	85/0%
Utilization #/%	33%	2%	0%	-0%	-0%	0%	-0%	6%	-35%	-2%	-5%	-0%	-1%	0%	1%	3%
Administrative Support																
Workforce #/%	1/17%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	5/83%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	8,475/87%	240/2%	300/3%	55/1%	4/0%	0/0%	80/1%	4/0%	500/5%	0/0%	80/1%	0/0%	0/0%	0/0%	0/0%	0/0%
Utilization #/%	-70%	-2%	-3%	-1%	-0%	0%	-1%	-0%	78%	0%	-1%	0%	0%	0%	0%	0%
Skilled Craft																
Workforce #/%	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/
CLS #/%	16,385/45%	1,110/3%	2,050/6%	145/0%	300/1%	0/0%	245/1%	105/0%	13,270/36%	505/1%	1,855/5%	35/0%	215/1%	25/0%	195/1%	60/0%
Utilization #/%																

Significant Underutilization Chart

Job Categories	Male						Female									
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Protective Services: Non-sworn									✓							



Emergency Services Consulting International

Providing Expertise and Guidance that Enhances Community Safety

Two-Part Agency Evaluation *Kalamazoo Township Fire Department*

ESCI's two-phased Agency Evaluation takes a "snapshot in time" of the Kalamazoo Township Fire Department (KFD), reviews its configuration, programs, and processes, service delivery, response performance in detail, and compares the conditions found to national standards, best practices, and the experience of ESCI's consultants. It is a gap analysis and can be used as the basis for a follow-on strategic planning process. The first phase will involve a site visit, interviews with key elected and appointed officials, volunteer and career personnel, and evaluation of fire stations and apparatus, with findings, summarized and key recommendations offered.

Should the agency wish to proceed to the second phase, ESCI will evaluate KFD in more depth reviewing financial, other administrative, staffing, deployment, and other aspects of the department against current industry standards such as National Fire Protection Association (NFPA), Insurance Services Office (ISO), Center for Public Safety Excellence (CPSE) and other pertinent standards. Each task outlined below also identifies (in parentheses) under which phase, or both, that it will be completed.

AGENCY EVALUATION | SCOPE OF WORK

Part I: Project Preparation and Site Visit

Task 1-A: Project Initiation & Scheduling (Phase I)

ESCI will develop a project work plan based on the scope of work and converse with the Kalamazoo Township's project team to gain a comprehensive understanding of the background, goals, and expectations for this project. This work plan will be developed, identifying:

- Primary tasks to be performed
- Person(s) responsible for each task
- Timetable for each task
- Method of evaluating results
- Resources to be utilized
- Possible obstacles or problem areas associated with the accomplishment of each task

This exchange will also help to establish working relationships, make logistical arrangements, determine appropriate lines of communication, and finalize contractual arrangements.

Task 1-B: Acquisition & Review of Background Information (Phase I)

ESCI will request pertinent information and data from KFD's assigned project manager. This data will be used extensively in the analysis and development of the agency evaluation document. The documents and information relevant to this project will include, but not be limited to, the following:

- Past or current fire department studies or research
- Comprehensive Plan documents, including current and future land use information
- Local census and demographic data
- Zoning maps and zoning code
- Financial data, including debt information, long-range financial plans, and projections
- KFD administrative policies and procedures
- KFD Standard Operating Guidelines (SOGs) and service delivery practices
- Current service delivery objectives and targets
- Facilities and apparatus inventories
- Automatic and mutual aid agreements
- Records management data, including National Fire Incident Reporting System (NFIRS) incident data
- Computer-Aided Dispatch (CAD) incident records
- Local Geographic Information Systems (GIS) data, where available

Task 1-C: Site Visit and Stakeholder Input (Phase I)

The ESCI project team will conduct interviews with and gather information from key personnel, including:

- Elected or appointed officials
- Kalamazoo Township Fire Department officers, managers, and other key staff
- Finance Director
- Township planning staff
- Human Resource Director
- External fire and EMS agencies within the region
- Medical facilities and medical director
- Individual KFD employees and volunteer members
- Others as they may contribute to this project

The project team may interview key stakeholders of any organization associated with this study. At a minimum, members of the project team will interview appropriate officials, fire department officials, career and volunteer personnel, and others that the project team deems necessary. From these interviews, ESCI will obtain additional perspectives on administrative, operational, economic, and policy issues facing the client.



Part II: Fire Department Agency Evaluation Elements

The study will provide a baseline assessment of the current conditions and current service performance of the Kalamazoo Township Fire Department. ESCI will conduct an organizational analysis of the department based on the elements included in the following objectives. The purpose of this evaluation is to assess the agency's operations in comparison to industry standards and best practices, as well as to create a benchmark for which future improvements can be measured.

Task 2-A: Organizational Overview (Phase I and Phase II)

An overview will be developed by discussing:

- Service area population and demographics
- History, formation, and general description of the department
- Description of the current service delivery infrastructure
- Governance and lines of authority
- Foundational policy documents
- Organizational design
- Operating budget, funding, fees, taxation, and financial resources (a brief, high-level overview will be provided in Phase I, with a more in-depth review provided in Phase II)

Task 2-B: Management Components (Phase II)

The department's basic management processes will be reviewed, including:

- Mission, vision, strategic planning, goals, and objectives
- Internal and external communications processes
- Document control and security
- Reporting and recordkeeping
- Financial controls
- Security
- Information technology systems

Task 2-C: Organizational Planning Processes (Phase I)

The planning processes will be identified and reviewed. Key components include:

- Review and evaluate the adequacy of the current planning process
- Internal assessment of critical issues
- Internal assessment of future challenges
- Review elements of tactical planning
- Review elements of operational planning
- Review elements of master planning
- Make recommendations relative to future planning needs

Task 2-D: Staffing (Phase II)

ESCI will review the department's staffing levels. Tasks to be completed include:

- Review and evaluate administration and support staffing levels
- Review and evaluate operational staffing levels
- Review staff allocation to various functions
- Review staff scheduling methodology
- Analyze current deployment methods and staffing performance for incidents
- Review utilization of career and volunteer companies, if applicable
- Review responsibilities and activity levels of personnel

Task 2-E: Personnel Management (Phase II)

The fire department personnel management and human resource systems will be reviewed, focusing on:

- Policies, rules, regulations, manuals, and handbooks
- Reports and recordkeeping
- Compensation
- Labor-management relationships and issues
- Certifications and licensing
- Disciplinary process
- Counseling services
- Application and recruitment processes
- Testing, measuring, and promotion processes
- Health and wellness programs

Task 2-F: Capital Assets and Capital Improvement Program (CIP) (Phase I)

ESCI will review the status of current major capital assets (facilities and apparatus) and analyze needs relative to the existing condition of capital assets and their viability for continued use in future service delivery, including:

Facilities: Tour and observe areas related to station efficiency and functionality. Items to be contained in the report include:

- | | |
|------------------------|--------------------|
| • Design | • Code compliance |
| • Construction | • Staff facilities |
| • Safety | • Efficiency |
| • Environmental issues | • Future viability |



Apparatus/Vehicles: Review and make recommendations regarding the inventory of apparatus and equipment. Items to be reviewed include:

- Age, condition, and serviceability
- Distribution and deployment
- Maintenance
- Regulatory compliance
- Future needs

Task 2-G: Service Delivery and Performance (Phase II)

ESCI will review and make observations in areas specifically involved in or affecting service levels and performance. Areas to be reviewed shall include, but not necessarily be limited to:

- Service Demand Study
 - Analysis and geographic display of current service demand by incident type and temporal variation
- Resource Distribution Analysis
 - Overview of the current facility and apparatus deployment strategy, analyzed through Geographic Information Systems software, with identification of service gaps and redundancies
- Resource Concentration Study
 - Analysis of response time to achieve full effective response force
 - Analysis of company and staff distribution as related to effective response force assembly
- Response Reliability Review
 - Analysis of current workload, including unit hour utilization of individual companies (to the extent data is complete)
 - Review of actual or estimated failure rates of individual companies (to the extent data is complete)
 - Analysis of call concurrency and impact on effective response force assembly
- Response Performance Summary
 - Analysis of actual system reflex time performance, analyzed by individual components (to the extent data is available)
- Mutual and Automatic Aid Systems

Task 2-H: Training Program (Phase II)

The ESCI project team will review and make observations in critical areas involving training functions and support including personnel management training. Items to be reviewed include:

- | | |
|---------------------------------|---|
| • General training competencies | • Training program goals and objectives |
| • Training administration | • Training procedures and manuals |
| • Training schedule | • Recordkeeping |
| • Training facilities | • Clerical support |



Part III: Development, Review, and Delivery of Phase I Agency Overview

Task 3-A: Development, Review and Delivery of High-Level Phase I Agency Overview Report (Phase I)

ESCI will develop and produce an electronic version of a high-level department overview with findings and preliminary recommendations for review by the department. Client feedback is a critical part of this project, and adequate opportunity will be provided for review and discussion of the draft report prior to finalization. Once the client review is completed, ESCI will offer a final on-site presentation to the jurisdiction.

Part IV: Development, Review, and Delivery of Phase II Agency Evaluation

Task 4-A: Development and Review of Draft Phase II Agency Evaluation Report (Phase II)

ESCI will develop and produce an electronic version of the draft Agency Evaluation report for review. Client feedback is a critical part of this project, and adequate opportunity will be provided for review and discussion of the draft report prior to finalization. The report will include:

- Detailed narrative analysis of each report component structured in easy-to-read sections and accompanied by explanatory support to encourage understanding by both staff and civilian readers
- Clearly designated recommendations highlighted for easy reference and cataloged as necessary in a report appendix
- Supportive charts, graphs, and diagrams, where appropriate
- Supportive maps, utilizing GIS analysis, as necessary

Task 4-B: Delivery and Presentation of Final Phase II Agency Evaluation Report (Phase II)

ESCI will complete any necessary revisions of the draft and produce the requested number of publication-quality bound, final versions of the written report, along with an electronic version in PDF file format. A formal presentation of the project report will be made by ESCI project team member(s) to staff, elected officials, and/or the public as necessary and will include the following:

- A summary of the nature of the report, the methods of analysis, the primary findings, and critical recommendations
- Supportive audio-visual presentation
- Review and explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate
- Opportunity for questions and answers, as needed
- All presentation materials, files, graphics, and written material will be provided to the client at the conclusion of the presentation(s)



Agency Evaluation Project Completion Timelines

ESCI offers the following project timeline, which is subject to change based on the mutual agreement between the Kalamazoo Township and ESCI. The timeline will not begin until ESCI has been provided with *all* information and data necessary for the successful completion of the project.

Project Phase	Month 1	Month 2	Month 3	Month 4
Phase I – High Level Agency Overview				
Part I: Project Preparation and Site Visit				
Part II: Fire Department Agency Evaluation Elements				
Part III: Develop, Review and Deliver Phase I Agency Overview				
Phase II – Agency Evaluation (Optional)				
Part II: Fire Department Agency Evaluation Elements				
Part IV: Develop, Review and Deliver Phase II Agency Evaluation				

Agency Evaluation Proposed Project Fee

Emergency Services Consulting International is pleased to present the following formal cost proposal for the Agency Evaluation outlined in the Scope of Work.

Project Phase	Consulting Fees	Expenses	Total
Phase I – High Level Agency Overview			
Part I: Project Preparation and Site Visit	\$6,865	\$2,589	\$9,454
Part II: Fire Department Agency Evaluation Elements	\$2,135	\$0	\$2,135
Part III: Develop, Review and Deliver Phase I Agency Overview	\$3,230	\$1,859	\$5,089
Phase I Cost (Not to exceed):			\$16,678
Phase II – Agency Evaluation (Optional)			
Part II: Fire Department Agency Evaluation Elements	\$9,324	\$0	\$9,324
Part IV: Develop, Review and Deliver Phase II Agency Evaluation	\$7,473	\$1,859	\$9,332
Phase II Cost (Not to exceed):			\$18,656
Total Cost (Not to exceed):			\$35,334

Proposed Payment Schedule

- 10% payment due upon signing of the contract.
- Monthly invoicing thereafter as work progresses.





MEDIA RELEASE

FOR IMMEDIATE RELEASE
02.08.2022

CONTACT:
Mandy Eldred, Facility &
Event Services Manager
aleldr@kalcountry.com
269-383-8761

Kalamazoo County Parks to Host Woollam Preserve Master Plan Public Workshop

KALAMAZOO, Mich. – The Kalamazoo County Parks and Recreation Commission is developing a Master Plan for the Woollam Preserve and is seeking public input at an open house workshop on Wednesday, Feb. 15, from 4:30 to 6:30 p.m. in the Main Expo Room at the Kalamazoo County Expo Center & Fairground located at 2900 Lake St.

The workshop is a key step in the development of a master plan for the newest Kalamazoo County Park, the Arthur E. & Mildred H. Woollam Preserve that the County purchased in March of 2021 and previously served as the Boy Scout Camp Rota-Kiwan that closed in 2019.

“This a critical step in the planning process for the future of the preserve and we are looking forward to hearing from the public to create a plan that builds on the unique outdoor recreation opportunities,” said David Rachowicz, Kalamazoo County Parks Director.

The preserve features the 40-acre Bass Lake, a 16-acre pond, scenic natural views, and hiking trails. In addition, the planning effort will define the future of the remaining scout camp infrastructure. Cabins, dining halls, restrooms, picnic shelters, and other structures will be evaluated for future park and/or youth programming use. The County has also partnered with the Southwest Michigan Land Conservancy to establish a conservation easement on the Woollam Preserve to protect the unique natural features in perpetuity.

“This is a special 212 acres located in Texas Township,” said Rachowicz. “The County Parks recognized the need for a County Park in the Western portion of Kalamazoo County and the Woollam Preserve is going to be an amazing public park.”

Everyone is encouraged to attend this informal open house process to participate in the plan development and express ideas. Participants are welcome to arrive at any time between 4:30 to 6:30 p.m.

County Fire & EMS

Community Risk Assessment | Standard of Cover | Staffing Analysis



Emergency Services Consulting International
Providing Expertise and Guidance that Enhances Community Safety

JOE POWERS

Managing Director
EMERGENCY SERVICES
CONSULTING INTERNATIONAL

804-517-0564

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COMPREHENSIVE REPORT & RECOMMENDATIONS

- Community Risk Profiling
- Management & Planning Review
- All-Hazards Response Analysis
- Staffing & Deployment

REPORT HIGHLIGHTS



HIGHLIGHTS

Community Risk Profiling

- Community Demographics by Response Zone
- Parcel & Building Footprint Risk Scoring
- Response by Population & Area

HIGHLIGHTS

Standards of Cover Analysis

- Organizational Review
- Personnel Management & Deployment
- Community Risk Priorities
- Management Components

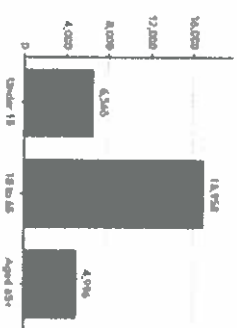


COMMUNITY PROFILE

Station 5
 22.85 Square miles



POPULATION BY AGE

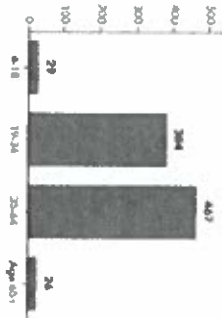


HOUSING PROFILE

Median Age	42.2	Median Household Income	\$112,045	Median Household Value	\$442,815
Median Wealth	180	Median Affordability	116	Median Diversity Index	42

WEALTH PROFILE

28,136 Population
10,725 Households
2.62 Avg Size Household



POPULATION BY HOUSEHOLD TYPE

AT RISK POPULATION

Household with no car	2,059	Household with no internet	4,996	Household with no health insurance	361
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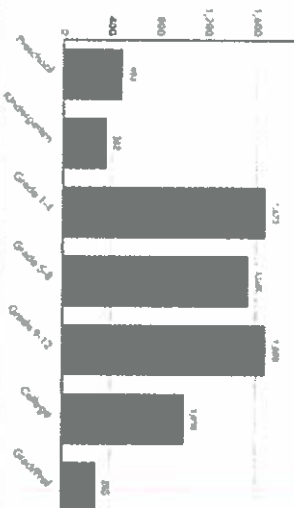
POVERTY AND LANGUAGE

Household with income below poverty level	6%	Household with income below poverty level	567	Household with income below poverty level	6
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POPULATION AND BUSINESSES

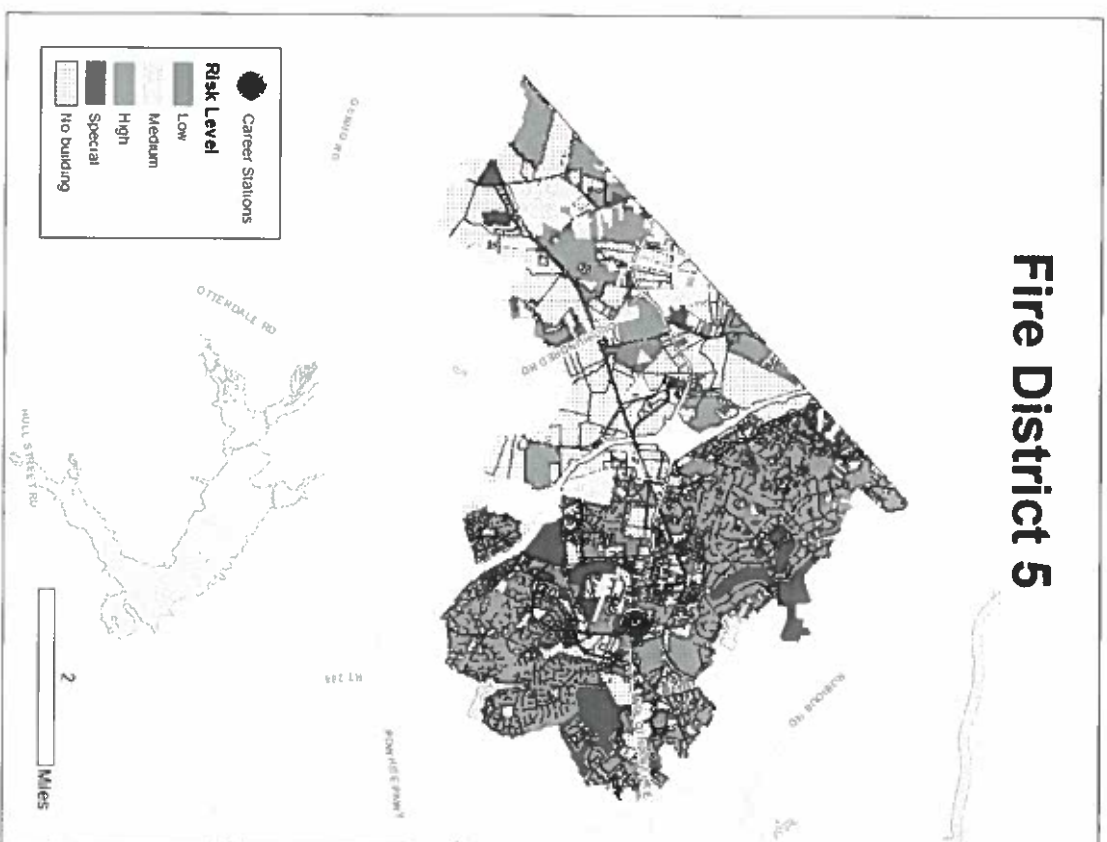
Population	28,488	Businesses	1,128	Employment	10,234
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SCHOOL ENROLLMENT (ACS)



Source: U.S. Census Bureau, 2010

Fire District 5



Incident Responses per Capita (FY16 – FY20)		
FIRE	EMS	OTHER
0.02	0.34	0.08
40.9%	31.8%	40.9%

Incident Response per Square Mile (FY16 – FY20)		
FIRE	EMS	OTHER
21.40	423.63	100.96
36.3%	31.8%	36.3%

The table above provides incident response values by the department's incident type. Each incident type is visualized by incident responses per capita and square mile. Additionally, the table provides percentile ranking for each value.

HIGHLIGHTS

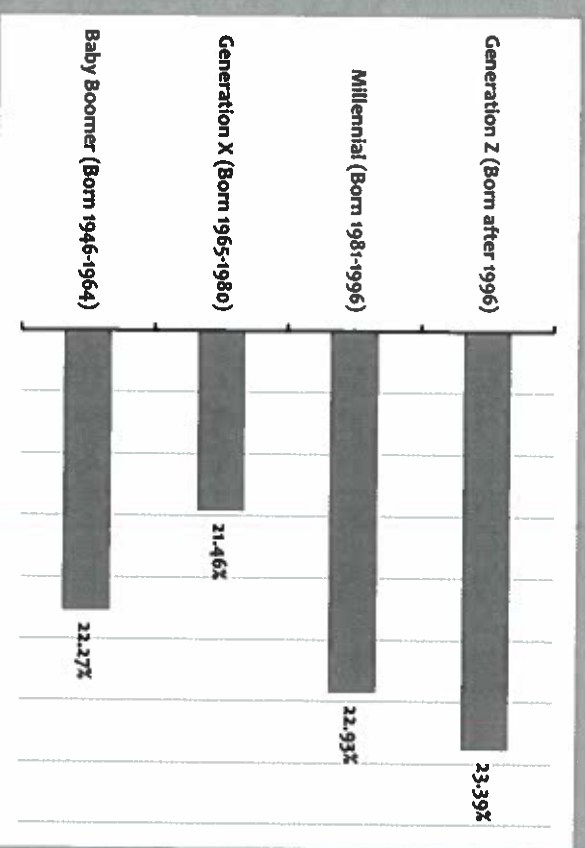
Staffing & Deployment Study

- Executive Staff
- Operational Staff
- Management & Support Staff
- Community Risk Reduction

KEY FINDINGS

Community Risk

- Growing Community
- Residential & Worker Growth
- Expanding Risks
- Resource Consumption



KEY FINDINGS

Fire & EMS Organization

- Well-Organized & Managed Agency
- Industry Leader – Local, State, & National
- Facilities Well-Maintained, Inadequate
- Reliable Fleet – Well-Funded Replacement Plan



KEY FINDINGS

Fire & EMS Organization

FY-16 thru FY-20:

- 7.4% - Increase in Total Call Volume
- 73% - Total EMS Volume
- 5.8% - Increased Patient Transport
- 32.4% of patients transported to hospitals were 60+ years of age.
- Call Processing & Turnout Time



KEY FINDINGS

Fire & EMS Organization

Organizational Challenges:

- Low Staffing Relief Factor
- Insufficient Opportunities for Leave Usage
- Staffing in Admin & Support Functions
- Volunteerism Declining
- Long Response Times



RECOMMENDATIONS OVERVIEW



RECOMMENDATIONS

- **57 Total Recommendations**
 - 5: Management Components
 - 2: Organizational Planning Processes
 - 16: Personnel Management
 - 34: Staffing & Deployment

RECOMMENDATIONS

Staffing & Deployment

Staffing Relief Factor (1.32)

A relief factor incorporates the number of additional FTEs above baseline that should be employed and assigned to each operational shift to reasonably cover recurring absences.

MINIMUM STAFFING | VACATION | FMLA | MILITARY | SICK LEAVE



STAFFING RELIEF FACTOR

Total Time Scheduled for
Minimum Staffing

Staffing
Relief Factor

Total Time Scheduled for
Minimum Staffing

Leave Used per
Minimum Staff Position



Fifty-Six Hour Relief Factor		
Average vacancy hours per year	÷	244,469.8
Hours per day (shift)		24.0
24 Hr Leave Slots per year	=	10,186.2
24 Hr Leave Slots per year		10,186.2
Minimum Staffing Positions	÷	345.0
Leave slots per MS Position	=	29.5
Shifts per year (365 days / 3 shifts)		121.7
Leave slots per FTE per year	-	29.5
On-duty shifts per year	=	92.1
Shifts per year		121.7
On-duty shifts per year	÷	92.1
Relief Factor	=	1.320
Relief Factor		1.320
Minimum Staffing Positions	*	345.0
Total FTEs required to meet relief factor	=	456.0
Total FTEs required to meet relief factor		456.0
FTEs Allocated	-	408.0
Additional FTEs required to meet RF		48.0



RECOMMENDATIONS

Workforce Planning

Partner with HR and B&M appropriately staff:

- Administration & Support Functions
- Emergency Medical Services
- Training & Education
- Fire & Life Safety
- Emergency Management



RECOMMENDATIONS

Workforce Planning

Consider Uniformed to Civilian Staff Ratio

Avoid Reassigning Operations Staff to
Administrative & Support Functions



RECOMMENDATIONS

Volunteer Performance Benchmarking

Prepare to Cover Service Gaps

Example:

Volunteer Rescue Squad's Declining

Response Performance



RECOMMENDATIONS

Facilities

Pending Bond Referendum Projects:

- Replace ____ Fire Station | Pending
- Replace ____ Fire Station | Pending
- Renovate ____ Fire Station | Pending
- Renovate ____ Fire Station | Pending

Use Bureau Veritas & ESCI Facility Condition Reports



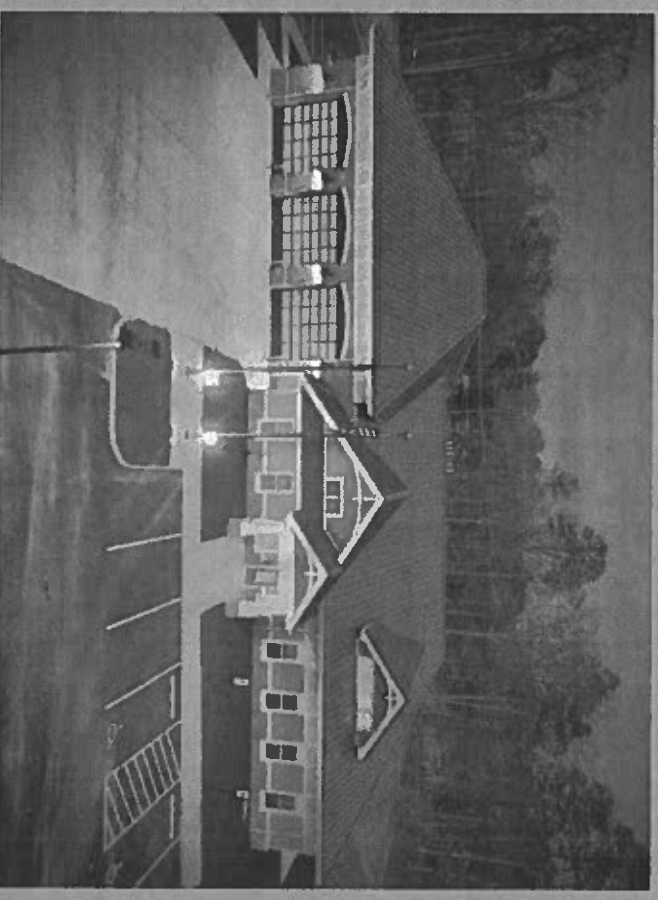
RECOMMENDATIONS

Facilities

New Station Locations:

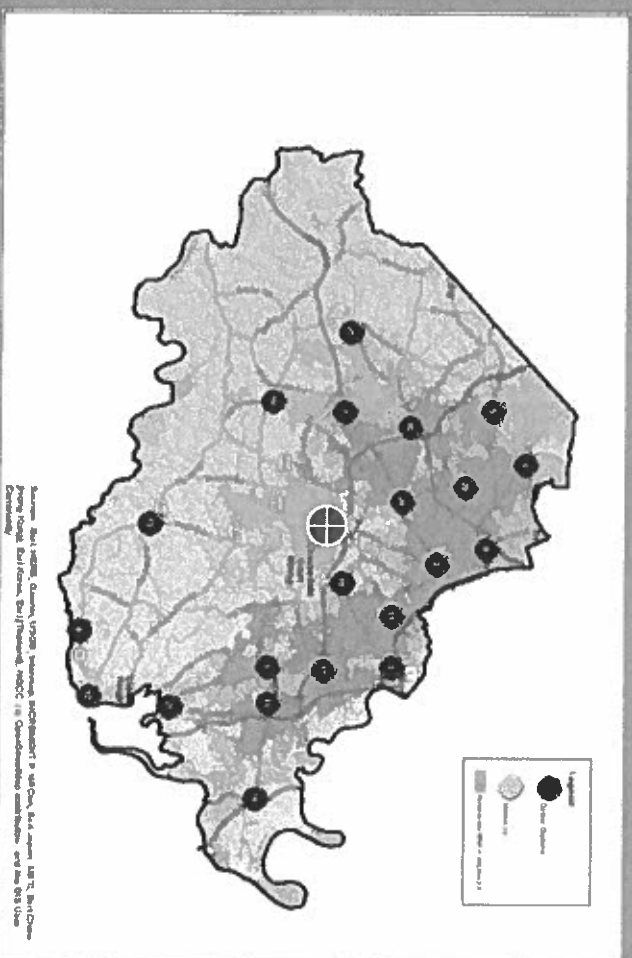
Listed Alphabetically

- _____
- _____
- _____
- _____
- Support Building PSTC



HIGHLIGHTS

Staffing & Deployment



____ Fire Station

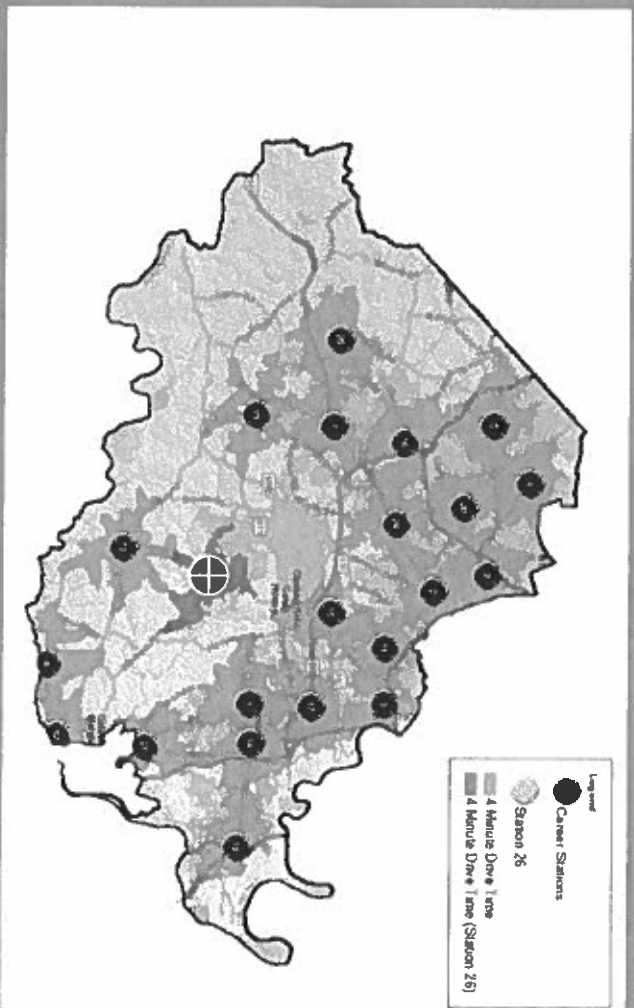
Engine – Ladder – Medic

*Relocate Shift Commander &
Tactical Safety Officer*



HIGHLIGHTS

Staffing & Deployment



____ Fire Station

Engine & Medic Unit

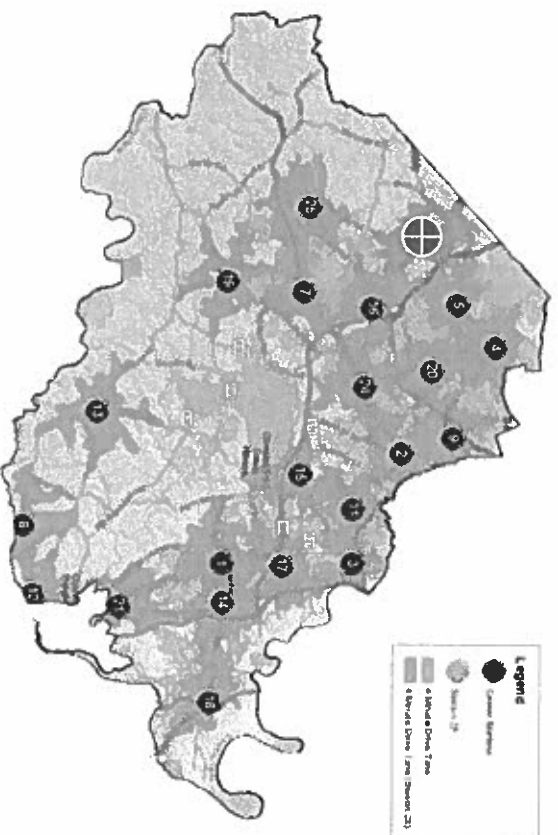
Reduce 1st Unit Arrival Time

Improve ISO



HIGHLIGHTS

Staffing & Deployment



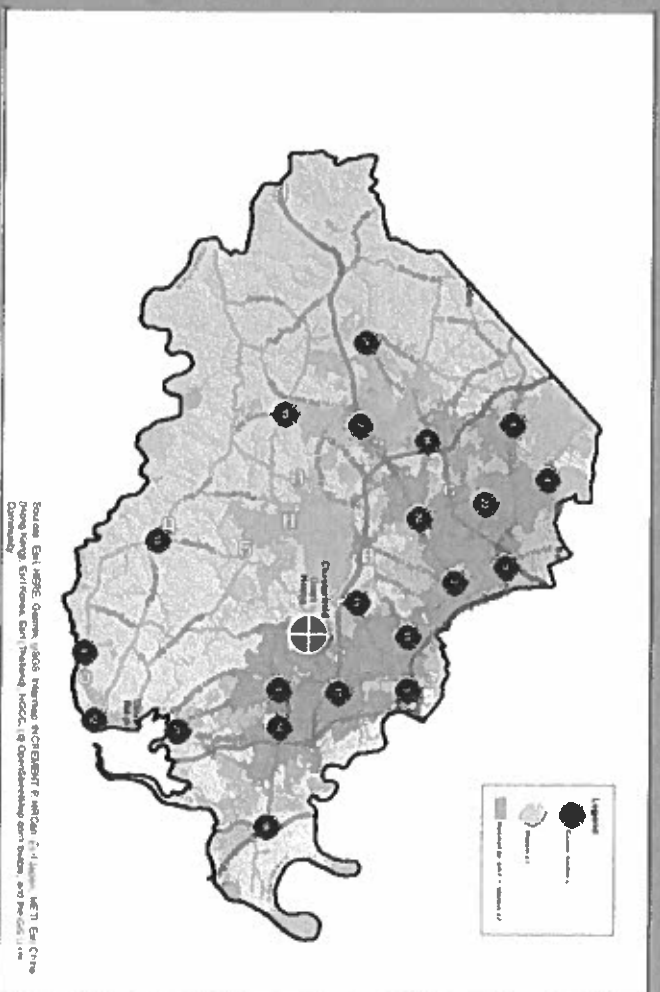
Fire Station

Reduce 1st Unit Arrival Times
& Increase Effective Response
Force Performance



HIGHLIGHTS

Staffing & Deployment



Fire Station

Engine & Medic Unit

Improve ERF by 17% to
Established Neighborhoods



RECOMMENDATIONS

Ladder Truck Coverage

____ Fire Station | Completed

____ to ____ Fire Station | Pending

____ Fire Station | Future



RECOMMENDATIONS

Improve Span of Control

Reinstate: 2nd Deputy Chief

New: Assistant Chief of Technical Services

New: Battalion Chief of Special Operations

New: Battalion Chief of Professional Standards

New: Establish 5th Battalion

Upgrade: Battalion Chief of Safety

Upgrade: Captains/Shift Safety Officers



RECOMMENDATIONS

NFPA 1710 Standard Compliance

- Call Processing Times
- Turnout Time
- Travel Times
- Staffing Levels for Individual Fire Companies
- Effective Response Force (ERF) Arrival



RECOMMENDATIONS

Pursue ISO 1 Rating

Currently, ISO PPC Class 2 | 82.21/105.5 Points

- _____ Communications Center | 10/10 Points
- _____ Utilities | 38.08/40 Points
- _____ Fire & EMS | 35.4/50 Points
- Community Risk Reduction | 3.93/5.5 Points

Investment in Staffing & Deployment is Most Impactful



RECOMMENDATIONS

Commission on Fire Accreditation International

- Provides Alignment Between Risk & Deployment
- Fosters Continuous Improvement
- Guides the Establishment of Improvement Plans
- Enhances Data-Driven Decision-making
- Defines Mission, Goals, & Objectives
- Supports Effective Policies & Procedures



Questions & Discussion

Community Risk Assessment | Standard of Cover | Staffing Analysis



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