

*Charter*  
**Township**  
*of Kalamazoo*

# Strategic Plan 2015

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## 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.

Our  
Vision

We envision Kalamazoo Township with enhanced

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



Goal 1: Vibrant strong community and neighborhoods



Goal 2: Strong community identity and engagement



Goal 3: Efficient and effective operations



Goal 4: Diverse and inclusive neighborhoods and governmental services



Goal 5: Financial stewardship



Our Mission

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



Our Core  
Values

As members of Kalamazoo Township, we are committed to interact with residents, visitors, and each other in the following ways:

- Ethical
- Professional
- Responsive
- Competent
- Respectful

# 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.

<b>Goal 1: Vibrant strong community and neighborhoods</b>				
<b>1. Strategy</b> <b>a. Tactic</b>	<b>Target Date</b>	<b>Owner</b>	<b>Resources needed</b>	<b>Status</b>
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

<b>1. Strategy</b> <b>a. Tactic</b>	<b>Target Date</b>	<b>Owner</b>	<b>Resources needed</b>	<b>Status</b>
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

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

## Goal 2: Strong community identity and engagement

<b>1. Strategy</b> <b>a. Tactic</b>	<b>Target Date</b>	<b>Owner</b>	<b>Resources needed</b>	<b>Status</b>
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

<b>1. Strategy a. Tactic</b>	<b>Target Date</b>	<b>Owner</b>	<b>Resources needed</b>	<b>Status</b>
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

<b>1. Strategy</b> <b>a. Tactic</b>	<b>Target Date</b>	<b>Owner</b>	<b>Resources needed</b>	<b>Status</b>
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

<b>1. Strategy a. Tactic</b>	<b>Target Date</b>	<b>Owner</b>	<b>Resources needed</b>	<b>Status</b>
1. Develop a process to broaden the scope of advertising job and committee opportunities with the Township	October 2015	Pamela Goodacre		
a. Reach out to underrepresented populations				
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

<b>1. Strategy a. Tactic</b>	<b>Target Date</b>	<b>Owner</b>	<b>Resources needed</b>	<b>Status</b>
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.

<b>Strategies and Tactics</b> (sorted by target completion date)	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
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	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly

<b>Strategies and Tactics</b> (sorted by target completion date)	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
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				

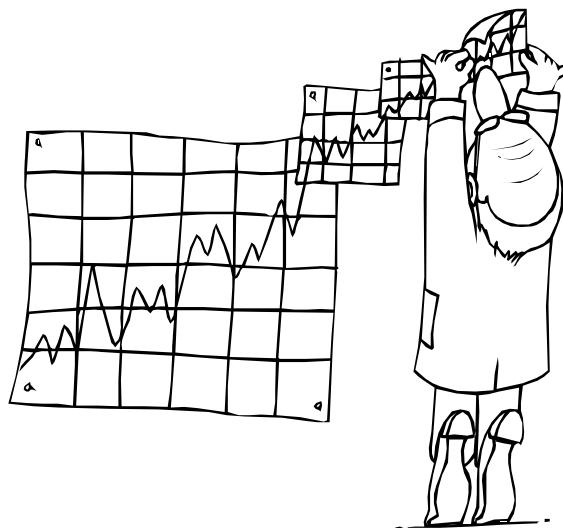
<b>Strategies and Tactics</b> (sorted by target completion date)	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
5.1.b. Develop a plan to identify opportunities to work with area resources to assist in researching and writing grants		Apr				
1.4.c. Develop a mixed-used ordinance 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

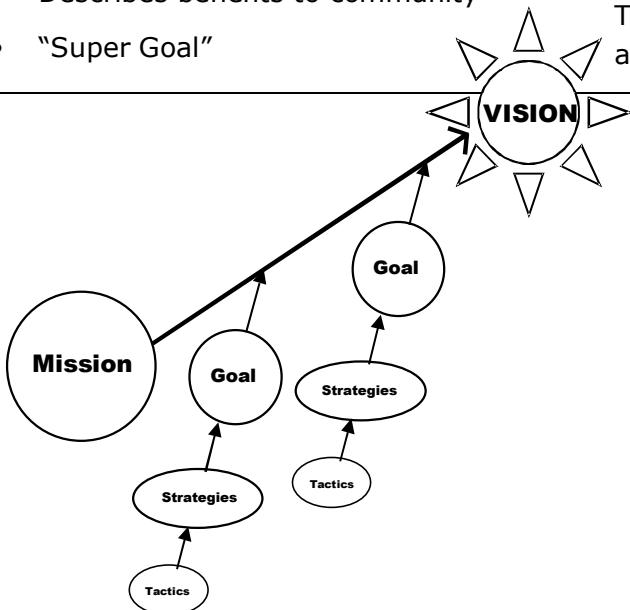
## Planning Calendar

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

Mission	
Purpose	Example
<ul style="list-style-type: none"> <li>• Explains why an organization or group exists</li> <li>• Describes purpose</li> <li>• Practical</li> <li>• Describes benefits to customers</li> </ul>	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.

Vision	
Purpose	Example
<ul style="list-style-type: none"> <li>• Shows what organization wants to become</li> <li>• Describes potential</li> <li>• Inspirational</li> <li>• Describes benefits to community</li> <li>• "Super Goal"</li> </ul>	<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.

<b>Internal Processes</b>	<b>Services &amp; Products</b>	<b>Beneficiaries</b>	<b>Short-term Benefits</b>	<b>Long-term Benefits</b>
Assessing and taxation	Zoning		Protection	Lifestyle (livable community)
	Cemetery		Snow removal	
Planning and zoning administration	Parks		Lower taxes	Place to raise a family
Providing a meeting place	Fire and police (Public Safety)	Residents	Enjoyment of property and neighborhood	Economic vitality
Governance	Roads		Good roads	Property values maintained
Hiring – set personnel policies	Water and sewer		Mobility	Affordable housing
	Code enforcement			
	Recycling		Infrastructure	Ability to grow and prosper
Election management	Conduct elections		Public safety	
Budgeting	Collect taxes	Businesses	Access to qualified employees	Generational (long-term)
Maintain infrastructure	Accessible and transparent government		Clear zoning	
Consider and pass ordinances	Website		Backup services	Police and fire service
Maintain records	Create community	Larger community	Mutual aid	Improved quality of life
Comply with laws			Roads	Regional economic vitality
Risk and liability management	Passport services			
Community involvement (e.g., Kalamazoo Area Building Authority, Central Dispatch)		Visitors to the general area	Enjoyable visit	N/A
Communication		Township employees	Income, benefits	Job stability
			<b>Community Benefits Overall</b>	

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 . . .**

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

## Imagine five years from now . . .

<b>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?)</b>	<b>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?</b>	<b>How must you operate differently five years from now to achieve #1 and #2?</b>
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	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.	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

## 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, . . .

<b>Draft 1</b>	Kalamazoo Township government will provide more collaborative services.
<b>Draft 2</b>	Kalamazoo Township government will be a safe, economically vital, <b>inclusive, and sustainable</b> community.
<b>Draft 3</b>	Kalamazoo Township government will be working hard to create a community that is ready for the future.
<b>Draft 4</b>	Our residents will be <b>proud</b> to live in Kalamazoo Township.
<b>Draft 5</b>	Our residents will <b>feel more comfortable</b> about the Township's <b>stability, livability</b> , 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
<b>Tax Payers</b>	<ul style="list-style-type: none"> <li>• Pay taxes</li> <li>• Communicate with board of trustees (come to meetings and to the office)</li> <li>• Participate on Township boards</li> </ul>
<b>Residents</b>	<p>Increase residents' engagement. The following are possible examples:</p> <ul style="list-style-type: none"> <li>• Communicate with board of trustees (come to meetings and to the office)</li> <li>• Participate on Township boards</li> <li>• Vote</li> <li>• Participate in communication process (e.g., read newsletter)</li> <li>• Volunteer (e.g., elections)</li> <li>• Communicate with police officers</li> </ul>
<b>Planning Commission, Zoning Board of Appeals (ZBA)</b>	<ul style="list-style-type: none"> <li>• Get together more often with the board of trustees</li> <li>• Communicate more with the board</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Exemplify our core values</li> <li>• Follow the chain of command</li> </ul>
<b>Neighborhood Associations</b>	<ul style="list-style-type: none"> <li>• Help with communication into the neighborhoods</li> <li>• Maintain active neighborhood associations</li> </ul>
<b>State Government</b>	<ul style="list-style-type: none"> <li>• Better understand the impact their laws and regulations have on township governments</li> </ul>
<b>Other Units of Local Gov't</b>	<ul style="list-style-type: none"> <li>• Work together more on collaborative projects</li> </ul>
<b>Firefighters and Police Officers</b>	<ul style="list-style-type: none"> <li>• Exemplify our core values</li> <li>• Maintain communication to the board of trustees through their respective chiefs</li> </ul>
<b>Business Owners</b>	<ul style="list-style-type: none"> <li>• Join neighborhood associations</li> <li>• Voice support and concern</li> </ul>

## SWOT Analysis

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

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

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

## 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. Millenials	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

## Contact Information



Ronald E. Reid, Supervisor

Phone (269) 381-8083

Email supervisor@ktwp.org

Web Site [www.ktwp.org](http://www.ktwp.org)

Address 1720 Riverview Drive  
Kalamazoo, Michigan 49004



Peter Dams, Ph.D., President

Phone (269) 501-3000

Fax (866) 472-0554

Email pdams@damsandassociates.com

Web Site [www.DamsandAssociates.com](http://www.DamsandAssociates.com)

Address 876 Miller Road  
Plainwell, Michigan 49080