

Charter
Township
of Kalamazoo

Strategic Plan
2015

Table of Contents

| | |
|--|----|
| Introduction | 1 |
| Goal Summary..... | 2 |
| Strategic Goals | 3 |
| Goal 1: Vibrant strong community and neighborhoods | 3 |
| Goal 2: Strong community identity and engagement..... | 5 |
| Goal 3: Efficient and effective operations..... | 7 |
| Goal 4: Diverse and inclusive neighborhoods and governmental services..... | 9 |
| Goal 5: Financial stewardship..... | 10 |
| Implementation Schedule..... | 11 |
| Next Steps | 14 |
| The Strategic Planning Process..... | 15 |
| Contact Information | 30 |

Introduction

The Charter Township of Kalamazoo Board of Trustees undertook a thorough strategic planning process beginning in April 2015. This strategic plan is the culmination of this extensive process.

This strategic plan will guide us over the next three years as the Township moves toward meeting its mission to “provide government services that promote a safe, healthy accessible, and economically viable community to live, work, learn, and play.”

The Board of Trustees will use this strategic plan as a road map into the future, guiding our decision making process. Quarterly, the Board will measure its progress towards the established goals of this plan in order to ensure that the vision is kept on target.

As a dynamic plan, it is expected that goals and action items will be modified to stay consistent with the Board’s vision be a township with enhanced

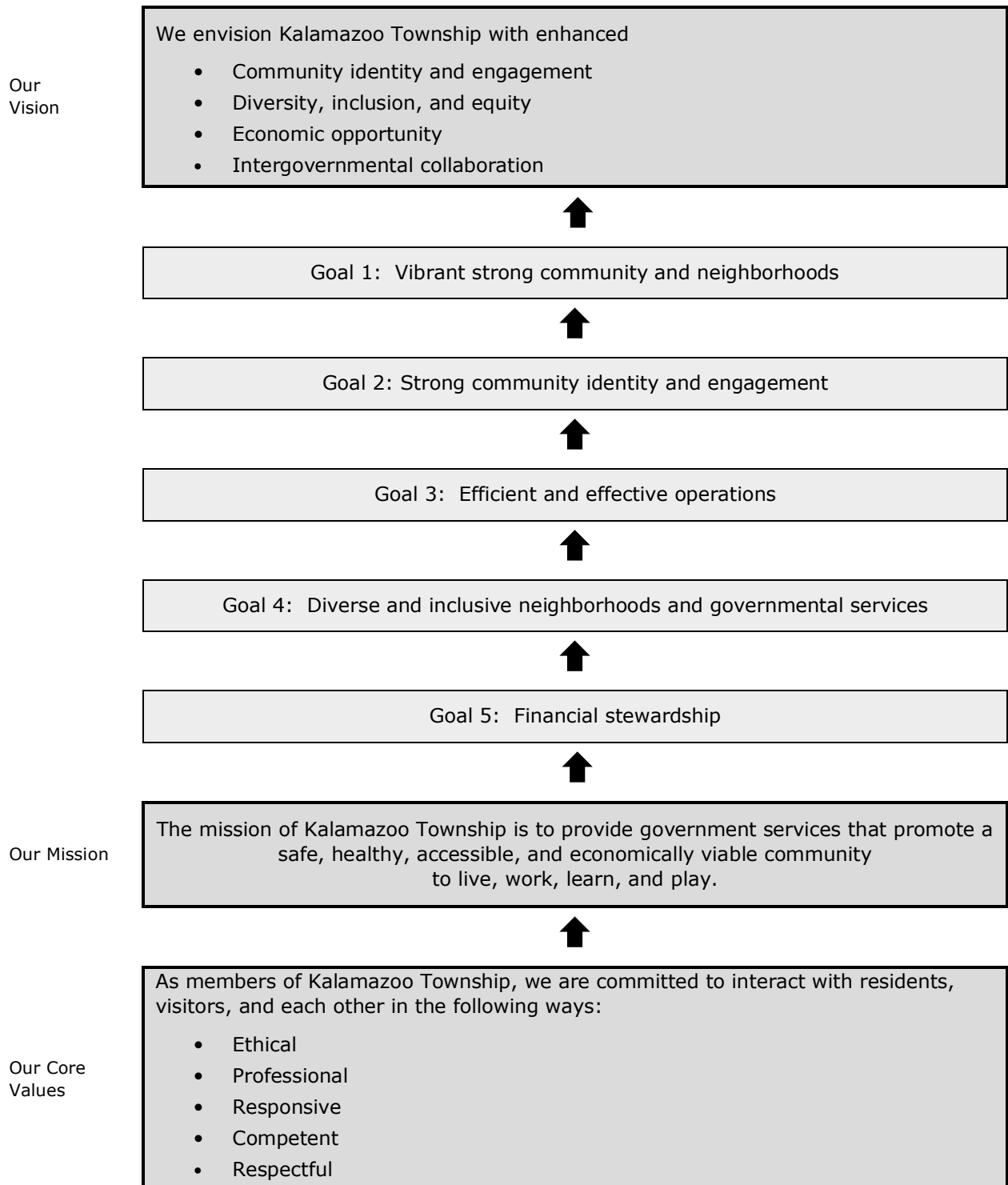
- Community identity and engagement
- Diversity, inclusion, and equity
- Economic opportunity
- Intergovernmental collaboration

The Board of Trustees is prepared to enthusiastically implement this strategic plan as it represents our commitment to the residents of our Township.

Ronald E. Reid
Supervisor

Goal Summary

This goal summary shows the logical progression from Mission to Vision. Kalamazoo Township must execute the strategies in each goal to make progress toward its Vision.



Strategic Goals

The following goals, strategies, and tactics describe in detail how the Charter Township of Kalamazoo will improve mission execution and move toward the vision.

| Goal 1: Vibrant strong community and neighborhoods | | | | |
|--|----------------|-----------------------------|--------------------|--------|
| 1. Strategy a. Tactic | Target Date | Owner | Resources needed | Status |
| 1. Develop recommendations for the creation of TIF districts, DDAs, and Corridor Improvement Authorities | October 2015 | Greg Milliken | | |
| 2. Support the creation of the West Main Hill Corridor Improvement Authority (CIA) | November 2015 | Greg Milliken | City of Kalamazoo | |
| 3. Present options for improving the enforcement of ordinances related to blight | November 2015 | Ron Reid | Attorney | |
| 4. Attract more businesses | | | | |
| a. Publish a list of vacant properties in areas zoned as industrial and commercial | July 2015 | Jim Yonker | | |
| b. Develop and provide information on micro grants to small businesses | December 2015 | Pamela Goodacre Ron Reid | | |
| c. Develop a mixed-used ordinance to bring more employment to the Township | June 2016 | Greg Milliken | McKenna Associates | |
| 5. Educate residents and businesses on area resources | | | | |
| a. Develop a welcome packet for new home owners in the Township; include area businesses' coupons and a business directory | September 2015 | Molly Cole | | |

Goal 1: Vibrant strong community and neighborhoods

| 1. Strategy a. Tactic | Target Date | Owner | Resources needed | Status |
|---|--------------|-------------------|------------------|--------|
| b. Develop a plan for partnering with organizations like Community Homeworks, Building Blocks to provide information on homeownership and environmental and economic change | October 2015 | Pamela Goodacre | Steve Leuty | |
| c. Develop a resource guide for Township residents and businesses | January 2016 | Molly Cole | | |
| 6. Increase awareness of and measure progress towards sustainability | | | | |
| a. Participate in the Michigan Green Communities Challenge | January 2016 | Mark Miller | | |
| 7. Conduct an internal review of ordinances related to blight | October 2016 | Board Committee | Attorney | |
| a. Include priorities and timeline for ordinance modification as needed | | | | |
| b. Create a Board Ordinance Committee | | | | |
| 8. Increase sense of safety and stability | | | | |
| a. Reinstate community policing | May 2017 | Board of Trustees | | |

Goal 2: Strong community identity and engagement

| 1. Strategy a. Tactic | Target Date | Owner | Resources needed | Status |
|---|---------------|-------------|-------------------|--------|
| 1. Create a plan for consistent branding. The plan should address the following: <ul style="list-style-type: none"> a. Consider a contest to create a new logo b. "Welcome to the Township" signs <ul style="list-style-type: none"> (1) Consider a contest and/or community event to develop signs c. "Welcome to the ___ Neighborhood" signs d. Exterior signage for the office building e. Partner more with Public Media Network <ul style="list-style-type: none"> (1) Emphasize Township map during quarterly PMN programs (2) Show Township videos before board meetings f. Publish pictures of the Township via different media channels g. Create a communication plan that reflects the diversity of the Township h. Utilize appropriate visuals i. Place photos of trustees in Township hall | February 2016 | Steve Leuty | Budget Consultant | |
| 2. Develop a process for creating and/or participating in community events inside and outside of the Township <ul style="list-style-type: none"> a. Create a rotating annual open house event b. Create and publish an annual event calendar | March 2016 | Molly Cole | | |

Goal 2: Strong community identity and engagement

| 1. Strategy a. Tactic | Target Date | Owner | Resources needed | Status |
|--|---------------|-------------------------------------|------------------|--------|
| 3. Improve townhall building signage | June 2016 | Ron Reid | Budget | |
| a. Exterior signage | | | | |
| b. Interior signage | | | | |
| 4. Support neighborhood associations more intentionally | Ongoing | Board of Trustees | | |
| a. Develop process for provide relevant Township information to the neighborhood associations | October 2015 | Mark Miller | | |
| (1) Seek input from neighborhood associations regarding content | | | | |
| b. Develop policy for attending neighborhood association meetings/functions and report back to board | February 2016 | Policy and Administration Committee | | |
| 5. Inform residents on elections | Ongoing | Don Thall | | |
| a. Create a "Trustee for a Day" program | February 2017 | Don Thall | | |

Goal 3: Efficient and effective operations

| 1. Strategy a. Tactic | Target Date | Owner | Resources needed | Status |
|---|--------------------------------|-------------------------------------|------------------------|--------|
| 1. Conduct an annual joint meeting with the Board of Trustees, Planning Commission, and the Zoning Board of Appeals | October 2015, then annually | Ron Reid | | |
| a. Review the status of long-term plans, including but not limited to Master Plan, Non-motorized Plan, Strategic Plan, and the Capital Improvement Plan (CIP) | | | | |
| 2. Explore full-time professional staff | November 2015 | Ron Reid | | |
| 3. Adopt Kalamazoo Township Policy Manual | December 2015 | Policy and Administration Committee | | |
| 4. Develop a plan for communicating to stakeholders their desired involvement | January 2016 | Pamela Goodacre | Stakeholder Assessment | |
| 5. Develop an internship program for Township government | March 2016 | Ron Reid | | |
| 6. Create standard operating procedures to capture institutional knowledge | April 2016 | Department Heads | Senior employees | |
| 7. Implement roadway improvements as approved by the voters in February 2015 | October 2017 | Don Martin | | |
| 8. Implement best practices as suggested by the MTA and other professional resources | June 2018 | Policy and Administration Committee | | |
| 9. Complete implementation of Master Plan | September 2019 | Greg Milliken | Planning Commission | |

Goal 3: Efficient and effective operations

| 1. Strategy a. Tactic | Target Date | Owner | Resources needed | Status |
|--|--------------------|--------------|-------------------------|---------------|
| 10. Complete implementation of the Parks and Recreation Master Plan | January 2020 | Mark Miller | | |
| a. Develop a Parks and Recreation Committee | November 2015 | Mark Miller | | |
| 11. Complete implementation of the Non-motorized Transportation Master Plan | January 2020 | Steve Leuty | | |
| a. Adopt complete streets policy, including transit facilities, sidewalks, multi-use paths | July 2015 | Steve Leuty | | |
| b. Develop a non-motorized transportation committee | August 2015 | Steve Leuty | | |
| 12. Enhance webpage to provide more online information and services | March 2017 | Ron Reid | Web Consultant | |
| a. Improve presentation and user-friendliness | | | | |

Goal 4: Diverse and inclusive neighborhoods and governmental services

| 1. Strategy a. Tactic | Target Date | Owner | Resources needed | Status |
|---|----------------|------------------------|------------------|--------|
| 1. Develop a process to broaden the scope of advertising job and committee opportunities with the Township a. Reach out to underrepresented populations | October 2015 | Pamela Goodacre | | |
| 2. Create or support ongoing community efforts to reinforce community values of equality, diversity, and inclusion | October 2015 | Pamela Goodacre | | |
| 3. Implement a plan to educate the board on diversity | December 2015 | Board of Trustees | Board policies | |
| 4. Require diversity and inclusion training for staff | January 2016 | Board of Trustees | | |
| 5. Develop and implement a citizens academy with the Township's police and fire departments to expand residents' experiences with Township services across neighborhoods, socio-economic status, gender, and race | September 2016 | Ron Reid Don Martin | | |
| 6. Develop and implement a youth academy with the Township's police and fire departments to get underrepresented youths interested in public safety careers (e.g., mentoring) | January 2017 | Don Martin | | |

Goal 5: Financial stewardship

| 1. Strategy a. Tactic | Target Date | Owner | Resources needed | Status |
|---|------------------------------|------------------|------------------|--------|
| 1. Identify and pursue appropriate local, state, and federal grant opportunities | Ongoing | Mark Miller | | |
| a. Obtain a grant database | September 2015 | Pamela Goodacre | Budget | |
| b. Develop a plan to identify opportunities to work with area resources to assist in researching and writing grants (e.g., Western Michigan University, Kalamazoo Community Foundation) | April 2016 | George Cochran | | |
| 2. Conduct task analyses: Identify and recommend for reduction or elimination non-value-adding or non-mission-critical administrative tasks and services | March 2016 | Department Heads | | |
| a. Conduct quarterly all-staff continuous improvement meetings | October 2015, then quarterly | Ron Reid | | |
| 3. Explore collaboration opportunities with other municipalities | Ongoing | | | |

Implementation Schedule

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

| Strategies and Tactics (sorted by target completion date) | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|-------------|---------------|---------------|---------------|---------------|---------------|
| 1.4.a. Publish a list of vacant properties in areas zoned as industrial and commercial | Jul | | | | | |
| 3.11.a. Adopt complete streets policy, including transit facilities, sidewalks, multi-use paths | Jul | | | | | |
| 3.11.b. Develop a non-motorized transportation committee | Aug | | | | | |
| 1.5.a. Develop a welcome packet for new home owners in the Township; include area businesses' coupons and a business directory | Sep | | | | | |
| 5.1.a. Obtain a grant database | Sep | | | | | |
| 1.1. Develop recommendations for the creation of TIF districts, DDAs, and Corridor Improvement Authorities | Oct | | | | | |
| 1.5.b. Develop a plan for partnering with organizations like Community Homeworks, Building Blocks to provide information on homeownership and environmental and economic change | Oct | | | | | |
| 2.4.a. Develop process for provide relevant Township information to the neighborhood associations | Oct | | | | | |
| 3.1. Conduct an annual joint meeting with the Board of Trustees, Planning Commission, and the Zoning Board of Appeals | Oct | Oct | Oct | Oct | Oct | Oct |
| 4.1. Develop a process to broaden the scope of advertising job opportunities with the Township | Oct | | | | | |
| 4.2. Create or support ongoing community efforts to reinforce community values of equality, diversity, and inclusion | Oct | | | | | |
| 5.2.a. Conduct quarterly all-staff continuous improvement meetings | Oct | Quart erly | Quart erly | Quart erly | Quart erly | Quart erly |

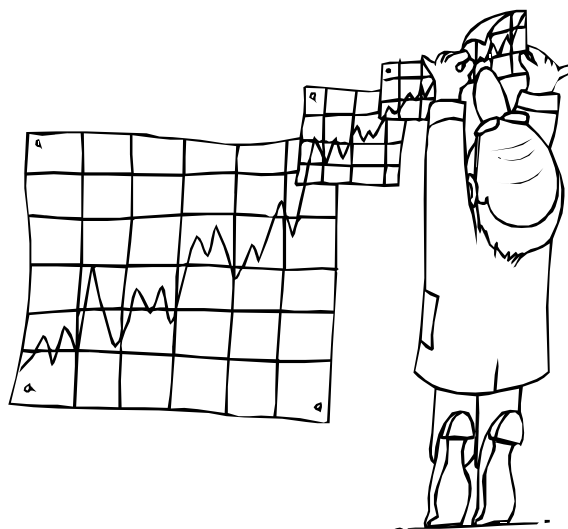
| Strategies and Tactics (sorted by target completion date) | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|--|-------------|-------------|-------------|-------------|-------------|-------------|
| 1.2. Support the creation of the West Main Hill Corridor Improvement Authority (CIA) | Nov | | | | | |
| 1.3. Present options for improving the enforcement of ordinances related to blight | Nov | | | | | |
| 3.2. Explore full-time professional staff | Nov | | | | | |
| 3.10.a. Develop a Parks and Recreation Committee | Nov | | | | | |
| 1.4.b. Develop and provide information on micro grants to small businesses | Dec | | | | | |
| 3.3. Adopt Kalamazoo Township Policy Manual | Dec | | | | | |
| 4.3. Implement a plan to educate the board on diversity | Dec | | | | | |
| 1.5.c. Develop a resource guide for Township residents and businesses | | Jan | | | | |
| 1.6.a. Participate in the Michigan Green Communities Challenge | | Jan | | | | |
| 3.4. Develop a plan for communicating to stakeholders their desired involvement | | Jan | | | | |
| 4.4. Require diversity and inclusion training for staff | | Jan | | | | |
| 2.1. Create a plan for consistent branding | | Feb | | | | |
| 2.4.b. Develop policy for attending neighborhood association meetings/functions and report back to board | | Feb | | | | |
| 2.2. Develop a process for creating and/or participating in community events inside and outside of the Township | | Mar | | | | |
| 3.5. Develop an internship program for Township government | | Mar | | | | |
| 5.2. Conduct task analyses: Identify and recommend for reduction or elimination non-value-adding or non-mission-critical administrative tasks and services | | Mar | | | | |
| 3.6. Create standard operating procedures to capture institutional knowledge | | Apr | | | | |

| Strategies and Tactics (sorted by target completion date) | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| 5.1.b. Develop a plan to identify opportunities to work with area resources to assist in researching and writing grants | | Apr | | | | |
| 1.4.c. Develop a mixed-used ordinance to bring more employment to the Township | | Jun | | | | |
| 2.3. Improve townhall building signage | | Jun | | | | |
| 4.5. Develop and implement a citizens academy with the Township's police and fire departments to expand residents' experiences with Township services across neighborhoods, socio-economic status, gender, and race | | Sep | | | | |
| 1.6. Conduct an internal review of ordinances related to blight | | Oct | | | | |
| 4.6. Develop and implement a youth academy with the Township's police and fire departments to get underrepresented youths interested in public safety careers | | | Jan | | | |
| 2.5.a. Create a "Trustee for a Day" program | | | Feb | | | |
| 3.12. Enhance webpage to provide more online information and services | | | Mar | | | |
| 1.8.a. Reinstate community policing | | | May | | | |
| 3.7. Implement roadway improvements as approved by the voters in February 2015 | | | Oct | | | |
| 3.8. Implement best practices as suggested by the MTA and other professional resources | | | | Jun | | |
| 3.9. Complete implementation of Master Plan | | | | | Sep | |
| 3.10. Complete implementation of the Parks and Recreation Master Plan | | | | | | Jan |
| 3.11. Complete implementation of the Non-motorized Transportation Master Plan | | | | | | Jan |

| Ongoing Strategies and Tactics |
|---|
| 2.4. Support neighborhood associations more intentionally 2.5. Inform residents on elections 5.1. Identify and pursue appropriate local, state, and federal grant opportunities 5.3. Explore collaboration opportunities with other municipalities |

Next Steps

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



The Strategic Planning Process

This section of the Strategic Plan documents the planning process and the results of the planning activities from the planning retreats.

This record may be used in the future for refreshing the strategies as well as onboarding new board and staff members.

Planning Participants

Ronald E. Reid Supervisor

George E. Cochran Treasurer

Donald Z. Thall Clerk

Pamela Brown Goodacre Trustee

Steven C. Leuty Trustee

Donald D. Martin Trustee

Mark E. Miller Trustee

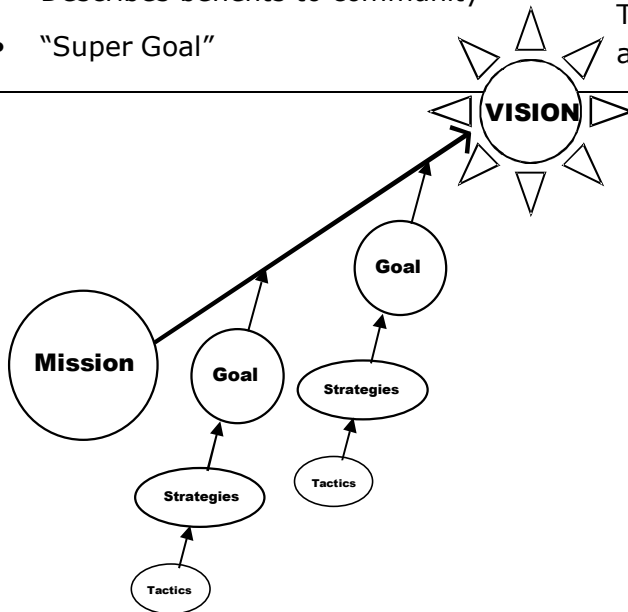
Planning Calendar

| Timeline | Event | Participants |
|---------------|--|-------------------|
| April 2, 2015 | <u>Pre-Planning Meeting</u> <ul style="list-style-type: none"> Prepare Planning Retreats | Planning Team |
| April 9 | <u>Strategic Planning Retreat # 1</u> <ul style="list-style-type: none"> Create mission, vision, and core values Conduct stakeholder and trend analyses | Board of Trustees |
| April 29 | <u>Retreat #1 Follow-up Session</u> <ul style="list-style-type: none"> Fine-tune guiding principles Review stakeholder and trend analyses Prepare Planning Retreat #2 | Planning Team |
| May 12 | <u>Strategic Planning Retreat #2</u> <ul style="list-style-type: none"> Finalize guiding principles: Mission, vision, values Conduct SWOT and gap analyses Brainstorm strategies to close gaps | Board of Trustees |
| May 27 | <u>Create the Strategic Plan #1</u> <ul style="list-style-type: none"> Create goals, strategies, and action items | Planning Team |
| May 29 | <u>Create the Strategic Plan #2</u> <ul style="list-style-type: none"> Finalize target dates and responsibilities | Planning Team |
| June 9 | <u>Create the Strategic Plan #3</u> <ul style="list-style-type: none"> Review draft plan against planning activities | Planning Team |
| June 16 | <u>Create the Strategic Plan #4</u> <ul style="list-style-type: none"> Finalize draft plan | Planning Team |
| June 22 | <u>Board Work Session</u> | Board of Trustees |
| | Dams & Associates submits final draft plan | |
| June 22 | Board of Trustees reviews and adopts the final plan | |

Mission and Vision: Foundations for the Future

| <h3>Mission</h3> | |
|---|---|
| <p>Purpose</p> <ul style="list-style-type: none"> • Explains why an organization or group exists • Describes purpose • Practical • Describes benefits to customers | <p>Example</p> <p>The mission of the Kalamazoo Airport is to provide facilities and services to support safe, efficient, and convenient air transportation enhancing economic growth and high quality of life in Southwest Michigan.</p> |

| <h3>Vision</h3> | |
|--|---|
| <p>Purpose</p> <ul style="list-style-type: none"> • Shows what organization wants to become • Describes potential • Inspirational • Describes benefits to community • "Super Goal" | <p>Example</p> <p>To be the airport of choice for all Southwest Michigan air travelers.</p> <p>To have more non-stop airline service to more major cities than any other airport our size.</p> <p>To be the most environmentally friendly airport in the nation.</p> |

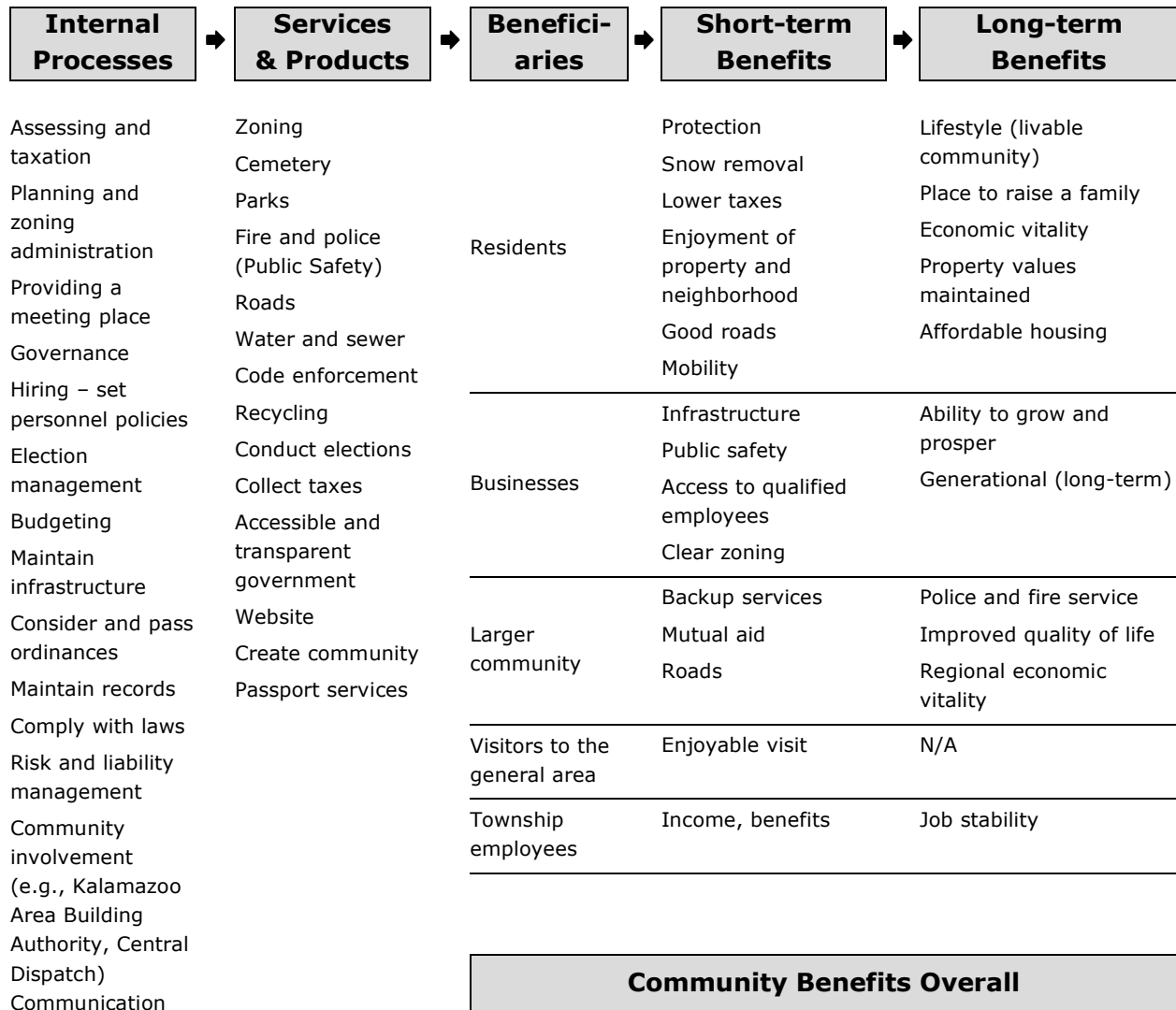


Once the vision is established, an organization can create aligned long-term goals that will move the organization toward its super goal – the vision.

Strategies and tactics break goals into smaller manageable implementation steps.

The Kalamazoo Township Performance System

Participants articulated a shared understanding of Kalamazoo Township as an organizational performance system as the foundation for drafting various mission statements. The results of this activity can be used for onboarding and educating new board and staff members.



Community Benefits Overall

- Great place to live and do business
- Walkability
- Transit (Metro access)
- Access to elected officials any time
- Stable housing and neighborhoods
- Safety

Mission Drafts

Based on the system elements exercise, participants created the following draft mission statements. **Bolded words** were considered to convey key phrases.

The mission of Kalamazoo Township government is to . . .

| | |
|----------------|--|
| Draft 1 | Provide local government services that promote the safety, livability, and economic vitality of our community . |
| Draft 2 | Provide a safe, accessible, and friendly community to live, work, and play. |
| Draft 3 | Support an affordable, safe, and healthy community . |
| Draft 4 | Provide for our residents, businesses, visitors, and community a safe, productive, healthy, and happy environment to live and thrive . |

Imagine five years from now . . .

| <p>How will Kalamazoo Township serve its residents differently than today? (How will residents be better off because of the services you will provide five years from now?)</p> | <p>When asked about Kalamazoo Township five years from now, what will residents say about you? What would you like them to say? What should they say?</p> | <p>How must you operate differently five years from now to achieve #1 and #2?</p> |
|--|--|---|
| <p>More online services/webpage Community policing Increased sense of safety and stability Placemaking: Community identity and community connectivity New roads and a proper maintenance plan Increased mobility due to public transportation Diversity Expanded business opportunities Help residents adapt to environmental and economic change New Eastwood fire station and community center</p> | <p>The board is visionary, progressive, customer-friendly, and community-minded. What's a township? They get it! The Township Board worked hard to improve all aspects of the Township. The board works well together. I feel safe and secure here. This board understands social justice issues of race and equity. Thank you! They do a good job. We watched you on TV. What we do is close to optimal and equitable with the resources we have.</p> | <p>Be more open to change Keep vision in mind in every action we take Do not overreach Improve sustainability Increase diversity in employment Increase investments in capital projects</p> |

Vision Drafts

Based on the answers to the visioning questions, participants drafted the following vision statements. **Bolded words** were considered to convey key phrases.

Five years from now, . . .

| | |
|----------------|--|
| Draft 1 | Kalamazoo Township government will provide more collaborative services. |
| Draft 2 | Kalamazoo Township government will be a safe, economically vital, inclusive, and sustainable community. |
| Draft 3 | Kalamazoo Township government will be working hard to create a community that is ready for the future. |
| Draft 4 | Our residents will be proud to live in Kalamazoo Township. |
| Draft 5 | Our residents will feel more comfortable about the Township's stability, livability, and sense of community. |

Other terms:

- Equity, diversity, and inclusion

Stakeholder Assessment

Stakeholders are defined as *individuals, groups, or organizations who can exert substantial influence over your operations and outcomes*. To be optimally effective in working with your stakeholders, we identified the *desired* level of their involvement.

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

| Our Stakeholders | Desired Level of Involvement |
|---|--|
| Tax Payers | <ul style="list-style-type: none"> • Pay taxes • Communicate with board of trustees (come to meetings and to the office) • Participate on Township boards |
| Residents | <p>Increase residents' engagement. The following are possible examples:</p> <ul style="list-style-type: none"> • Communicate with board of trustees (come to meetings and to the office) • Participate on Township boards • Vote • Participate in communication process (e.g., read newsletter) • Volunteer (e.g., elections) • Communicate with police officers |
| Planning Commission, Zoning Board of Appeals (ZBA) | <ul style="list-style-type: none"> • Get together more often with the board of trustees • Communicate more with the board |
| Employees | <ul style="list-style-type: none"> • Exemplify our core values • Follow the chain of command |
| Neighborhood Associations | <ul style="list-style-type: none"> • Help with communication into the neighborhoods • Maintain active neighborhood associations |
| State Government | <ul style="list-style-type: none"> • Better understand the impact their laws and regulations have on township governments |
| Other Units of Local Gov't | <ul style="list-style-type: none"> • Work together more on collaborative projects |
| Firefighters and Police Officers | <ul style="list-style-type: none"> • Exemplify our core values • Maintain communication to the board of trustees through their respective chiefs |
| Business Owners | <ul style="list-style-type: none"> • Join neighborhood associations • Voice support and concern |

SWOT Analysis

| Strengths | Weaknesses |
|--|---|
| <ul style="list-style-type: none"> Your current capabilities Capitalize upon these strengths to fulfill the mission and move toward the vision | <ul style="list-style-type: none"> Your current opportunities for improvement If not addressed in the Roadmap, weaknesses could impede fulfillment of mission and progress toward vision. |

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

| Opportunities | Threats |
|--|--|
| <ul style="list-style-type: none"> Identify trends that can become advantages for fulfilling your mission and vision. | <ul style="list-style-type: none"> The Roadmap's goals and objectives must address threats so they do not impede progress toward your mission and vision. |

Trends are (future) external events that may have a positive or negative impact on your operation and services.

Trends in the following four separate but overlapping environments and their *direct impact* on your operations were identified. These environments need to be continuously assessed and monitored:

| Social environment | Economic environment | Political environment | Technological environment |
|---|--|--|--|
| <ul style="list-style-type: none"> Broad changes in society that occur over time Changing demographics Other | <ul style="list-style-type: none"> National and global economic outlook Impact of (un)-employment Other | <ul style="list-style-type: none"> Changes in government regulations Development of special interest groups Other | <ul style="list-style-type: none"> Developments in communication technology Internet and social media Electronic communication Other |

SWOT Analysis: Current Strengths and Weaknesses

This list reflects the Marketing Communication team’s perception of Marketing Communication’s *current* strengths and weaknesses.

| Strengths | Weaknesses |
|--|--|
| Public safety Roads Great value in terms of housing Parks and trails Access to the Kalamazoo Promise Board of Trustees works well together Run great elections Solid assessing track record Financially stable Staff stability Elected officials are accessible Transparency Communications (e.g., quarterly newsletter; website; PMN) | Voter apathy Employee interactions with residents are inconsistent Physical structure and location of Township hall Low diversity in employment Responsiveness to code violations Recreational infrastructure Sidewalk systems – disrepair and disconnected, snow removal Outdated fire station in Eastwood Communication not reaching most people Disconnected landmass Lack of continuity within administrative leadership Brownfields deter economic development |

SWOT Analysis: Opportunities

Opportunities are defined as trends that can become advantages for fulfilling your mission and vision. Opportunities do not have to be specifically addressed by the strategic plan's strategies.

| Social Trends | Impact on Kalamazoo Township |
|---------------------|--|
| 1. Aging population | Changing transportation needs New residents: Opportunity to remodel |
| 2. Millennials | Demand mobility options Seek smaller housing stock |

| Economic Trends | |
|----------------------------|---|
| 1. Improving economy | Increasing tax revenue Improved Township economy |
| 2. Increasing minimum wage | Improved properties Improved Township economy |
| 3. Re-localization | Health and savings for residents Create community identity Mixed-used development |

| Political Trends | |
|-----------------------------|------------------------------------|
| 1. High incarceration rates | Address re-entry issues with K-PEP |

| Technology Trends | |
|--------------------------------|--|
| 1. More Internet communication | Cost savings (e.g., electronic newsletter) More citizen input |
| 2. Renewable energy | Long-term savings (if Township invests in it) |

SWOT Analysis: Threats

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

| Social Trends | Impact on Kalamazoo Township |
|--|---|
| 1. Aging population | Deteriorating housing (inability to do home maintenance) |
| 2. Blight | Crime Lower taxes and revenue due to reduced property values Expense for cleanup Residents move out Neighborhoods are destroyed |
| 3. Fewer owner-occupied homes | Increased rentals > see Blight |
| 4. Climate change and resource depletion | Increased cost to operate Township Inadequate infrastructure |

| Economic Trends | |
|------------------------|---------------------------------------|
| 1. Foreclosures | Loss of revenue Increasing rentals |
| 2. Cost of health care | Increased cost to operate Township |

Threats – continued

| Political Trends | Impact on Kalamazoo Township |
|---|--|
| 1. More conservatives elected to office | Unfunded mandates Punitive policies |
| 2. Consolidation of government | Potential to dissolve townships Township may be forced to become a city or merge with other units of government |
| 3. People are disenfranchised with government | Less resident/civic engagement |
| 4. High incarceration rates | Broken families Cost to Township |

| Technology Trends | |
|--------------------------------|--------------------------------|
| 1. More Internet communication | Cost to invest in new hardware |

Gap Analysis Results

The gap analysis identified gaps and barriers that could impede progress toward the vision.

Gaps are listed in order discussed, not in order of priority. Items within each gap reflect participants' perceptions. Duplicate or similar items may reflect contributions from different participants. The purpose of this chart is to show consensus and alignment with respect to the top gaps and barriers.

| Lack of community identity | Blight | Funding |
|--|---|---|
| Lack of community identity Lack of Township identity Disconnected Township land mass Community identity Lack of Township unified identity Public indifference Complacency Poor 2-way communications | Blight – social problems Not enough (or refined enough) support to address code enforcement Fewer owner-occupied homes Lack of code enforcement Blight Blight in neighborhoods | Increasing costs – depletion of resources Lack of funds Not enough \$ or creativity to properly address non-motorized needs Reduced revenues Loss of revenues >>Squeezed<< by state government |
| Lack of focus | Potential lack of continuity on the board | Lack of diversity in employment (Township jobs) |
| Too many priorities Limited staff/officials to accomplish tasks Right decisions Staff buy-in | Potentially disruptive term endings threaten continuity Lack of continuity in administrative leadership | Economic opportunity |

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