

# **DELHI CHARTER TOWNSHIP BOARD OF TRUSTEES**

Community Services Center  
2074 Aurelius Road, Holt, MI 48842  
(517) 694-2137

Wednesday  
June 1, 2016

**8:00 a.m.**

## **Agenda**

- A. Downtown Development Authority/Brownfield Redevelopment Authority
- B. Parks and Recreation Department
- C. Accounting Department
- D. Treasurer's Office
- E. Assessing Department
- F. Clerk's Office
- G. Fire Department
- H. Department of Public Services
- I. Community Development Department
- J. Public Comment

**Delhi Charter Township  
Downtown Development Authority  
Goals and Visions**

**2016 Goals**

- Facilitate redevelopment of DDA owned parcels; actively recruit end users
- Facilitate development of the DDA owned land at Holt Road and Holloway Drive in the Delhi Tech Park; support development of vacant privately owned land in the Delhi Tech Park area
- Identify under or inappropriately utilized sites within the DDA District and assist in the development of these sites
- Fund infrastructure improvement and rehabilitation programs identified by the Township and DDA Board as supporting the continued tax base growth and development within the District
- Promote community events
- Continue to provide bond payments for the Non-Motorized Trail
- Provide business enhancement, promotion, and support through efforts such as Biz Buzz
- Continue to investigate additional parking for Senior Center and Veterans Memorial Park
- Participate in Holt Community Connect for Farmers' Market, *Our Town* publication, and other community events and activities as Board of Directors member
- Continue to prepare and distribute *Our Town* publication electronically and grow reader base; work with Township and Holt Public Schools staff to combine *Our Town*, *delHi Neighbor*, and *RAM Quarterly* publications; transition from quarterly to monthly publication supported by advertising sales
- Complete change in non-profit status of Holt Community Connect to a 501(c)(3) organization
- Encourage community beautification with the placement of additional public art and murals
- Work with Township staff to enhance Trailhead Parks
- Revise tax capture agreements to extend Tax Increment Financing plan through 2035
- Finalize plans for Cedar Lake Trailhead Park and apply for Michigan Department of Natural Resources Grant
- Participate in Cedar Corridor Visioning and provide bond funds
- Recast existing bonds to reduce interest costs
- Complete sale of property to Willoughby Estates, LLC and implement Brownfield Plan #6

**2017 Visions**

- Continue to facilitate development of the DDA owned land at Holt Road and Holloway Drive in the Delhi Tech Park; support development of vacant privately owned land in the Delhi Tech Park area
- Continue to facilitate redevelopment of DDA owned parcels including razing of existing buildings
- Continue to identify under or inappropriately utilized sites within the DDA District and assist in the development of these sites
- Fund infrastructure improvement and rehabilitation programs identified by the Township and DDA Board as supporting the continued tax base growth and development within the District
- Support and promote the Farmers' Market and provide for various improvements of the Farmers' Market building
- Provide business promotion and support through electronic publication of *Our Town* and other business enhancements such as Biz Buzz
- Apply for all applicable state and federal grants via DDA/Holt Community Connect to promote place making and enhance livability of Township residents
- Promote community events
- Encourage community beautification with the placement of additional public art and murals
- Develop Cedar Street property from Veterans Drive to Bond Avenue – locate appropriate developer
- Work with Community Development to enhance Non-Motorized Trail and Trailhead Parks
- Provide bond payments for the Non-Motorized Trail, DDA/ICSD building, Cedar Heights, Delhi NE/Depot Street infrastructure improvements, Senior Center, Pocket Park, Holt Road sidewalk/lighting project
- Other activities as identified

**Delhi Charter Township  
Downtown Development Authority  
Goals and Visions**

**2018 and Beyond Visions**

- Continue to facilitate development of the DDA owned land at Holt Road and Holloway Drive in the Delhi Tech Park; support development of vacant privately owned land in the Delhi Tech Park area
- Continue to facilitate redevelopment of DDA owned parcels
- Continue to identify under or inappropriately utilized sites within the DDA District and assist in the development of these sites
- Fund infrastructure improvement and rehabilitation programs identified by the Township and DDA Board as supporting the continued tax base growth and development within the District
- Support and promote the Farmers' Market and provide for various improvements of the Farmers' Market building
- Provide business promotion and support through electronic publication of *Our Town* and other business enhancements such as Biz Buzz
- Apply for all applicable state and federal grants via DDA/Holt Community Connect to promote place making and enhance livability of Township residents
- Facilitate development of Cedar Street property from Veterans Drive to Bond Avenue
- Work with Township staff to enhance Non-Motorized Trail and Trailhead Parks

**Delhi Charter Township  
Department of Parks & Recreation**

**2016 Goals / Accomplishments:**

- Construction of new restroom / storage area at Kiwanis Park.
- Purchase new recreation software to allow for online registration.
- Convert two permanent part-time park employees to full time status.

**2017 Goals:**

- Create two year round permanent part-time positions in building and grounds maintenance (25 hours per week).
- Purchase new front mount production mower to replace one that is five years old.
- Purchase new equipment designed for snow removal on sidewalks.
- Create an additional parking lot at Valhalla Park adjacent to the restroom/pavilion.

**2018 & Beyond:**

- Continue to provide public recreational opportunities to residents in a cooperative effort between the Delhi Township Park Commission, Delhi Township Board of Trustees, and the Holt Public School District.
- Continue to work with the Holt Lions Club, Holt Kiwanis Club, Holt Hometown Festival Committee, American Legion & VFW, Holt Arts Council, and the Delhi Township branch of the Capital Area District Library to provide a variety of community based special events.
- Continue with capital improvements in the park system recommended in the Township Recreation Master Plan and Capital Improvement Plan. It is the hope that these projects can be obtained by funding through state grants, donations, and township funds.

**DELHI CHARTER TOWNSHIP  
ACCOUNTING DEPARTMENT  
Goals and Objectives**

**2016 and 2017 Goals**

- Continue to prepare a useful budget document
- Continue to update the 5 year budget projection
- Continue to monitor the budget and communicate variances
- Receive a clean audit opinion
- Continue to meet state and federal reporting requirements for various reports and grants
- Continue to provide timely information and support to other departments
- Continue to meet requirements for the City, Village, and Revenue Sharing (CVTRS) program
- Expand the number of vendors who receive electronic payments (ACH) instead of paper checks
- Continue to advocate for direct deposit and electronic pay stubs signup.
- Continue to promote the use of technology to increase effectiveness and efficiency
- Revise the Purchasing Policy to meet new standards for federal grants
- Explore alternative options for calculating the OPEB liability

**Long Term Goals**

The Accounting Department will continue to provide relevant and reliable information to both internal and external parties, taking advantage of technology to improve efficiency. The department will continue to meet state and federal reporting requirements, and to meet the Governmental Accounting Standard Board's reporting guidelines.

# **Treasurer's Office**

## **Goals and Objectives**

### **2016 Goals**

- Search and negotiate investments that preserve safety and principal
- Continue revisions of operating manuals for tax, sewer billing and cash receipting
- Continue to investigate new technology and products to streamline operational efficiencies
- Promote wider use of e-mailing sewer bills and direct debit for payments
- Assist other departments with credit card transaction processing
- Continue cross training sewer billing function
- Continue to upgrade staff professional development

### **2017 Goals**

- Continue to seek investments that preserve safety of principal
- Assist other departments with credit card transaction processing
- Promote continued use of e-mailing sewer bills and direct debit for payments
- Continue cross training sewer billing function
- Continue to upgrade professional development
- Seek technological improvements to process payments

### **2018 and Beyond**

- Continue to seek investments that preserve safety of principal
- Continue to upgrade professional development
- Seek technological improvements to process payments

**DELHI CHARTER TOWNSHIP  
ASSESSING DEPARTMENT  
GOALS AND OBJECTIVES**

**2016 and 2017 Goals**

- Reorganize office document management system.
- In conjunction with Delta Township Assessing staff, continue to monitor and analyze Commercial and Industrial properties using the income approach to value vs. sales comparison or cost approach, whichever is appropriate.
- Utilizing Township Property Appraisers as well as the Township Attorney and Contract Appraiser when necessary, continue to defend property tax appeals of all classes before the Michigan Tax Tribunal.
- Continue to update Assessors internet site accordingly and as needed.
- Continue, if necessary, to update database to remove overrides and unwarranted adjustments throughout.
- Continue to update Land and ECF tables for all classes of property.
- Continue to comply with STC Audit of Minimum Assessing Requirements (AMAR).
- Continue with normal field work (permit) inspections.
- Continue re-inspection of 20% of each class of property, as recommended per State Tax Commission guidelines.

**2018 & Beyond**

- Ensure cross-training of all staff in order to:
  - Meet the recommended STC/AMAR re-inspection levels of the Township.
  - Allow the Assessor and Appraiser staff outside field work time to ensure that all property, including the more complex properties (commercial/industrial/agricultural/elaborate homes), are fairly and uniformly assessed.
  - Reorganize the department document management system, allow for data-collection/entry of specialized commercial income and expense information, sales verification, personal property, customer service and correspondence, and PRE audits/denials.
  - Minimize need for Delta Township Assessing Department staff to be present in office.
- Continue re-inspection of township. STC/AMAR recommends 20% of each class of property be inspected annually.
- Continue cooperation with Department of Community Development in regards to inspections and follow up of building permits.
- Continue cooperation with Township Treasurer's office with respect to balancing of Assessment and Tax rolls, particularly following Boards of Review or STC orders/MTT judgments, as well as Utility billing address changes and Delinquent tax information in regards to Personal Property parcels.
- Continue mutually beneficial cooperation with Township Clerk's office regarding occupancy of homes and audit of changes to voters' registration as they relate to Principal Residence Exemptions, and likewise the transfer of ownership of properties to allow the Clerk's office to track address changes for registered voters.
- Continue with Thrun Law Firm and Vertalka & Vertalka, Inc to help defend Michigan Tax Tribunal appeals, as needed.
- Research incorporating hand held computers (personal digital assistants) for field data collection. (Improve field data collection and production time).
- Disengage from Assessing services contract with Delta Charter Township while maintaining a positive networking relationship established through our contract period.

Aside from the day to day activity of the Clerk's Office such as:

- Board Meeting Minutes
- Document Imaging/Records Management
- Accounts Payable
- Cemetery Administration
- FOIA requests
- Notary Public Service
- Transient Sales Licenses
- Legal Notices
- Web Site maintenance
- Programming for the LED Community Sign
- Answering the main info/operator phone line
- Election Administration and Voter Registration

**Highlights for 2015 and 2016 include:**

- Implementing a communication strategy with the new position of Community Outreach Coordinator that increases public awareness through a combination of new methods (stronger social media presence, short subject video) and traditional (news releases, media relations) that resulted in a more engaged audience with a more measurable influence resulting in modern, effective civic discourse.
- Increased the Township Facebook page likes from about 1,400 to 3,361 and Twitter followers from about 1,300 to 1,600.
- Created a social media campaign for new Election Inspectors and had about 80 applicants.
- Held a voter registration drive at Holt High School.
- Continued to publish the Delhi Neighbor newsletter which included educational information, news and events, etc.
- Produced videos to educate residents about Township issues and to showcase the positive things about Delhi Township.
- Successfully executed making precinct location changes to ease voter volume and increase efficiency during a primary election with an above-average turnout in February.
- Managed a successful ribbon cutting ceremony and media event when introducing the Ram Trail, an important Township amenity.

### **Short-term Goals (2016-2017):**

- Unveil redesigned web site with new features and implement new, easier publishing process.
- Become a Passport Acceptance Agency (*we were denied this in the past because of so many others in the area. However, many of those have now discontinued the service*).
- Significantly elevate Township public relations using the Township web site, Township newsletter, social media and news and print media outlets.
- Install second columbarium in Maple Ridge Cemetery.
- Explore various alternative burial options for Maple Ridge Cemetery.
- Implement monthly mailing process to new eligible voters of the permanent absentee application list.

### **Long-term Goals (2018-2020):**

- Implement new voting system/tabulators in conjunction with the State of Michigan.
- Explore and implement mobile online civic engagement tools.
- Implement interactive mapping for Township cemeteries with links to file information.
- Install interactive kiosk in the lobby of the Community Services Center.
- Explore relocation of LED community sign.
- Within the Michigan Association of Municipal Clerks, work with legislators to adopt election reform legislation.



# Delhi Township Fire Department

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2074 AURELIUS ROAD  
PHONE (517) 694-3327

HOLT, MICHIGAN 48842-6320  
FAX (517) 699-3879

## 2016 Goals

- Formalize the creation of an Office of Emergency Management within the Fire Department and continue the planning of emergency operations and hazard mitigation within the township.
- Place a third ambulance in service and take a bold look at the staffing matrix of the fire department.
- Look at new models for community risk reduction and apply those to the township as a model for others to replicate.
- Increase the efficiency and response of the automatic aid model in regards to fire and emergency medical response.
- Continue to be a leader in Metro Lansing Shared Services and look at new ways to further the collaboration to reduce costs.
- Use the accreditation process to find ways to improve services and streamline processes of policy, procedure and standard operating guidelines.

## 2017 Goals

- Plan and exercise the Emergency Management plan for Delhi and incorporate a comprehensive community risk reduction model.
- Create and publish a strategic plan for the fire department utilizing both community and employee involvement for the near future planning.
- Look at the fire response matrix and review existing policies and procedures to keep current with trending construction and technology in the fire service.
- Enhance service delivery by adding career staff, putting a third frontline ambulance in full service and looking at new ways to recruit and retain paid on call firefighters.
- Use current data, analytics and GIS to start mapping fire and EMS calls in relation to population density and call type to better understand needs for service.
- Expand medical training to enhance our mental health medical calls.

## 2018 and Beyond

Current trending shows increased need for all services of the fire department. By looking at the existing station and apparatus locations of our partners we need to look at planning a fire station for the current and future needs of the citizens. As we continue to refurbish ambulances to save on costs we will need to look at a Metro Lansing vehicle maintenance program for not just ambulances but fire apparatus as well. Further savings and enhancement could come from a joint fire inspection, emergency management and training among all Metro Lansing fire departments. As always continue to be a leader in Metro Lansing for fire collaboration.

*The mission of the Delhi Township Fire Department  
is to minimize the impact of community emergencies through education, prevention, and service.*



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## 2016 Goals

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### Sewer Fund

- Create the new position of GIS/Asset Management Coordinator
- Begin the construction of the Eifert Road Force Main Replacement
- Perform collection system Force Main Assessments
- Begin Fiber Optic Upgrade at each Lift Station – 3 stations per year
- Purchase and install a food waste separator for the Scrappy program
- Replace sewer Vactor truck
- Complete the Cartago Cul-de-Sac Sewer Check Valve project
- Complete the POTW Pond Building project

### Stormwater

- Continue activities associated with Storm Water Pollution Prevention Initiative (SWPPI) commitments

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## 2017 Goals

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### Sewer Fund

- Complete the construction of the Eifert Road Force Main replacement
- Begin the POTW Maintenance Building design
- Begin Pine Tree Road Lift Station & Controls Upgrade
- Begin the Nitrification Tower assessment and repair
- Continue Fiber Optic Upgrade at each Lift Station – 3 stations per year
- Continue township vehicle 10-year rotation replacement plan – purchase two (2) vehicles

### Stormwater

- Continue activities associated with Storm Water Pollution Prevention Initiative (SWPPI) commitments



## 5 Year Goals

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### Sewer Fund

- Construct POTW Maintenance Building
- Complete Pine Tree Road Lift Station & Controls Upgrade
- Continue Sanitary Sewer Repairs/Lining
- Continue Fiber Optic Upgrade at each Lift Station – 3 stations per year
- Continue the Condition Assessment and Repair the POTW Nitrification Tower
- Implement Grease Collection/Treatment Options
- Provide POTW Generators Interconnection
- Install Grit Handling Upgrades
- Continue township vehicle 10-year rotation replacement plan

### Stormwater

- Begin Stormwater Removal project by repairing or replacing cross connections
- Continue activities associated with Storm Water Pollution Prevention Initiative (SWPPI) commitments



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## **Goals & Vision Statements – Rev. Date 5/23/16**

### ***2016 Goals & Current Status***

- Begin to facilitate implementation of recommendations that will be identified via the Cedar Street Revisioning planning process.

*This project is underway and completion of the plan is anticipated to occur by the end of this year. Staff has worked with the DDA to negotiate the extension of the DDA plan to provide funding for implementation of plan recommendations over the next several years.*

- Continue implementation of the NMTP.
  - Facilitate implementation of the first phase/year of ADA Transition Plan repairs.
  - Work with Ingham County, the City of Mason, and other impacted regional partners to promote use of the County Trail millage for the Holt to Mason Trail.
  - Plan for a short trail connection between Trailhead Park and the existing trail on Cedar Street.

*Staff anticipates that the first year of the ADA Transition Plan will be implemented before winter. Details have become available regarding how the Ingham County Trail Millage will be distributed by the County. Staff anticipates that an application will be submitted for the Ram Trail to Burchfield Park trail route instead of the Holt to Mason Trail due to circumstances beyond our control. Staff is working with the DDA to develop a route and preliminary estimate for the construction of the short trail connection that would move forward as a part of the roundabout park project in the next year to two.*

- Continue to implement pro-active code enforcement and the Rental Registration and Inspection program.

*This continues to go forward. Last summer (2015) a part-time code enforcement inspector was hired to help keep up with long grass and junk complaints during the warmer months. This same employee has returned this summer and will continue to assist with the proactive enforcement of these types of code cases.*

- Continue to encourage and provide educational/training opportunities for PC and ZBA members. Achieve required education necessary to maintain certifications and accreditations for departmental staff.

*Staff has continued to obtain training and take advantage of educational offerings.*

- Continue to provide leadership and support for special projects and other tasks.

*This is always ongoing. Examples include public art, street improvements, streetlights, working on the Honeywell project, working with the DDA to extend its' plan and agreements with the taxing jurisdictions, trail planning and construction projects, intersection and crosswalk participate in safety discussions with the County, schools and others, implement the Neighborhood Stabilization Program (4556 Grove) and pilot programs like Holt Halloween and Glow Green.*

- Strive to improve the attendance record of the Planning Commission and Zoning Board of Appeals in order to facilitate Township of Excellence designation by the Michigan Townships Association.

*At the end of May 2016, the attendance rate for the Planning Commission has been 89% and 100% for Zoning Board of Appeals. The attendance rates in 2015 were 78% and 80%, respectively.*

### **2017 Goals**

- Develop a local road improvement process (via special assessment district) that is consistent from year-to-year and manageable for the Township to facilitate on behalf of residents when requested by same.
- Complete construction of the Ram Trail 2 project.
- Obtain funding for Ram Trail to Burchfield Park trail project from the Ingham County Trail Millage and implement project.
- Upon finalization of the Realize Cedar Plan (Cedar Street Revisioning Plan), work with the DDA to approach those taxing jurisdictions that did not agree to modify their agreement in 2016 to encourage their participation. Begin working on the implementation of Realize Cedar plan recommendations.
- Assist with and facilitate, as appropriate, activities associated with the Downtown Development Authority.

### **2018 to 2021 – Long Range Plan**

- Continue implementation of Realize Cedar plan.
- Continue to assist the DDA as appropriate.
- Consider update to Township Master Plan, as necessary.