Strategic Plan Board of Trustees work session recap from July 28, 2022

The Board of Trustees engaged in a Township tour to review the following areas of interest:

- PASER ratings were discussed with travel over local subdivision streets to provide context to continued discussions regarding potential updates to the road repair funding policy.
- Bicentennial Park tour included a review of park assets like athletic fields, pavilions, road, and parking, and the recently completed update to the maintenance barn (ARPA funded).
- DPW Embury Road pump station tour to provide detail and overview of the Township utility infrastructure, including water and sewer districts and their importance on the daily functions for residents and businesses, as well as the ability to prepare for future buildout.
- Dort Highway Extension tour, including the new non-motorized trail and trail head.
- Fire Station #2 tour provided a detailed overview of the Fire Department plans for the ARPA funded remodel, to include the importance of increased safety of our firefighters. Staffing this station for 2 shifts per day has resulted in saving three minutes off response times in the southern half of the township, and the remodel will prepare GBT for the eventual 24/7 staffing as the need arises with the DDA buildout.
- Grand Blanc Enterprise Park provided the Board the opportunity to see the progress in economic development resulting from the DDA TIF District creation. The Fessler Bowman HQ building is in full swing and a new 200,000 square foot distribution center is underway with a great deal of additional light industrial development buildings planned to bring in tax revenues and employment opportunities.
- Grand Blanc Senior Center Director Misty Moen provided an in-depth review of the importance of senior services to our community. The Board had the chance to see firsthand the quality of the facilities and the need to continue to work with the Genesee County Office of Senior Services to ensure continued support for our program from the county wide millage. Future discussion needed to develop a solid Capital Improvement Plan.

The current Mission Statement: "A planned and progressive community which provides a safe, caring, and quality environment in which to live, work and play" was discussed by the Board and Department Directors. Consensus was to spend time during future meetings to consider updating the Mission and consider adding a Vision Statement.

CHARTER TOWNSHIP OF GRAND BLANC

Scott Bennett, *Supervisor*
Dave Robertson, *Clerk*   Mark Kilmer, *Treasurer*
Trustees: Joel Feick   Sarah Hugo   Jude Rariden   Paul White
Dennis Liimatta, *Superintendent*

Strategic Plan Review
- Board briefly reviewed the SWOT analysis form a year ago. It was noted that many of the item considered a weakness had moved to either strengths or opportunities due to the successful strategic actions taken to accomplish the goals.
- All major goals were reviewed for relevance, progress, and next steps with the Board members engaging with Department Directors to review the goal grids. Consensus was the chosen goals are still relevant and remain top priorities providing direction for budgeting and staff actions.
- Board comments were captured on post-it notes on individual goal grids and have been updated. See the areas highlighted in blue on the attached Strategic Plan Goal Grids.

The work session provided the required check-in to keep the plan on track. The next opportunity for complete review will come in January 2023. The Board will continue to receive and discuss progress each regular Board meeting. A Strategic Plan is only as strong as the commitment to remain focused on accomplishing the goals chosen. Grand Blanc Township continues to drive the Plan forward!

GOAL AREA: COMMUNITY CONNECTIVENESS AND IDENTITY: BRANDING FOR GBT

KEY OBJECTIVE: MAKE GRAND BLANC TOWNSHIP VISIBLY DISTINGUISHED FROM OTHER MUNICIPALITIES, IMPROVE THE ENTRANCES & SIGNAGE

STRATEGIC ACTION	COST	RESPONSIBILITY	TARGET DATE	MONITORING	
(What)	($)	(Who)	(When)	Initiated	Completed
1. Develop logo and community branding		Branding Committee			
1.1 Hire Graphic Designer for logo		Melissa Roberts	6/11/2021	Jun-21	Jul-21
1.2 Develop community tagline		BC/Melissa Roberts		Jun-21	Jul-21
1.3 Develop branding materials		Branding Committee		Aug-21	Oct-21
2. Street signs for GBT entrances					
2.1 Research grant funding		Melissa Roberts	Q4 2021	N/A	
2.2 Research signage costs/location/sizes		BC/Greg Boggs	Q1 2022	Sep-21	Jan-22
2.2.1 Hire out work for signage		Greg Boggs	Q1 2022	Feb-22	Feb-22
2.2.2 Install signage		Greg Boggs	Q2 2022	Q2 2022	Sep-22
3. Develop ramp entrance plan (signs, landscaping)	(fast track)				
3.1 Contact MDOT for permission		Jeff Sears	Q1 2022	Jan-22	
3.2 Ramp entrance maintenance		GBT Board	Q3 2022		
3.2.1 Discuss options, cost and permissions needed		Sears, Roberts, Board	Q3 2022	Aug-22	
3.3 Research grant funding		Melissa Roberts	Q3 2022		
3.3.1 Apply for applicable grants		Melissa Roberts	Q4 2022		
3.4 Request DDA funding		BC/Scott Bennett	2023		
3.4 Choose locations for ramp signs		Branding Committee	Q3 2022		
3.5 Research signage		BC/Greg Boggs	Q3 2022	Oct-21	
3.6 Order and install signs		Greg Boggs	2023		
3.7 Find gardening group to maintain landscape		BC/Melissa Roberts	2023		
4. Monument sign for Township Hall					
4.1 Research signage		Branding Committee	Q1 2022	Jan-22	Feb-22
4.2 Order sign		Melissa Roberts	Q2 2022	Feb-22	Mar-22
4.3 Install Sign		Sign Company	Q2 2022	Jul-22	Jul-22
4.3 Landscaping		TBD	Q3 2022	Jul-22	Jul-22
5. Social Media					
5.1 Create coordinated accounts for GBT social media		Melissa Roberts	Q2 2022	Jun-22	Jun-22
5.2 Hire Communications Coordinator		Melissa Roberts	Q2 2022	May-22	Jun-22
5.2 Social media content showing progress of GBT		Makayla Phillips	Q2 2022	Jun-22	Ongoing

GOAL AREA: COMMUNITY CONNECTIVENESS AND IDENTITY: IMPROVING PARKS & RECREATION FACILITIES										
KEY OBJECTIVE: ENHANCE RESIDENTS QUALITY OF LIFE THROUGH IMPROVED RECREATIONAL FACILITIES AND ACTIVITIES										
STRATEGIC ACTION	COST	RESPONSIBILITY	TARGET DATE	MONITORING						
(What)	($)	(Who)	(When)	Initiated	Completed					
1. Completion of 5 year Master Plan	13,100	Linihan/ROWE PCS	Q1 2022		Completed					
1.1 Public Engagement										
1.1.1 Focus Group Interviews			Q3 2021		Completed					
1.1.2 Public Attitudes Survey			Q3 2021		Completed					
1.2 Review and Update of old commission plan		ROWE PCS			Completed					
1.2 Public Hearing (30 Day Review)		Township Board	Q4 2021		Completed					
1.3 Submittal to the MDNR		Linihan/ROWE PCS	Q1 2022		Completed					
2. Identify Facilities Needs		Linihan/Hester	Q2 2022							
2.1 Inventory of current facilities and properties	$8,000?	ROWE PCS	Q2 2022							
2.1.1 BiCen Park (Identify Needs)										
2.1.1.1 Improve facilities										
2.1.1.2 Pave roads/Fix parking										
2.1.1.3 New concession stand										
2.1.1.4 Fix/build new splash pad										
2.1.2 Senior Center (Indentify Needs)										
2.1.3 Perry-McGrath Historical Park (Identify Needs)										
2.1.4 Current Pathways										
2.2 Create a ranked priority of defenincies concluding inventory per facility		Linihan/Hester	Q4 2021	In Process		Needs to be completed after 2.1				
2.3 Identify areas for new parks		Linihan	5/1/2021							
2.3.1 Identify census data for areas		Linihan/Smith								
2.3.2 Request public comment from communities		Linihan								
2.3.3 Create Site Plan for Dungarvin		Linihan/Sears/ROWE PCS	Q1 2022	Site Visits Complete						
2.3.4 Create a site plan for Norfolk		Linihan/Sears/ROWE PCS	Q1 2022	Site Visits Complete						
2.3.5 Create a site plan for Triangle Mini Park		Linihan	Q1 2022	Site Visits Complete						
3. Create a plan for funding of projects		Linihan/Roberts/S. Liimatta	Ongoing							
3.1 Conversion of cell phone tower		Linihan			Completed					
3.1.1. Apply for NRTF and LWC grants		Linihan/Roberts	Q1 2023							
3.2 Apply for local grants		Linihan/Roberts	Ongoing			Awarded Wayfinding Grand from Grand Blanc Fund				
3.3 Work with Kildee and Snellers office to secure funding sources		Linihan/Bennett								
3.4 Bonding/Loan Options		Linihan/Szostak								
3.5 Investigate Increase in Park Millage		Linihan/Szostak								
3.6 Through Master Plan Gauge support for pathways millage		Linihan/ROWE PCS								
3.7 Create strong community connections to increase fundraising		Linihan/S. Liimatta								
3.8 Investigate how DDA and Parks can work together		Linihan/D. Liimatta								
4. Creation of Park Advisory Board		Linihan/D. Liimatta/Bennett	Q4 2021	Draft		In review process				
4.1 Creation of a sub committee on pathways										
4.1.1 Creation of township policy on pathways										
5. Identify Staffing Needs to meet facility and programming needs		Linihan/ S. Liimatta/Niedzwiecki	Q3 2022							
6. Rename Creasey Bicentennial Park										

GOAL AREA: INFRASTRUCTURE: IT UPGRADES
KEY OBJECTIVE: PLAN IN PLACE TO UPDATE IT INFRASTRUCTURE ALONG WITH OFFSITE BACKUP

STRATEGIC ACTION	COST	RESPONSIBILITY	TARGET DATE	MONITORING	
(What)	($)	(Who)	(When)	Initiated	Completed
1. IT Upgrades					
1.1 Establish IT Capital Improvements Plan	N/A	N. Loosevelt	Q4 2021		Q4 2021
1.1.1 Use CIP/Asset Tracking to Build 2022 Budget Requirements			8/1/2021	6/1/2021	Q4 2021
1.2 Replace soon to be End of Life Firewall Appliance	$4,376	N. Loosevelt	Q4 2021	8/31/2021	10/31/2021
1.3 Segment Township Networks for Security & Increase Available IP Addresses	Included in above project	N. Loosevelt	Q4 2021 -> Q2 2022	8/31/2021	Q2 2022
1.4 Replace all township Network Switches		N. Loosevelt			
1.4.1 Determine needs / Evaluate Existing Infrastructure			Q4 2021	Q2 2021	Q2 2021
1.4.3 Put out RFP			Q2 2021	Q2 2021	Q2 2021
1.4.4 Chosen Vendor Discovery Phase / Potential Change Order			Q3 2021	Q3 2021	Q3 2021
1.4.5 Vendor to Order Equipment			Q3 2021	Q3 2021	Q3 2021
1.4.5 Switch Installation			Q4 2021	Q2 2022	Q1 2022
1.4.6 Testing/Configuration/Final Tweaks			Q4 2021	Q2 2022	Q2 2022
1.4.7 Final Tweaks			Q3 2022	Q2 2022	Q2 2022
1.4.8 Cable Management in PD upstairs IDF			Q3 2022	Q2 2022	Q2 2022
1.5 Migrate Township email to Office 365		N. Loosevelt	Q4 2021 -> Q1 2022	Q2 2021	Q1 2022
1.6 EOL Server Replacement - Domain Controller & Licensing/CALS		N. Loosevelt			
1.6.1 Determine needs / Scope			Q3 2021	Q3 2021	Q3 2021
1.6.2 Request quote from VAR			Q1 2022	Q1 2022	Q1 2022
1.6.3 Board Approval			Q4 2022	Q1 2022	Q1 2022
1.6.4 Purchase Equipment & Licensing			Q4 2022	Q1 2022	Q1 2022
1.6.5 Create Implementation Plan			Q4 2022	Q1 2022	
1.6.6 Setup/Configure Server			Q4 2022	Q1 2022	
1.6.7 Final Testing			Q4 2022		
1.7 EOL Server Replacement - Storage Server / BSA SQL Server & Licensing/CALS		N. Loosevelt	Q4 2022		
BS & A SQL Server Replacement		N. Loosevelt			
1.7.1.1 Determine needs / Scope			Q1 2022	Q1 2022	Q1 2022
1.7.1.2 Request quote from VAR			Q1 2022	Q1 2022	Q1 2022
1.7.1.3 Board Approval			Q1 2022	Q1 2022	Q1 2022
1.7.1.4 Purchase Equipment / Software Licensing / CALS			Q1 2022	Q1 2022	Q1 2022
1.7.1.6 Initial Setup/Configuration			Q4 2022	Q1 2022	Q1 2022
1.7.1.7 Notify BS & A and get their requirements			Q4 2022	Q1 2022	Q1 2022
1.7.1.8 Schedule Migration Cutover			Q4 2022	Q1 2022	Q1 2022
1.7.1.9 Final Cutover & Testing with BS&A Technicians			Q4 2022	Q2 2022	Q2 2022
File Server Replacement		N. Loosevelt			
1.7.2.1 Determine needs / Scope			Q3 2021	Q3 2021	Q3 2021
1.7.2.2 Request quote from VAR			Q1 2022	Q1 2022	
1.7.2.3 Board Approval			Q2 2022 -> Q3 2022		
1.7.2.4 Purchase Equipment / Software Licensing / CALS			Q4 2022		
1.7.2.5 Create Implementation Plan			Q4 2022		
1.7.2.6 Schedule date with DigSmart to migrate application			Q4 2022		
1.7.2.7 Setup/Configure Server			Q4 2022		
1.7.2.8 Migrate DigSmart Application			Q4 2022		
1.7.2.9 Soft Fileshare Rollout			Q4 2022		
1.7.2.10 Final Fileshare Cutover			Q4 2022		
1.8 Fire Station #2 Firewall Installation & VPN Tunnel to TWP Network		N. Loosevelt			
1.8.1 Determine needs / Scope			Q3 2021	Q3 2021	Q3 2021
1.8.2 Request Budgetary Quote			Q3 2021	Q3 2021	Q3 2021
1.8.3 Request Final Quote			Q2 2022	Q1 2022	Q1 2022
1.8.4 Order Required Equipment			Q2 2022	Q1 2022	Q1 2022
1.8.5 Schedule Install date with vendor			Q4 2022	Q1 2022	Q2 2022
1.8.6 Mount/Prep and run Ethernet for Equipment			Q4 2022	Q2 2022	Q2 2022
1.8.7 Work with vendor to configure VPN tunnel / firewall best practices			Q4 2022	Q1 2022	Q2 2022
1.8.8 Final Cutover			Q4 2022	Q2 2022	Q2 2022
1.9 New Server - Implement Redundant Domain Controller		N. Loosevelt	Q4 2023		
1.10 EOL Server Replacement - Web Server		N. Loosevelt	Q4 2023		
1.11 EOL Server Replacement - Replace Security Camera Server & Licensing		N. Loosevelt	Q4 2024		
1.12 EOL Server Replacement - Replace Card Access Controller Server & Licensing		N. Loosevelt	Q4 2025		

Task		Owner	Date		
1.13 Annual Desktop/Laptop Replacements (2022)(INCREASED GOAL: 25 Machines)		N. Loosevelt	Q4 2022		
1.13 Annual Desktop/Laptop Replacements (2023)(GOAL: 15 Machines)		N. Loosevelt	Q4 2023		
				Q1 2022	
~~2. Establish an IT Internal Service Fund (Pushed back, implementation may come in future budgets)~~		~~C. Szostak / N.Loosevelt~~	~~Q1 2022~~		
~~Funded by Departments via Technology Usage Alocation~~			~~Q2 2021~~	~~Q2 2021~~	~~Q3 2021~~
~~2.1 Determine Scope~~		~~N.Loosevelt~~	~~Q2 2021~~	~~Q2 2021~~	~~Q3 2021~~
~~2.2 Establish an Allocation Method for funding requirements by Department~~		~~C. Szostak / N.Loosevelt~~	~~Q4 2021~~	~~Q3 2021~~	~~Q4 2021~~
~~2.3 Approval~~		~~N.Loosevelt~~	~~Q1 2022 -> 2023~~		
~~2.4 Implementation~~		~~C. Szostak / N.Loosevelt~~	~~Q4 2023~~		
				Q4 2022	
3. Establish IT Hardware Standards & Purchasing Policy (Consider using vendor for initial IT / Network Use Policies)		N. Loosevelt	Q4 2022		
3.1 Create Task Force to review Hardware Standards		N. Loosevelt	Q4 2022		
3.1.1 Establish Review Schedule(s)		N. Loosevelt	Q4 2022	Q2 2021	
3.2 List of Township Approved Hardware		N. Loosevelt	Q4 2022	Q2 2021	
3.2.1 Department Head Interviews		N. Loosevelt	Q4 2022	Q2 2021	Q3 2021
3.3 Average Life-Cycle of Common Hardware		N. Loosevelt			
e.g. Desktops, Laptops, Monitors, Enterprise Networking Equipment, Printers, Servers, Enterprise Backup Battery, End-User Backup Battery			Q3 2022	Q2 2021	
3.4 Hardware Lifecycle, Decommissioning, and Disposal		N. Loosevelt			
			Q4 2022		
4. Off-Site Backup		N. Loosevelt	Q4 2022	Q1 2021	Q2 2021
4.1. Evaluate Existing On-Site Backup system			Q4 2022	Q2 2021	Q3 2021
4.2 Research Hybrid Backup Systems & High Availability Design			Q4 2022	Q2 2021	Q3 2021
4.3 Research Off-Site Backup Hosting Vendors			Q4 2022	Q2 2021	Q3 2021
4.3.1 Determine Rough Backup Space Requirements			Q4 2022	Q2 2021	Q3 2021
4.4 Research Backup Software if Applicable			Q4 2022	Q2 2021	Q2 2021
4.5 Get Budgetary Quotes for Servers / Cloud Storage / Software Licensing			Q4 2022		
4.7 Get Final Quote			Q4 2022		
4.6 Board Approval			Q4 2022		
4.8 Order Equipment/Software Licensing/Cloud Storage Subscription			Q4 2022		
4.8 Build & Configure Required Server(s)			Q4 2022		
4.9 Go Live Prep			Q4 2022		
4.9.1 Test Backup to Local SAN			Q4 2022		
4.9.2 Test SAN Replication			Q4 2022		
4.9.3 Test Off-Site Backup			Q4 2022		
4.10 Roll-Out Server to Production			Q4 2022		
4.10.1 Pull old server out of commision for decommisioning or rekeying					

GOAL AREA: INFRASTRUCTURE: NEW DEPARTMENT OF PUBLIC SERVICE FACILITIES & FIRE

KEY OBJECTIVE: COMPLETION OF A NEW DPS & FIRE FACILITY ON THE TOWNSHIP CAMPUS - Design and Engineering

		STRATEGIC ACTION	COST	RESPONSIBILITY	TARGET DATE	MONITORING	
		(What)	($)	(Who)	(When)	Initiated	Completed
1		**Establish Overall Estimated Budget**		Board/Sears/Burdette/Liimatta		8/10/2021	9/8/2021
	1.1	Establish Funding Sources		Board/Sears/Burdette/Liimatta	Q3 2021		
	1.3	Establish Building Committee		Board/ Sears/Burdette/Liimatta	Q3 2021	8/1/2021	8/10/2021
2		**Establish Project Management/Design Framework**		Sears/Liimatta			
	2.1	Research Project Management/Speak with Managers		Sears/Liimatta	Q3/Q4 2021	11/5/2021	11/18/2021
	2.2	Have plan approved by TWP Board		Sears/Liimatta	12/14/2021	11/5/2021	11/30/2021
	2.3	Interview/Negotiate with Project Managers		Building Committee?	12/2021 - 4/2022	4/8/2022	4/18/2022
	2.4	Establish Contract with Project Manager		Sears/Liimatta	12/2021 - 4/2022	5/3/2022	6/24/2022
	2.5	Seek Board Approval for Contract		Sears/Liimatta	2/2022 - 4/2022	5/3/2022	5/3/2022
3		**Establish Project Design Team**					
		Develop RFP's		PM/Sears	9/30/2022	6/22/2022	
		Review Standard Contracts		PM/Sears/Attorney	9/30/2022	6/22/2022	
	3.1	Establish Prequalification's		PM/Sears/Burdette/Liimatta	9/30/2022		
	3.2	Establish list of Engineers/Architects		PM/Sears/Burdette/Liimatta	9/30/2022		
	3.3	Prequalify Firms		PM	9/30/2022		
	3.4	Recommend Firms for approval		PM	9/30/2022		
	3.5	Seek Bids from firms		PM	10/31/2022		
	3.5	Establish/Negotiate rates for firms		PM/Liimatta	11/31/2022		
	3.6	Seek Board Approval of professional contracts		Sears/Liimatta	12/13/2022		
4		**Discovery Phase of Design and Engineering**					
	4.1	*Review Space Needs Assessment		Project Mang, Arch, DPS & Fire	Q3 - Q4 2022	5/25/2022	7/2/2022
	4.2	Establish and review needs wants		Project Mang, Arch, DPS & Fire	Q3 2022 - Q1 2023	5/25/2022	7/2/2022
	4.3	Visit other sites/facilities		Project Mang, Arch, DPS & Fire	Q3 2021- Cont.		
	4.4	Property survey and GeoTechnical work		Project Mang, Engineer	Q1 2023 - Q2 2023		
	4.5	Utility Survey		Project Mang, Engineer	Q1 2023 - Q2 2023		
	4.6	Local Agency introduction		Project Mang, Arch, DPS & Fire	Q1 2023 - Q2 2023		
5		**Design and Engineering**					
	5.1	Develop, design, and choose site layout options		Project Mang, Arch, Eng, DPS & Fire	Q2 2023 - Q3 2023		
	5.2	Develop, design, and choose building layout options		Project Mang, Arch, Eng, DPS & Fire	Q2 2023 - Q3 2023		
	5.3	Develop, design, and choose aesthetic options		Project Mang, Arch, DPS & Fire	Q2 2023 - Q3 2023		
		FIRE STATION 2 EXPANSION/RENOVATION					
1		**Establish Funding Sources**					
	1.1	Chief Burdette Presents the project to the DDA		Burdette, Liimatta	*9/28/2021*		Oct-21
	1.2	Seek Approval of funds from DDA ($500K)		Burdette, Liimatta	10/26/2021		Oct-21
2		**Develop Design Team**					
	2.1	Establish Fire Department Committee w/Liimatta, Boggs		Burdette	Jan-21	2/1/2022	2/3/2022
	2.2	Solicit Professional Services from an Architect		Burdette, Liimatta	1/1/2022 - 2/18/2022	1/19/2022	2/11/2022
	2.3	Interview Potential Architects		Burdette, Liimatta	1/1/2022 - 2/18/2022	3/2/2022	3/4/2022
	2.4	Seek Board approval for Architect contract		Burdette, Liimatta	2/22/2022	3/4/2022	3/22/2022
3		**Design Phase**					
	3.1	Receive input from FF's		Architect, Building Committee	3/1/2022	2/23/2022	3/7/2022
	3.2	*Develop plans based on input and needs for the expansion		Architect	3/1/2022 - 4/29/2022	4/8/2022	
		Preliminary drawings submitted to Township for site plan approval		Architect			5/23/2022
		Plans review submitted for review fro Genesee County		Architect, Jeff Sears		7/11/2022	
		Review meeting 50% plan compleation		Architect, Liimatta, Burdette, Maricle, Sears, Boggs		7/11/2022	7/11/2022
		Review meeting 90% plan compleation		Architect, Liimatta, Burdette, Maricle, Sears, Boggs	9/1/2022		
	3.2	Solicit bids for the expansion		Architect	9/4/2022		
		Pre bid Conference (not mandatory)		Architect	9/7/2022		
		Sealed Bids Submitted		Architect, Liimatta, Burdette, Maricle, Sears, Boggs	9/23/2022		
	3.3	Seek Board Approval of Contractor		Architect, Burdette, Liimatta	10/4/2022		
		Award bid		Architect, Burdette, Liimatta	10/14/2022		
		Pre-Con meeting and contract signing		Architect, Liimatta, Burdette, Maricle, Sears, Boggs	10/21/2022		
4		**Construction Phase**					
	4.1	Permitting		Contractor	10/23/2022		
	4.2	Begin Construction		Contractor	10/24/2022		
		Substantial Completion 8 month +/-		Contractor	7/1/2023		
		Final Compleation 30 days post substantial completion		Contractor	8/1/2023		
		* Weekly emails have occurred with the Spicer Group, with approval of a preliminary layout being given on 4/29. Presently the drawing is in site plan review at the architectural firm. When approved the drawing is sent to our building department for Planning and Zoning's approval.					

GOAL AREA: COMMUNITY VITALITY (FINANCIAL): PENSION AND OPEB FUNDING

KEY OBJECTIVE: PLAN IN PLACE TO CONTINUE TO AGGEESSIVELY REDUCE UNFUNDED LIABILITIES

STRATEGIC ACTION	COST	RESPONSIBILITY	TARGET DATE	MONITORING	
(What)	($)	(Who)	(When)	Initiated	Completed
1. Explore options to amend pension and OPEB plans		Board, Superintendent, Finance Director		10/1/2021	
1.1 Renegotiate union contracts		Superintendent, Finance Director, Police Chief	2Q22	2/17/2022	
1.1.1 Explore strategy for negotiations		Board, Superintendent, Finance Director		4/19/2022	
1.2 Buyouts (may only be feasible for OPEB)					
1.2.1 Have actuarial report prepared if above option is considered			Jul-22		
1.3 Review current MERS DB Plan		Board, Superintendent. Finace Director	Q42021	11/1/2021	
1.3.1 MERS Representative for Board presentation Q&A		Matt Taylor - MERS	Dec-21		Dec-21
1.3.2 Meeting to review options for reducing UAL and Contribution Rate		MERS, PD Unions, Superintendent & Finance Director		2/17/2022	Ongoing
1.3.2a Close Plan and bond UAL/shift to DC Plan					
1.3.2b Modify/reduce pension through bridged benefits					
1.3.2c Hybrid Plan (reduced DB with DC component)					
1.3.2d Have actuarial report prepared for above options		Superintendent	Jul-22		
1.4 Develop negotiation strategy for union contracts		Board, Superintendent, Legal Counsel	Q1-Q3, 2022		
1.5 Negotiate successful outcomes through the CBA process reducing UAL		Superintendent, Union Negotiating Teams	Q42022		
2. Budget for additional contributions					
2.1 Prioritize projects to be funded		Board	Ongoing		
2.2 Review budget for potential cuts		Superintendent, Finance Director, Dept Heads	Q4 2021		
2.3 Amend budget to include additional funding to prefund benefits		Board, Superintendent, Finance Director	Ongoing	12/1/2021	Dec-21
3. Explore other funding options		Board, Superintendent, Finance Director			
3.1 Consider additional Police millage on the ballot		Board	2022	2/22/2022	
3.1.1 Dedicate additional millage towards UAL with Plan open					
3.1.2 Dedicate millage to UAL, but close Plan and Bond UAL					
3.1.3 Determine election date for ballot proposal				3/5/2022	
3.2 Additional contributions					
3.2.1 Create policy for minimum amount to be placed in the budget annually		Board, Superintendent, Finance Director	4Q21		
to prefund benefits (additional contribution) when financially feasible					

GOAL AREA: COMMUNITY VITALITY: HIGH QUALITY HOUSING

KEY OBJECTIVE: IMPROVE AND ENFORCE RENTAL HOUSING STANDARDS AND ORDINANCES

STRATEGIC ACTION	COST	RESPONSIBILITY	TARGET DATE	MONITORING	
(What)	($)	(Who)	(When)	Initiated	Completed
1. Define standards for GBT rental program		Board Members	Q1 2022	Mar-22	Apr-22
1.1 Research other municipalities programs		Board and Staff		Mar-22	
1.2 Research the applicable laws		Attorney	Mar-22		
1.3 Create the basic framework for program		P&Z, Legal, CAO			
1.4 Board Review for Approval		Board	Q3 2022		
2. Write ordinance		P&Z, Superintendent, Building,	Q1 - Q2 2022		
2.1. legal review/assist		Attorney			
3. Identify rental homes		P&Z, DPS, Assessing	2022		
(i.e. Type of dwellings, potential all or except commercial apartment buildings and including short term rentals)					
4. Program awareness campaign		P&Z, DPS	2022		
(i.e. Website, letters, social media etc…)					
5. Establish/Hire rental inspector(s)	$200k/Annually	DPS/Building	2022-23		
6. Establish/study/buy rental software & database	$5k - $15K	DPS	2022-23		
7. Cross communicate		DPS, P&Z, Superintendent, PD	2022-23		
7.1. Train & communicate all employees					
8. Establish Reporting Requirements		Superintendent			
9. Rental Housing Committee Alternatives:		Superintendent		Apr-22	
9.1 Contact Safebuilt for Alternative Program		Roberts	Q3 2022		
9.2 Register vacant properties		Building/Code	Q4 2022		
9.2.1 Register vacant commercial properties					
9.3 Register rental properties		Building/Code	Q4 2022		
9.4 Create business license program		Roberts	Q3 2022		
9.4.1 Include rental properties in business license program					
9.5 Encourage building mid-priced new housing/condos					

GOAL AREA: COMMUNITY VITALITY: SAGINAW STREET CORRIDOR IMPROVEMENTS

KEY OBJECTIVE: IMPROVED INFRASTRUCTURE AND APPEARANCE OF THE NORTH END OF THE TOWNSHIP

STRATEGIC ACTION	COST	RESPONSIBILITY	TARGET DATE	MONITORING	
(What)	($)	(Who)	(When)	Initiated	Completed
1. Review the 2008 Saginaw Street Corridor Plan		Planning Commission			
1.1 Design Standards review for Zoning etc.		Planner/Consultants	Q3 2021	Apr-22	
1.2 Update plan and present for approval		Planner and PC	Q4 2021		
1.2a Giffels Webster Review for Board			Q4 2021	Oct-21	Nov-21
1.2b Board review and forward to PC				Nov-21	
1.3 Present Plan to Township Board for review		Planner	Q1 2022	Aug-21	Aug-21
1.3.1 Corridor Business Owners MTG		Officers/Staff	Q3 2021	Sep-21	Sep-21
1.3.1.1 Recap to all attendees				Oct-21	Oct-21
1.3.2 Prioritize Opportunities Poll		Staff		Oct-21	Feb-22
1.3.3 Schedule Follow up MTG		Officers/Staff	Q4 2021	Oct-21	Feb-22
1.3.3.1 Recap to all attendees		Staff	Q2 2022	Apr-22	
1.4 Create implementation plan		PC/Board/Staff	Q2 2022	Mar-22	
1.4.1 Set Boundaries for District		PC/Board/Staff	Q4 2022	Jul-22	
1.4.2 Develop and Create Branding Plan		Roberts	Q4 2022		
1.4.2.1 District Name - Pointe North					
1.4.3 Potential TIF District - Fast Track		Liimatta/Lattie/Board	2023		
2. Create Revolving Loan Fund					
2.1 Establish Legal Framework		Attorney/Superintendent	Q3 2021	Mar-22	
2.2 Establish Required Criteria		Board/Superintendent	Q/4/2021	Mar-22	
2.2.1 Property Boundary Established		Board/GIS			
2.2.2 Approved Project Types		Board/Superintendent			
2.2.3 Loan Amounts/Terms Established		Board			
2.2.3.1 Application Process		Board/Superintendent			
2.3 Establish Fund		Liimatta/Szostak/Board			
3. Sidewalks on Hill Road/Saginaw Street		Planner/DPS/Board			
3.1 Study feasibility and Placement		Smith/Sears/Liimatta/ROWE	Q4 2021	Sep-21	
3.1a Saginaw Study Review		Planner/Consultants		Oct-21	
3.2 Establish Funding Source		Board/ROWE/Liimatta			
3.3 Plan for Installation		Sears/ ROWE			

GOAL AREA: COMMUNITY VITALITY: TECH VILLAGE AND DDA GROWTH

KEY OBJECTIVE: CREATE OPPORTUNITIES FOR INVESTORS WITHIN THE DDA BOUNDARY

STRATEGIC ACTION	COST	RESPONSIBILITY	TARGET DATE	MONITORING	
(What)	($)	(Who)	(When)	Initiated	Completed
1. Promote commercial growth within DDA Boundary					
1.1 Develop a marketing campaign and resources		DDA Board/Superintendent	Q2 2021	6/1/2021	Q2 2022
1.1.1 Graphic designer for materials		DDA Marketing Committee	6/1/2021		
1.1.1a Mailer created/Targets identified		DDA/Nick George	Q4 21	9/21/2021	
1.1.2 Promotional Video	$7,500	DDA/Superintendents Office	12/31/2021	9/1/2021	
1.1.2a Schedule & Film Testimonials		Superintendent/VidCam	Q3 - Q4	9/1/2021	
1.1.2b Edit final video		VidCam			**2/1/2022**
1.1.2c Market video with links to DDA site		DDA/Superintendents Office	Q1 21		Q2 2022
1.2 Website design with links for points of interest	$5,300	DDA/Melissa Roberts	12/31/2021	10/1/2021	Ongoing
1.3 Billboards ~~and Airport Kiosk~~		DDA Marketing Committee	Q2 2022		
1.3.1 Schedule Billboards (Free 3 weeks)		DDA/Bennett		2022	
2. Complete Baldwin Road All-Season Upgrade	$5.1M	DDA/DPS/Superintendent	2021 - 2025		
2.1 Design Engineering from Dort Hwy to Tech Village		DDA/Rowe	5/1/2021	4/1/2021	1/1/2022
2.2 Secure Funding					
2.2.1 Submit Letter Of Intent for TEDF Funding		ROWE/GCRC/Superintendent	6/1/2021		6/1/2021
2.2.2 Submit complete MDOT application		ROWE/GCRC/Superintendent	6/25/2021	5/26/2021	
2.2.3 MDOT Award Notice	**$1.7M**	**MDOT**			**Approved**
2.2.4 Request Funding from Lansing	**$500,000**				**Approved**
2.2.4a Meeting with Senator Ruth Johnson		Clerk/Supervisor/Superintendent		10/21/2021	10/21/2021
2.2.4b Provide additional material req.		Superintendent		10/25/2021	10/25/2021
2.2.5 Bonding for DDA Project	$4M				
2.2.5a Phone conference with Bond Counsel		Liimatta, Lattie, Bennett, Szostak		2/1/2022	2/1/2022
2.2.5b Submit required information to above		Liimatta, Szostak		4/1/2022	7/1/2022
2.2.5c Determine Bond amount	$4.1M	Liimatta, Swets, Bendzinski		4/1/2022	71/2022
2.2.5d Initiate Bond sale				7/1/2022	
2.3 Construction			Q2 2024		
2.3.1 Pre construction timeline established				March 8 2022	
2.3.2 Construction begins with September finish			6/1/2022	7/6/2022	
2.4 Design Engineering for Tech Village to Saginaw St.		DDA/ROWE	TBD		
2.4.1 Bid Project		GCRC/Rowe			
2.5 Apply for Federal Funds Phase 2		Projects Dependent	TBD		
2.5.1 Submit Letter Of Intent for TEDF Funding		ROWE/GCRC/SUPERINTENDENT			
2.5.2 Submit complete application		ROWE/GCRC/SUPERINTENDENT			
3. Meet capacity demand for Utility Infrastructure		DPS/DPW	Q4 2023		
3.1 Review sewer system expansion CIP		Jeff Sears		Q3 2021	10/8/2021
3.2 Present Options to Township Board		Jeff Sears			
3.2.1 KCI Presentation from GCDC-WWS		John O'Brien/Dan Potter	6/1/2021		6/1/2021
3.2.2 Alternative Sewer Upgrade Presentation		SEARS	6/15/2021	6/15/2021	6/15/2021
3.2.3 Board Motion to approve One Option		Board	7/13/2021		8/1/2021
3.2.4 Meeting with Oakland County WRS		GCDC-WWS, TWP	1/1/2022	2/1/2022	Ongoing
3.2.5 $1M in ARPA funds request from GC to GBT	**$1M**	**Liimatta/ Bennett**	**Q2 2022**	**2/1/2022**	**Approved**
3.2.5 Genesee County Additional Funding Request	$5M	Liimatta/ GCDC-WWS	Q2 2022	5/1/2022	Ongoing
3.3 Determine DDA financial participation		DDA/Board/Superintendent	Q2 2022	6/1/2022	7/1/2022
3.3.1 Resolutions from DDA & Board to repay bonds				6/1/2022	
4. Future Land Use map for zoning approved		PC/Board	9/21/2021	Q3 2021	**9/21/2021**
4.1 Encourage multi-use plans more in future					
5. Establish Industrial Development District		Liimatta, Assessing, Board	Q2 2022		
5.1 Create GIS Boundary Map		GIS/Assessing	Q2 2022	2/1/2022	
6. Site Plan Approval					
6.1 Grand Blanc Enterprise Park established			Q1 2022	Q1 2022	
6.1.1 Fessler Bowman Building			**Construction 4/22**	Q2 2022	
6.1.2 DAG Industries Building			**Construction 7/22**	7/1/2022	
7. Improved street lighting in DDA District					

GOAL AREA: COMMUNITY VITALITY: ENHANCED CODE ENFORCEMENT

KEY OBJECTIVE: IMPROVE AND ENFORCE UNIFORM STANDARDS ACROSS THE TOWNSHIP

STRATEGIC ACTION	COST	RESPONSIBILITY	TARGET DATE	MONITORING		
(What)	($)	(Who)	(When)	Initiated	Completed	
1. Establish Level of Service		Board, Liimatta, Sears, Smith	Q3 - Q4 2021			
How proactive do we want to be		Sczepanski, Wiles		3/9/2021	9/7/2021	
2. Examine Current / Existing Resources			Q1 2022			
2.1 Identify if our current resources can be adjusted to meet our LOS				9/7/2021	10/5/2021	
2.2 Identify if any additional training is needed				9/7/2021	10/5/2021	
2.3 Identify if any additional tools are needed				9/7/2021	Ongoing	
3. Reorganize staff		Liimatta, DPS	Q3 2021 - Q2 2022			
3.1 Retrain existing staff		DPS, Smith				
3.2 Set Expectations based on LOS		DPS		10/5/2021	11/15/2021	
3.3 Assure they have the tools they need		DPS		Q2 2022	4/2022 - Ongoing	New Truck
3.4 Do We need Fulltime Clerical?		Liimatta, DPS		Ongoing		
4. Analyze Staffing Levels		Liimatta, DPS, Smith	Q4 2021 - Q2 2022			
4.1 Look at other Community staffing levels		DPS	Q4 2021	10/1/2021		
4.2 Look at budget for constraints / adjustments		DPS	Q3 - Q4 2021	10/1/2021	1/1/2022	New Budget
4.3 Determine level of additional staffing (F/T, P/T)		Liimatta, DPS, TWP Board	Q3 - Q4 2021	Q2 2021	1/1/2022	Done w/ budget
4.4 Advertise for Additional Staff if needed		Liimatta, HR, DPS	Q1 - Q2 2022	N/A	N/A	
4.5 Hire new employee if needed		Liimatta, HR, DPS	Q2 - Q3 2022	Q2 2021	Q2 2021 & Q2 2023	
4.5.1 Advertise and Hire immediate replacement for retired PT CE Officer		HR		Jul-21	21-Jul	
5. Determine How Complaints are processed		Smith, Sears, Kimmer	Q3 - Q4 2021	7/1/2021	12/31/2021	
5.1 make more visible on website		Beller, Sears, Smith	Q4 2021 - Q2 2022	7/1/2021	12/15/2021	
5.2 determine who complaints go to		Sears, Smith, Wiles	Q3 2021 - Q1 2022	7/1/2021	12/15/2021	
5.3 create policy and procedure for processing		Sears, Smith, Wiles	Q3 2021 - Q1 2022			
5.4 application for complaints/suggestions						
6. Examine and change Codes/Ordinances		DPS, Smith, Liimatta, Lattie, Wiles	Q4 2022 - Q1 2022	3/1/2022	On-going	
6.1 Review General Ordinances		DPS, Liimatta, Lattie, Wiles		3/1/2022	On-going	
6.1.1 Explain difference between State law and ordinance		Smith				
6.2 Review Zoning Code		Smith, Lattie, Liimatta		3/22/2022	On-going	
6.3 Review and train on Property Maint. Code		DPS, Smith			On-going	
7. Build Eyes and Ears Program		Smith, Sears, Wiles	Q3 2021 - Q1 2022			
7.1 Train Existing PW, PD, FD, Assessing Staff		Smith, Sears, CE Staff	Q3 2021 - Q1 2022			
7.2 Establish Complaint Communciation tool		Smith, Sears	Q3 2021 - Q1 2022			