

P.O. Box 157  
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(810) 231-1000 Office  
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**Supervisor:** Pat Hohl  
**Clerk:** Mike Dolan  
**Treasurer:** Jason Negri  
**Trustees:** Bill Hahn  
Patricia Hughes  
Chuck Menzies  
Cindy Michniewicz

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**HAMBURG TOWNSHIP BOARD OF TRUSTEES  
SPECIAL MEETING – STRATEGIC PLANNING**

**Hamburg Township Hall Board Room**

**Also available online with Go To Meetings**

Strategic Planning Meeting

Tue, Apr 6, 2021 9:00 AM - 2:00 PM (EDT)

**Please join my meeting from your computer, tablet or smartphone.**

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**Tuesday, April 6, 2021**

**9:00 a.m.**

**AGENDA**

- 1. Call to Order**
- 2. Pledge to the Flag**
- 3. Roll Call of the Board**
- 4. Call to the Public**
- 5. Approval of the Agenda**
- 6. Strategic Planning Meeting:**
  - A. 09:00 – 09:15, COVID-19, General Discussion**
  - B. 09:15 – 09:45, Rick Duffany - Police Department**
  - C. 09:45 – 10:15, Nick Miller – Fire Department**
  - D. 10:15 – 10:30, Jason Negri - Treasury**
  - E. 10:30 – 10:45, Pat Hohl – Supervisor**
  - F. 10:45 – 11:15, Tony Randazzo - DPW, Tech Services, Building & Grounds, Cable TV**
  - G. 11:15 – 11:45, Amy Steffens- Zoning, Planning, ZBA**
  - H. 11:45 – 12:00, Susan Murray - Assessing**
  - I. 12:00 – 12:30, Single Trash Hauler Presentation, Dan Luria P.H.D.**
  - J. 12:30 – 12:45, Mike Dolan/Deby Henneman - Parks & Recreation, ADA**

K. 12:45 – 01:15, Mike Dolan—Clerk, Election, Cemetery, Senior Center

L. 01:15 – 01:30, Thelma Kubitskey--Accounting

M. 01:30 – 02:00 – Open Discussion

**7. Adjournment**

# Pledge to the Flag



**NOTHING IN PACKET**



# Hamburg Township Public Safety Administration

PO BOX 157 • HAMBURG, MICHIGAN 48139  
PHONE: (810) 222-1171 • FAX: (810) 231-9401



*RICHARD DUFFANY, DIRECTOR OF PUBLIC SAFETY/CHIEF OF POLICE*  
*NICK MILLER, DEPUTY DIRECTOR OF PUBLIC SAFETY/FIRE CHIEF*

*RDUFFANY@HAMBURG.MI.US*  
*NMILLER@HAMBURG.MI.US*

TO: Hamburg Township Board  
FROM: Chief Richard Duffany  
DATE: February 8, 2021  
RE: Police Department Goals & Objectives for FY 2021 – 22

The following are the goals & objectives for the fiscal year 2021 – 22 budget for the Hamburg Township Police Department:

## **1. Maintain “24/7” Supervisory Coverage**

It is the goal of the department to continue to have a supervisor on duty at least 90 % of the time.

## **2. Maintain Current Staffing Levels**

It is the goal of the department this fiscal year to maintain the following staffing levels:

- a. 18 full-time sworn police officers.
- b. 6 reserve police officers.

## **3. Maintain Current Specialized Assignments**

It is the goal of the department this fiscal year to continue the following specialized assignments:

- a. A full-time Traffic Safety Sergeant who is trained as an accident reconstructionist and federally certified as a Commercial Motor Vehicle Inspector.
- b. Two full-time criminal investigator positions.
- c. An officer assigned to the Livingston and Washtenaw Narcotics Enforcement Team (LAWNET).

## **4. Maintain Specialized Services Provided to the Community**

It is the goal of the department to maintain the high-level of specialized services that we provide to the residents of Hamburg Township in order to increase community satisfaction with the department. This can be accomplished this fiscal year by:

- a. Maintaining our membership in the Livingston Regional SWAT team.
- b. Maintaining an officer on the Livingston County Dive & Rescue Team.



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- c. Continuing to provide marine patrols on the Chain of Lakes;
- d. Continuing to provide bike/ATV patrols on the Lakelands Trail.

## 5. Properly Equip Officers

It is the goal of the department to ensure that all members of the department are properly equipped with the tools needed to perform their duties effectively and that the department utilizes available technology to provide transparency to the residents. For this fiscal year this includes:

- a. Purchasing two patrol vehicles as scheduled in the 6-year capital budget.
- b. Updating the vehicle fleet video system.
- c. Updating the police station camera system.
- d. Purchasing a video redaction system.
- e. Replacing one portable radio.
- f. Continuing the replacement of ballistic vests as scheduled in the 6-year capital budget.
- g. Replacing 14 Glock handguns.
- h. Purchasing one patrol vehicle RADAR unit.
- i. Purchasing 2 additional body-worn camera systems.
- j. Purchasing 24 handgun flashlights/holster sets.

Respectfully,

A handwritten signature in black ink, appearing to read "Richard Duffany".

Chief Richard Duffany  
Director of Public Safety/Chief of Police



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*RDUFFANY@HAMBURG.MI.US*  
*NMILLER@HAMBURG.MI.US*

TO: Hamburg Township Board of Trustees

FROM: Chief Nick Miller  
Chief Richard Duffany

DATE: February 22, 2021

RE: Fire Department Goals & Objectives for FY 2021 - 2022

The following are the goals & objectives for the fiscal year 2021 – 22 budget for the Hamburg Township Fire Department:

- 1. Maintain Effective Paid on Call Staffing Level** – It is the goal of the department to maintain adequate paid on call firefighting staffing levels as well as provide sufficient command/supervision presence in order to effectively respond to emergencies. This can be accomplished this fiscal year by:
  - a. Maintaining a minimum of 40 paid on call (POC) fire fighters;
  - b. Maintaining 10 POC officer positions (sergeants/lieutenants);
  - c. Maintaining active participation with the Livingston County Special Response Teams (SRT).
  - d. Continuing to utilize duty crew assignment plan with a primary focus to disburse hours among all personnel.
  - e. Continue and implement additional retention programs for paid on call staff;
    - i. Pay increase for all POC Staff equal to the ECI increase received by all general Township personnel.
    - ii. Longevity reward based on years of service and hours worked over 12 months (October 1 to September 30). To be issued on the first pay period of November.
      1. 5 Years – 2%
      2. 10 Years – 5%
      3. 15 Years – 7%
    - iii. Continuing with the Uniform Boot reimbursement of up to \$150 for every 1750 hours worked.
    - iv. Provide annual paid time off to POC staff based upon the average number of hours worked the previous year.
      1. POC employees who average more than 10 hours per week in a given year shall earn paid time off in an amount equal to their average weekly hours worked in that year, to be used the following



# Hamburg Township

## Public Safety Administration

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fiscal year (i.e., if an employee averages 15 hours per week for the year, they will be entitled to 15 hours paid time off the following fiscal year).

2. The year for calculation purposes will be June 1<sup>st</sup> through May 30<sup>th</sup> each year.
  3. POC employees who average less than 10 hours per week will not receive any paid time off.
- f. Develop and implement a comprehensive department-wide program that promotes individual and organizational growth/development through training, mentoring and team-building initiatives.

### **2. Improve Command and Staffing Coverage**

- a. Implement 24/7 Command Coverage
  - i. Hire one additional full-time Captain
- b. Implement 24/7 staffing at both fire stations
  - i. Add one additional POC firefighter to the shift work calendar for all weeknight (1800-0600) and weekend shifts (along with the new 3<sup>rd</sup> Captain)
  - ii. Upgrade interior of Station 12 to accommodate 24/7 crew and office area.

### **3. Fire Prevention – It is the goal of the department to**

- a. Ensuring annual commercial building fire inspection rate of 100%;
- b. Continuing smoke detector and carbon monoxide detector program;
- c. Working with Putnam Fire to implement the “Safe at Home” program to the students of Farley Hill Elementary;
- d. Implementing a monthly informational Public Service Announcement program;
- e. Participate in additional Fire Investigation Training;
- f. Implement a documentation program to assist with improved documentation and sharing of information on the daily task that are completed within HTFD.

### **4. Properly Equip Fire Fighters – It is the goal of the department to ensure that all members of the fire department are properly equipped with the equipment needed to perform their duties. This can be accomplished this fiscal year by:**

- a. Continuing the replacement of aging personal protection equipment (turn-out gear);
- b. Upgrading 3 computer workstations and improving internet stability at both stations;





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- c. Purchase of 4 additional portable radios;
- d. Purchase of Ballistic Equipment to protect staff during hostile events;
- e. Purchases of needed water rescue equipment;
- f. Purchase of a copier/printer/scanner.

**5. Fire Apparatus** – Replace and equip the Captain vehicle with a pick-up style vehicle.

**6. Maintain Professional and Safe Fire Buildings** - It is the goal of the department to provide a professional and safe working environment for its members as well as maintain the physical conditions of our two fire stations and training tower. For this fiscal year this includes:

- a. Complete the LED lighting changeover project for both Stations;
- b. Continue updating Station 11 and Station 12 landscaping;
- c. Painting the interior of Station 11
- d. Replace the front parking lot at Station 11
- e. Patch and repair the parking lot at Station 12
- f. Install lighting and a concrete area at the Training Tower

**7. Increase Specialized Capabilities Provided to the Community** – It is the goal of the department to maximize the safety of the residents by having access to specialized equipment and services in order to more effectively respond to emergency situations. For this fiscal year this includes:

- a. Continue with implementing a township-wide Dry Hydrant System;
- b. Working in conjunction with HTPD to implement a drone program which includes purchasing needed equipment.

Respectfully,

A handwritten signature in blue ink, appearing to read "Richard Duffany".

Chief Richard Duffany  
Director of Public Safety/Chief of Police

A handwritten signature in blue ink, appearing to read "Nick Miller".

Chief Nick Miller  
Deputy Director of Public Safety/Fire Chief

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## **2021 – 2022 Treasury Goals and Objectives**

1. Continue to assess department procedures to identify and eliminate inefficiencies.
2. Evaluate and expand investment opportunities that will improve diversification and return.
3. Continue to attend selected seminars and webinars to increase proficiency.
4. Ongoing maintenance of Treasurer Department web pages.
5. Manage Brownfield Redevelopment project.
6. Prepare for implementation of Uniform Chart of Accounts.
7. Continue to update Treasury Procedure book



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# **SUPERVISOR DEPARTMENT**

## **GOALS AND OBJECTIVES—2019/2020**

Submitted by: Pat Hohl

### **FINANCIAL**

- Work with the Township Board and Department Heads to develop and update the five year budget projections every six months.
- Ensure budgets are accurate, attainable and adhered to by Department Heads.
- Monitor the Township benefits program and implement changes when necessary.
- Monitor and update the long-term capital maintenance/replacement funding for all facilities and assets.
- Implement and monitor all possible cost saving activities for the Township and its' residents.
  - Ensure compliance with the Township Purchase Order and Purchasing Policy from all Department heads.
  - Be unrelenting in cost savings through bidding and multiple sourcing.
- Maintain the following fund balances: a General Fund undesignated reserve of 125% of the annual General Fund expenditures, Fire Fund at 25% of the annual Fire Fund expenditures, Police Fund at 25% of annual Police Fund expenditures, Pooled Capital Reserves at \$1,000,000.

### **HUMAN RESOURCES**

- Provide leadership in the implementation of a sustainable employee benefit program.
- Work with Department Heads to develop training and job skill programs for each employee.
- Interact with staff on a continual basis to ensure open two-way communication.
- Work with Department Heads and MML to reduce workers compensation claims and improve safety in all departments for all staff
- Provide a work environment that encourages creativity, employee self-actualization, safety, and a real sense of ownership for each staff member.

## **ENVIRONMENTAL**

- Through education and monitoring, continue to improve compliance with MDNR permit standards at the Waste Water Treatment Plant.
- Implement flood mitigation recommendations from the USACE
- Investigate and pursue flood mitigation measures
- Work with the South Ore Creek Action Group to address elevated phosphorus levels in South Ore Creek and Ore Lake.
- Participate with, and implement programs through the Livingston County Water Action Group wherever applicable
- Track and monitor PFOS/PFOA levels in the Huron River chain of lakes and provide all possible help and assistance to township residents

## **GENERAL**

- Improve public safety whenever possible.
- Work cooperatively with, and provide information to state and county officials in a positive manner that benefits the residents of Hamburg Township.
- Mediate disputes whenever possible.
- Conduct Department Head Meetings on a bimonthly basis.
- Assist the Clerk's office with codification of the Zoning and General Ordinances.
- Monitor and update our Emergency Management Program and Plans
- Design and oversee installation of additional staff parking north of the township hall.
- Strongly support, and diligently work to fully implement the Livingston County Transportation Master Plan

## **RECREATION**

- Enhance maintenance of Township Parks, Senior/Community Center, and the Lakelands Trail—truncated domes and hay Creek bridge replacement
- Work collaboratively with the Park and Recreation Committee to improve and expand recreational opportunities in Hamburg Township.
- Implement the Complete Street Resolution for pedestrian/bicycle improvements
- Develop a preliminary plan to extend the Lakelands Trail from M-36 to the Brighton State Recreation area
- Work with the Clerk, and Park and Recreation Coordinator, to implement capital improvements
- Develop a plan acceptable to the Township Board for bicycle traffic on McGregor Road
- Seek grant funding to design and construct a public gathering area south of Winkelhaus Park between the Lakelands Trail and the village mill pond.
- Assist with development of the Bennett Park trail enhancements and support seeking grant funding for installation of same.

## **ROADS**

- Oversee construction of approved road improvement SADs
- Continue to develop long-term road improvements throughout Hamburg Township



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02/19/21

To: Pat Hohl  
From: Tony Randazzo

Re: 2021-2022 DPW Goals

1. Continue manhole repair program.
2. Replace corroding pipe bolts and flanges in SBR's at the WWTP.
3. Continue safety training program analyzing work activities while conducting and documenting safety training. Emphasize electrical safety.
4. Replace twenty 200 series grinder pumps with modern extreme units.
5. Continue comprehensive preventative maintenance program for collection system and WWTP.
6. Keep collecting GPS data of sewer collection system infrastructure.
7. Connect existing sewer line on Petty's Rd. to the line along M-36 that runs to the plant, therefore bypassing the Kress Rd. station.
8. Continue sodium inspections and testing.
9. Cross training and job sharing for all employees.
10. Purchase new truck.
11. Replace aeration diffuser sleeves in the SBR's.



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02/19/21

To: Pat Hohl  
From Tony Randazzo

Re: 2021-2022 Tech Services, Cable TV, & Computer Goals

1. Continue cross training of Information Coordinator to serve as a backup to other employees, such as the Utilities Coordinator.
2. Implement paperless utility billing to the extent possible.
3. Procure new Cable TV server to record and livestream meetings, and also to push content to the Cable TV channel.
3. Purchase new server to replace existing file server and repurpose old one.
4. Continue upgrading and replacing network infrastructure (switches).
5. Work with the Accounting Dept. and BS&A software to be able to process land use permits online.



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02/19/21

To: Pat Hohl  
From: Tony Randazzo

Re: 2021 - 2022 Buildings & Grounds Goals

1. Construct a new parking area for Township Hall.
2. New carport or pole barn for B&G equipment storage (\$15K).
3. Connect Packer Station restroom to sewer system.
4. New HVAC system for Township Hall.
5. Improve landscaping around Township Hall.



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## PLANNING/ZONING GOALS & OBJECTIVES – 2021-2022

In furtherance of the current year's goals and objectives for the Planning/Zoning Department, I submit the following items to be addressed for fiscal year 2021-2022. Please note that these are not in order of priority.

1. Continue to provide excellent, timely customer service to residents, developers, township staff and boards, and outside agencies.
2. Work with residents and developers to create and implement projects that are a benefit to the township.
3. Continue to train planning and zoning staff on wetlands, floodplains, GIS, current trends in planning, and code enforcement. There are multiple sources of free and low-cost trainings available that staff can attend.
4. Support Brittany Stein's attainment of AICP certification.
5. Process zoning text amendments, as time and budget allow, for the following:
  - a. Wind and solar energy
  - b. Non-conforming structures (Section 11.3.)
  - c. Short-term rentals
  - d. Amend VC zoning district to match Master Plan
  - e. Floodplain development standards (Section 9.6.) to encourage flood protection that exceeds requirements of Michigan Residential Building Code.
6. Continue building relationships with outside agencies, particularly the Livingston County Building Department, Livingston County Road Commission, and the Michigan Department of Environment, Energy and Great Lakes.
7. Continue to enforce violations against the zoning and general ordinances by means of the municipal civil infraction penalty structure.
8. Monitor Livingston County Drain Commission's progress on adopting updated stormwater standards. After adoption by LCDC and review by the township engineer, the township could adopt the LCDC standards for development.
9. Work with agencies such as SPARK, Greater Livingston County Economic Development Council, and the Michigan Economic Development Corporation to conduct comprehensive research to identify and inventory areas appropriate for non-residential development that would support and promote future growth in all of the township's zoning districts.
10. Begin an assessment of all planned unit development projects to determine compliance with project approvals.
11. Continue cleaning out and organizing the address file room to create additional storage space for current plans and project files.
12. Pursue code enforcement against serial ordinance offenders.
13. Provide input to IT regarding website, particularly floodplain-related pages.
14. Support Clerk's department in codification process.



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## **PLANNING COMMISSION GOALS & OBJECTIVES -2021-2022**

The Planning Commission will continue to meet on an as-needed basis. The required four meetings per year will be maintained. It is anticipated that the number of meetings necessary to keep pace with special use, site plan review, zoning map and text amendments will continue to increase with renewed interest in both commercial and large-scale residential development in the township.

Following two years of work by the Planning Commission, the 2020 Master Plan was adopted by the Township Board on August 14, 2020. The updated plan addresses issues that are critical to the township's future, such as providing a mix of housing options, ensuring our aging population has access to needed amenities and housing, and working within the broader region to address transportation, employment, and housing. The Planning Commission is expected to begin work on revising the Village Center zoning district regulations to enact the Master Plan recommendations.

The commissioner's memberships in the Michigan Association of Planning were not renewed for the current fiscal year. However, commissioners are apprised of trainings routinely offered by MAP, Michigan Municipal League, Michigan Townships Association, and Michigan State University Extension. Four commissioners have either attended trainings in the past year or are registered to attend upcoming MAP trainings. All commissioners are encouraged to attend trainings so that they stay current on trends and legal issues in planning.

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## **ZONING BOARD of APPEALS GOALS & OBJECTIVES –2021-2022**

The Zoning Board of Appeals will continue to provide site-specific relief to applicants that have a demonstrated practical difficulty in applying the strict standards of the Zoning Ordinance to their properties.

The member's memberships in the Michigan Association of Planning were not renewed for the current fiscal year. However, members are apprised of trainings routinely offered by MAP, Michigan Municipal League, Michigan Townships Association, and Michigan State University Extension. To my knowledge no current ZBA member has taken advantage of trainings or seminars.

## 2021 Goals & Objectives - Assessing Department

1. Comply with all local, county and state requirements
2. Comply with State Tax Commission education requirements.
3. Analyze and review department structure through 21/22.
4. Upgrade filing cabinets.
5. Monitor and consider Pivot Point technology.
6. Expose Mandy and Brendan to more of the Appraisal process.
7. Replace the file cabinets
8. Monitor the expenses on the vehicle Assessing uses

The duration of the pandemic will have considerable bearing on fieldwork accomplished by the Assessing Department. Residents not inoculated will not want strangers coming to their homes. The mandates from the STC will determine how we proceed with 2022. We are holding telephonic Michigan Tax Tribunal hearings; nothing in person has been scheduled.

Susan J. Murray, Assessor

# Preserving Roads, Improving Air Quality & Safety, & Saving Residents Money

## **The Case for ‘Organized Collection’ in Hamburg Township\***

Prepared for 2021 Strategic Planning Session by  
Daniel Luria, PhD

**April 2021**

\*Note: “Trash collection” denotes weekly residential service, including recycling.

# Organized Collection Delivers for *Any* Community

## Who wouldn't want their community to enjoy ...

- Fewer emissions, & less odor, noise, and sight pollution?
- Improved road safety?
- Fewer roads with potholes and cracks that damage tires, wheels, and suspensions?
- Roads that last longer & make millages smaller or less necessary?
- Lower-cost trash collection and recycling?
- Not having to write checks to the trash collection company?
- Not sitting on hold trying to reach the garbage hauler?

# Organized Collection: Hardly a New Concept

- Tens of thousands of US cities, towns, and townships have organized collection. Minnesota has been a leader. Some places have a single hauler, while some large cities divide their households among as many as 15 haulers. But *the goal is always to reduce distance between pickups by assigning full neighborhoods to a given trash hauler.*
- Genoa Township has operated with a single, mandatory trash-hauling approach. Its residents pay \$145 per year in their winter property tax for full service, though that price requires about \$20 contributed by the Township in recognition that a one-hauler system has large public benefits. Even without the \$20 Township subsidy, \$165 would be \$65 - \$145 less per year than Hamburg Township residents are paying today.

See <https://www.genoa.org/departments/utilities/refuse>. Interview (1/11/21) with Genoa Township personnel.

# Statement of the Problem

- Because the State isn't stepping up, **townships that want good roads must tax their residents to pay for road repairs.** *(Many subdivisions also burden the Township with creation and administration of Special Assessment Districts when they want their roads fixed.)*
- Road repairs are needed much sooner when a needlessly high volume of garbage truck traffic is allowed to occur. So residents' **tax money is being wasted.**
- Letting each household select a trash hauler not only drives up truck-miles; it also **costs residents much more than organized collection would.** *The "freedom" to select a hauler really means the freedom to pay more and to impose that burden on others.*
- A number of **subdivisions** have gotten their residents to agree to use only one trash hauler in order to reduce truck traffic and the attendant noise, pollution, and safety hazards. *(This is both evidence that organized collection is popular and reduces costs, but it's also a constraint that must be considered when determining routes for a township-wide effort.)*

# Cost-Benefit Analysis

## BENEFITS:

Reasonably accurate price tags can be put on:

- Road damage
- Safety (cost of car repairs, vehicle wheel & suspension damage, pedestrian casualties' medical expenses)
- Air pollution (medical & environmental damage expenses)
- Savings to resident households

## COSTS:

- Set up a transparent bidding process
- Add to property tax bill once a year
- Use small markup to fund trash coordinator

The author did an exhaustive literature search and read more than 40 studies and reports. The only ones that disputed the facts that follow were produced and/or funded by the waste-hauling industry.



# Estimated Starting Point

Hauler	Ownership & Location	Estimated Mkt Share in Twp	Approx # of Twp Households Served
Advanced Disposal	Owned by Waste Management	30%	2,400
GFL Environmental	Toronto	34%	2,700
The Garbage Man	Brighton	25%	2,000
Superior Sanitation	Brighton	5%	400
Waste Management	Phoenix	2%	200
3 one-truck independents	Local	4%	300

Source: Phone interviews with four of the eight haulers

# A Heavy Load for the Roads



2010 22-ton, damage equivalent to 6,800 cars

2020 32-ton, damage equivalent to 9,600 cars



These three photos are to actual scale

# Garbage Trucks' Impact on Roads

- Many haulers routinely operate overweight, viewing fines as a cost of doing business. (If they risked losing the contract, their behavior might improve.)
- Garbage trucks – both because of their weight and their frequent stops – place huge strains on both paved and unpaved roads, particularly along the *edges* of paved roads, which are less well supported than the center.
- While there are other factors (distance between stops, age and condition of trucks), *every truck that doesn't have to drive by non-customer residences reduces adverse impacts.*

# Weight → Road Damage: Doing the Math

- A 2018-vintage large garbage truck weighs about 64,000 pounds, or 32 tons. Older, smaller trucks weigh about 20 tons. The national average in 2018 was about 24 tons (or 48,000 pounds). *This is before loading, which can add up to 8 tons.*
- Nearly all garbage trucks have *three axles*. On average, the front axle bears about 12,000 pounds, and each rear axle bears 18,000, though the front axle load increases briefly (but substantially) during braking to a stop.
- Road damage, relative to a typical 4,000-pound sedan or midsize SUV, can be calculated using the “power-of-four” method:
  - Front axle:  $(12,000 / (4,000 / 2))^{**} 4 = 1,176$  car-equivalent
  - Rear axles:  $((36,000 / 2) / (4,000 / 2))^{**} 4 = \underline{6,561}$  car-equivalents
  - All axles: **7,637 car-equivalents**

***For roads, every mile driven by a garbage truck is like a car driving 7,637 miles.***

Primary source: <https://www.co-asphalt.com/assets/docs/TrashTruckDamage.pdf>

# In fact, Weight + Weight *Shifting* → Damage

“As they fill up on the route, many refuse collection vehicles operate **overweight** ... [A greater] number of overweight vehicles using roadways increases the potential for paving damage.”

- “The damage that garbage trucks inflict on City streets is magnified in the spring when road restrictions typically restrict other trucks from using the same streets.”
- “... [T]he damage caused by vehicles goes up much more than proportionately with size and weight.” Hence, “costs associated with [road] maintenance are greater when trips are made by heavy vehicles.”
- Operating costs per household are lower and **road damage is reduced when garbage trucks travel less far between stops**. The latter is because “... the rate of deceleration can cause increased pavement damage ...” Stopping at every house on the route significantly reduces speed and therefore deceleration damage.
- That’s why even larger Class 8 trucks, such as **semi’s, do less damage**: their weight is spread across more axles and stops are much less frequent.

Quotes are from <https://www.lrrb.org/pdf/201432.pdf>.



# Damage from Garbage Trucks in Hamburg Township is ***21.5 Times*** the Damage from All Cars, Pickups, & SUVs!

	Garbage Trucks	Cars, Pickups, & SUVs ("Cars")
Number Operated in Typical Week	6 companies x avg 4 trucks x 5 weekdays = 120 trips	0.9 per resident age 18-74 = 0.9 x 19,500 = 17,550 vehicles
Miles Driven in Typical Week	120 trips x 20 in-Township miles per trip = 2,400 miles	75% x 17,550 = 12,160 vehicles x 10 mi x 7 days = <b>850,000</b> car-miles
Times: 7,637 car-miles per garbage truck-mile	2,400 miles x 7,637 cars per garbage truck = <b>18,300,000</b> car mile-equivalents	<b>18,300,000 / 850,000 = 21.5</b>

## *Assumptions:*

- *The 3 one-truck independents are counted as one.*
- *Each road has residents serviced by 2.5 different trash-hauling companies; hence, **using a single hauler would cut garbage truck-miles driven by 60%.***
- *0.9 private vehicle per resident age 18-74 estimated from Census P60 and IHS/Polk vehicle registration data.*
- *Ten in-Township miles driven per private vehicle per day, each used 90% of days*

# Estimating Road Damage, by Source

(scaled to impact on a \$1 million maintenance budget)

Vehicle Type (Class)	Avg Gross Weight	Miles/year Driven in Township	Conversion Factor to Car-Miles	Car Mile-Equivalents	Percent of Total	Imputed Cost of Road Damage	Imputed Cost with 1 Hauler per Route
Cars & Light Trucks (1-2B)	2 tons	52 x 850,000 = 44,200,000	1	44 million	5.5%	\$55,000	\$55,000
Medium trucks (3-7)	9 tons	52 x 3,600 = 187,200	960	180 million	22.6%	\$226,000	\$226,000
Semi's (8, or "heavy")	30 tons	52 x 800 = 41,600	6,200	258 million	32.4%	\$324,000	\$324,000
Garbage Trucks (7 or 8)	24 tons	52 x 2,400 = 124,800	7,637	<u>314 million</u>	<u>39.4%</u>	<u>\$394,000</u>	<u>\$157,600</u>
<i>All Types</i>				<i>796 million</i>	<i>100%</i>	<i>"\$1,000,000"</i>	<i>"\$763,600"</i>

Garbage trucks account for nearly 40% of vehicle-related road damage. The cost of repairing that damage could be reduced by about \$236,000 per \$million by going to a one-hauler system.

# Fuel Use & Exhaust Emissions

## Garbage trucks are a major source of exhaust emissions:

The estimated [2,400 mi x 52 weeks =] 124,800 truck-miles driven by garbage trucks in the Township each year require about **42,600 gallons of diesel fuel**, the burning of which releases greenhouse gases (CO<sub>2</sub>, methane, et al) and – particularly in older or poorly regulated diesel engines -- asthma-aggravating oxides of nitrogen (NO<sub>x</sub>), not to mention particulates, carbon monoxide and cancer-causing volatile organic chemicals (VOCs).

CO<sub>2</sub> emissions can be calculated using the formula ...

**10,180 grams of CO<sub>2</sub> / gallon of diesel burned**

So:

- 42,600 gallons diesel per year x 10,180 = 408,227,000 grams emitted
- 408,227,000 grams / (454 grams per pound) = 890,400 pounds = **445 tons**
- Moving from an average of 2.5 to just one truck passing each house would reduce CO<sub>2</sub> emissions by 60% from 445 to 178 tons.

Primary source: <https://www.epa.gov/energy/greenhouse-gases-equivalencies-calculator-calculations-and-references>



# Fuel Use & Exhaust Emissions, continued

Over 40% of US garbage trucks are more than 10 years old, making them the **oldest portion of the US truck fleet** and therefore the least fuel-efficient and most polluting. Fuel economy decreases and emissions increase as trucks age.

- **By contrast, 18-wheel Class 8 freight trucks (because they don't start & stop all the time) get 6-9 mpg, or two to three times as much as garbage trucks.**
- Newer trucks get higher MPG and slightly lower emissions *per pound*, but that is made up for by their increased weight.
- The average diesel-powered garbage truck is in use for 12 years and driven for 280,000 miles. The average garbage truck **travels 25,000 miles annually**, gets **3 miles per gallon**, and thus uses approximately **8,700 gallons of fuel each year**.
  - **In Hamburg Twp, roughly 60% of garbage truck mileage is accounted for by garbage trucks driving by *non-customer* houses.**
  - **Multiplying the number of households serviced per mile by 2.5 would increase fuel economy by roughly 50% and reduce road damage (due to slower decelerations) by 60%.**

Primary source: <https://informinc.org/facts-greening-garbage-trucks-new-technologies-cleaner-air/>

# Adding Up the Payoff to Exclusive Hauler

... whether for Full Township or per Zone

## Current Situation

- 8 haulers
- 120 trips per week
- 20 Twp miles per route
- 2,400 miles per week
- 800 gallons fuel use, hence 445 tons of CO<sub>2</sub> emitted in Twp
- \$394,000 per \$million damage

## With Organized Collection

- 1-3 haulers with exclusive zone(s)
- 120 trips per week
- 8 Twp miles per route
- 960 miles per week
- 320 gallons fuel use, hence 178 tons of CO<sub>2</sub> emitted in Twp
- \$157,600 per \$million damage

# Safety

Garbage trucks are involved in a **disproportionate number of traffic accidents** relative to their share of the vehicle fleet. Even though garbage trucks account for only 1.5% of Class 5-8 trucks registered in the US, in 2017 they accounted for:

- 2,430 crashes (2.4% of total)
- 1,427 injuries (2.5% of total); 356 were sanitation workers, including the GFL driver killed in October 2019 in Green Oak Twp
- 107 confirmed deaths (2.3% of total)

## Main Causes:

- Darkness: Trucks often operate at or before dawn and at or after sunset.
- Truck Width: They take up more than half of the width of many roads, delaying drivers & pushing crews to work too fast.
- Worker Fatigue: Industry typically works 10-14-hour shifts; more accidents in final 2 hours of shift
- Excessive Speed (reduced if must stop at every house)
- Poor Maintenance (more frequent inspections can be part of performance requirements)
- Inadequate garbage truck lighting and reflectors (can also be part of performance requirements)

Useful sources include <https://www.isaacsandisaacs.com/truck-accident-lawyer/big-rig-crash-statistics> and <https://www.fmcsa.dot.gov/safety/data-and-statistics/large-truck-and-bus-crash-facts>.

# Concerns Addressed

- **Organized collection creates a monopoly:**

So what? Sometimes, a well-regulated monopoly is actually more efficient. (Imagine 5 competing sewer systems!) Residents accept DTE and Consumers as sole-source providers of electricity and gas. Many of our residents moved here from places with organized collection, with the costs rolled into tax bills.

- **Small haulers will never win if collection is put out to bid:**

No. Townships can promote local and/or small businesses by using a point system that rewards homegrown businesses in the request for proposal. If the Township wishes, it can design a smaller zone to advantage high-performing small bidders.

- **Residents will think the Township was bribed to award contract(s):**

Not if the bidding process is transparent.

- **The winning bidder has no incentive to provide good service and keep prices low:**

Not true. The most effective way to ensure good service and low rates is to regularly rebid waste hauling services through an open and competitive process. Six months before the end of the contract period, the township reopens the competitive bidding process. In addition, the Township builds in its right to terminate with notice in the event of poor hauler performance.

# Why a “Franchise Model” Could Fail

- As noted, any reduction in the number of haulers servicing households on a given stretch of road would reduce adverse impact. But a single hauler reduces impacts the most AND saves residents the most money. Higher volume = lower quoted price; roughly:
  - Full Township with central billing: ~\$165 per residence (vs ~\$225 - 300 now)
  - Township could add ~\$5-10 & raise \$40-80K to cover the time of a trash coordinator
- Splitting Township into 3 zones may not work *with individual resident billing*:
  - The three haulers we spoke to (Fall 2020) offered a smaller price break ...
    - Without centralized billing
    - With one-third rather than all of the Township
- **Adding the annual fee to property tax bills provides a built-in, tried-and-true enforcement mechanism.** This is what Genoa Twp and Brighton and Howell Cities do. Results in no need for Township to mediate between haulers and residents who fail to pay their fees
- Subdivisions with preexisting contracts transition in as their local contracts expire
- Contract award and renewal contingent on performance

Sources: Discussions with 4 haulers & City of Brighton and Genoa Township officials

# Stepping Up

- Some individuals think the right to select their own trash-hauler is somehow sacred ...
  - ... but that “right” imposes heavy costs on the entire community. The Board’s job is to serve the community, not to uphold individuals’ “right” to penalize others.
- Township government is precisely about solving these “collective action” problems.
  - Our estimate of annualized road repair savings from a 60% reduction in garbage truck-miles in the Township is \$236,400, assuming total road repair spending of \$1 million. That could allow a smaller (or, in some years, no) road millage in the future.
  - The Township could add a fee of \$5-10 per household to cover 0.5 – 1.0 FTE managing the interface with the hauler(s). Each \$1 fee raises about \$8,000.
  - One hauler for the entire Township would be optimal. A franchise system using 2-4 zones haulers is also feasible, but might reduce consumer savings by too little to be worth the effort.

# Thank you for considering organized collection.

## To recap, moving to organized collection would:

- Save Township up to \$236,000 road maintenance costs per \$million
- Save residents up to  $[8,000 \times \$100/\text{year} =]$  \$800,000 (or \$720,000 - \$760,000 if Township adds a 5% or 10% management fee)
- Reduce safety hazards to drivers, walkers, and bicyclists
- Reduce noise, odor, and traffic levels
- Mean trash containers out on each street as few as one day per week
- Cut diesel emissions by up to 50%
- ***Not require a millage vote*** (In Genoa Twp, it was launched in 1990 by Board resolution as a lien.)
- Use a billing model already proven out by the experiences of Genoa Township and the Cities of Brighton and Howell

For more information, please feel free to contact [dluria1943@gmail.com](mailto:dluria1943@gmail.com).

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**Trustees:** Patricia Hughes  
Bill Hahn  
Chuck Menzies  
Cindy Michniewicz

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## **GOALS AND OBJECTIVES: FY 2021/2022**

### **PARKS AND RECREATION**

#### **ADMINISTRATIVE**

- Complete update of the Parks and Recreation Administrative Policies & Procedures
- Ensure all proposed park projects comply with Master Plan and ADA Standards
- Ensure all groups that are granted use, have met all requirements of Park Policy
- Mediate complaints/concerns for Parks, Trails & Community Center
- Assist Clerk and User Groups with minor projects/upgrades/Capital Improvements
- Invoice Users for Parkland & Community Center rental
- Distribute Packets/Minutes/Newsletter for Park Committee, Beautification Committee
- Maintain records for Adopt-A-Garden/Tree, Commemorative Bench
- Assist with Park/Trail events as needed
- Provide Administrative support to Buildings & Grounds staff with reports, forms, etc.

#### **FORMS & INFORMATION MANAGEMENT**

- Maintain Parks/Lakelands Trail/Community Center reports of Capital Improvements, Invoices and Scholarships
- Maintain Parks/Lakelands Trail/Community Center website pages
- Provide access to information to users/residents using the latest technology
- Maintain Parks & Rec/Lakelands Trail/Friends of Lakelands Trail social media profiles
- Develop/maintain all marketing material for Parks/Trails & supply information kiosks
- Maintain Parks/Lakelands Trail/Community Center records based on appropriate retention schedule as determined by MTA

#### **GRANTS**

- Assist Clerk and Supervisor on drafting and submission of new Park/Trail Grants
- Ensure Township compliance with all reporting on awarded Park/Trail Grants
- Seek out opportunities and submit Grants that support Master Plan Design
- Develop Grant transmittal for Accounting Director for staff/budget use

#### **SCHOLARSHIP**

- Assist user groups with scholarship procedure
- Investigate/coordinate fund raising events for Scholarship, if needed



## **VOLUNTEERS**

- Work with Volunteers to coordinate their volunteer projects
- Organize and oversee projects brought forward by Beautification Committee
- Create and present Community Investment Awards and/or project signage

## **IRON BELLE & LAKELANDS TRAIL**

- Assist Supervisor with projects and grants to support trail connections
- Support wayfinding signage/Trail Town efforts

## **MANLY BENNETT PARK**

- Install rules & regulation and wayfinding signage in Manly Bennett Park
- Coordinate required upgrades of playground and work-out equipment
- Plan for future of existing playgrounds, possible re-location
- Suggest/coordinate projects/upgrades based on 5-year Capital Improvement Plan
- Assist Zoning Administrator with Township Master Plan as pertains to parks/trails

## **WINKELHAUS PARK**

- Manage use of the Gazebo and/or Winkelhaus Park facility
- Develop proposal for future of park considering ADA requirements for accessibility

## **COMMUNITY CENTER**

- Work with Senior Director to develop accessible outdoor seating as well as passive recreation opportunities such as: Bocce Ball, Croquet, Corn hole
- Install community accessible storage for Community recreation equipment
- Manage scheduling of the Community Center and outdoor areas after 4 p.m. weekdays and on weekends

## **TRAINING**

- Continue On-line webinar training sessions
- Participate in local training sessions through MParks
- Complete Docuware Training

## **CLERK**

- Complete Municode Training (Clerk's Office Goal)
- Complete Ordinance Codification Project and implement procedure (Clerk's Office)
- Complete Records Management scanning for Parks/Trails/Grants through Docuware



## Hamburg Township Parks & Recreation

Hamburg Township Offices  
10405 Merrill Rd., P.O. Box 157  
Hamburg, MI 48139  
(810)231-1000  
[www.hamburg.mi.us](http://www.hamburg.mi.us)

### Memorandum

March 16, 2021

To: Mike Dolan, Clerk

Cc: Pat Hohl, Supervisor

Tony Randazzo, Building & Grounds

From: Deby Henneman, Parks & ADA Coordinator

Re: Anticipated/Proposed Park Projects (Updated)

For budgeting purposes, I would like to recommend the following projects be considered for the 21/22 Fiscal Year. Estimates would be required on most of these projects, and most are either safety or ADA related upgrades. Highlighted projects are ones that will be started in the 20/21 FY.

-Hay Creek Bridge Project (\$100,000 total in grants)	\$108,000
-ADA Transition Plan upgrades by priority (Parks/Comm Ctr/Trail)	\$25,000*
• Accessible Parking in areas without it	
• Accessible routes to Portable Toilets & screening (to prevent tipping)	
• Accessible routes to Sport facilities	
-Outdoor seating Comm Ctr/Park joint project	\$21,000
-Pickleball Court (2) Comm Ctr/Park joint project	\$44,000
-Wayfinding & Rules & Regulation Signage for Manly Bennett Park	\$10,000**
• The Manly Bennett sign is in horrible repair and needs to be replaced	
• Rules and Reg signs are required for each facility/service	
• Directional signage would allow for safer traffic control	
• I have gathered some quotes along the way, estimate about \$50,000 total project	
-Outdoor Work-out Area – Accessibility upgrades to parking lot	\$30,000
-Truncated Domes at all intersections on Lakelands Trail (pending/reserve)	
\$35,000 (6,000 Grant)	

- Repair/Repaint existing Dugouts, Pavilions, Benches, etc.	\$ 5,000
- Repair/Replace Flyer's fence	\$ 2,500
-Walking path upgrades – West Park	\$20,000
- Fill gaps & seal existing asphalt path, improve gravel path	
-Convert concession into viable Accessible restroom – East Park	\$50,000***
-Convert concession into viable Accessible restroom – West Park	\$50,000***
-Updates to lower level of East Concession/Fire compliance	\$5,000
<b>(Concessions in both parks should be accessible/used for storm shelter in emergencies)</b>	
<u>-Playgrounds will require major overhaul/relocation we should prepare</u>	<u>\$150,000**</u>
-Storage Shed with Community Access for park maintenance items	\$20,000
-RC Track for Trucks/Cars in current Flyer's Field area	N/A
-Outdoor Ampitheatre or additional pavilion for community events	\$50,000**
-Wifi access in parks/Public announcement safety system	\$50,000
-Security lighting and cameras at Comm Ctr/Outdoor seating	\$25,000
-Winkelhaus Property: Investigate purchase to support upgrades	N/A

*\*Suggest an annual amount/ reserve be set aside for these types of upgrades for all departments*

*\*\*Handled in a phased approach similar to Baseball Fencing Project*

*\*\*\* This will prohibit the concession stand from being used for cooking, won't comply with Health Dept.*

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## **GOALS AND OBJECTIVES: FY 2021/2022**

### **ADA COORDINATOR**

#### **ADMINISTRATIVE**

- Arrange for Township-wide ADA accommodation requests
- Maintain ADA notifications, postings, and public access via website
- Resolve and record all ADA grievances
- Maintain/retain all records for ADA related requests or concerns
- Develop and post ADA Township Written Notice required for compliance

#### **TRANSITION PLAN**

- Distribute ADA Transition Plan updates to staff annually
- Assist Department Heads with project planning and budgeting for ADA upgrades
- Provide staff support on ADA procedure, and reporting of completed projects
- Develop and execute inspection plan for all reported upgrades
- Develop and execute annual inspection/maintenance for all Township entry points

#### **SUGGESTED PROJECTS**

- Parking lot/transition ramp repairs
  - Senior center ramp/handicap curb re-design
  - Township Hall ramp (permanent repair)
  - Lakelands Trail replace truncated dome pads on all ramps in Hamburg Township
  - Lakelands Trail complete gap and grading repairs to inclines on replaced bridge
- Outdoor Work-out Area – West Bennett Park
  - Provide ADA Parking adjacent to project
  - Provide accessible route to project
  - Provide accessible toilet
- Upgrades to all gravel lots to ensure accessible route and/or parking
  - Flyer's Field
  - Pettysville Trailhead
  - West Bennett Park
  - Volleyball/Rugby
  - Baseball dugouts
  - Winkelhaus Park
- Sealing of entire paved pathway in West Bennett Park
  - Improvements for gravel path at rear of West Bennett Park
  - Corrections required for grade/ramp at entrance of gazebo

- Relocation of ADA portable toilets & installation of “screening” to prevent tipping
- Upgrades to Baseball Area in East Park
  - Companion seating near bleachers
  - Accessible route to dugouts
- Playgrounds East/West Park
  - Investigate relocation and installation of Universal Design play structures
- Installation of internal walking/linking trails in Manly W. Bennett Park to connect to Lakelands Trail proper
- Public Restroom upgrades
  - Township Hall
  - Senior Center
  - Manly Bennett Park

## **TRAINING**

- Register and participate in the ADA Coordinator Training Certification Program (ACTCP)
- Continue On-line webinar training sessions
- Participate in local training sessions through MParks

## **CLERK'S OFFICE GOALS AND OBJECTIVES FOR FY 2021/2022**

### **Elections**

- Conduct possible August 2021 Election
- Conduct possible November 2021 Election
- Conduct possible May 2022 Election
- Election Inspectors – Status check, co-chair training, employment/emergency contact form updates, process feedback
- Maintain voter registration records throughout the year in QVF Refresh and master card file (daily function)
- Comply with recertification as now required every two years by statute
- Keep current on changes in election law – 39 bills proposed in Lansing, HR1 – for the people act of 2021
- Educate public on new election laws. Newsletters
- Possible precinct boundary alignment
- Precinct location – emergency backup planning/agreements
- Absentee Counting Board – process refinement
- Outsource - test materials and AV application mailing
- Equipment – HART Maintenance \$7704 (years 6-10)

### **Personnel**

- Cross Training of job duties
- Increase temporary election staff. (Any reason AV voting)
- Maintain Personnel Policies & Procedures Handbook to contain current information available on-line to employees.
- Complete HR division
- Maintain/update policy & Procedures

### **General**

- Support staff/board in achieving Township of Excellence
- Work closely with Supervisor & Treasurer in support of overall Township operation
- Continue with file cleanup, digital scan and purging
- Digital document storage
- Website Clerk page design

- Board & committee meeting agenda/packet/minutes software

### **FOIA Requests**

- Process Freedom of Information Act (FOIA) requests and coordinate with Department Heads who provide requested records to ensure FOIA deadlines are met. Note – Public Safety FOIA to be handled by them.

### **General Ordinances Project**

- Work with Contractor on final step of codification process.
- Retention schedules/records removal
- Digital recordkeeping

### **Publishing Legal Notices**

- Continue to assist departments in getting hearings and other legal notices published in the Livingston Daily Press & Argus.

### **Cemeteries**

- Continue with current staff for maintenance/burial.
- Cross training with Sexton duties.

### **Parks & Recreation**

- Continue working with Parks & Recreation Committee members and provide oversight for park usage

### **Senior/Community Center**

- Continue working closely with Julie and the Senior Advisory Board



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10407 Merrill Road ♦ P.O. Box 157  
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## **Senior Center Goals and Objectives Fiscal Year 2021-2022**

### **Programming**

- Continue to develop and implement new programs to meet the needs and demands of our seniors.
  - Increase programming for Art & Crafts
  - Increase wellness and exercise programs
  - Establish programs for hobbies such as woodworking and photography
  - Work with Township Clerk to build pickleball courts for Senior Center members
  - Build a “resource wall” for seniors with information on senior related needs such as senior living and home health care
  - Continue to build photo “Wall of Honor” to honor our veteran members
  - Work with Township Parks and Recreation Coordinator to implement outdoor gathering areas including seating and activities

### **Membership**

- Continue to grow membership.
  - Continue weekly and monthly correspondence to keep members and the community informed of activities, programs, and services
  - Connect with new members through HOA newsletters
  - Continue to use Facebook as a marketing tool for Senior Center and programs

### **Long Range Goal:**

Utilize a software program such as My Senior Center to track membership, program attendance, and individual member information.

### **Connection**

- Connect with area organizations to provide support and resources to the Senior Center.



- Expand Senior Resource Directory to include area businesses that provide a senior discount
- Continue to collaborate with Hamburg Library
- Work with area Senior Living Facilities to provide a link for seniors and their families

## **Education**

- Continue to foster the development and knowledge base of staff.
  - Join National Institute of Senior Centers (\$145) for trainings and information regarding senior centers and the aging population
  - CPR Certification for staff and members
  - Education on senior issues such as memory loss and communication, senior health issues, senior living, and social connections and aging well
  - Continue as committee member of Livingston Leadership Council on Aging
  - Continue participation with Senior Center Directors meetings

## **Staffing**

- As membership continues to grow, expand staff to support the needs of membership and programming.
  - Expand staffing hours to 9 am to 3 pm daily
  - Create a volunteer receptionist position to greet members, answer simple questions, and direct them to staff

## **Transportation**

- Continue to develop and collaborate with LETS on Senior Center transportation.
  - Continue rides to and from the center
  - Plan destination trips to area attractions in and out of county
  - Encourage members to utilize the bus for medical appointments

## **Long Range Goal:**

As the senior population continues to grow in the township, expand van services to include a second vehicle to accommodate growing demand and keep vans at the Senior Center.

## **Building and Grounds:**

- Continue with regular updates and maintenance of building.
  - Rearrange rooms in building to accommodate more programming and purchase equipment to make the space usable
  - Continue with daily cleaning and maintenance of building
  - Continue with routine maintenance of floors
  - Increase deep cleanings of building to weekly to accommodate growth in building usage
  - Work with Township to address safety issues of sidewalks

**Building and Grounds:****Long Range Goal:**

Expand or reconfigure existing building to accommodate growing population and increase programming.

**ADA Compliance:**

- Work with ADA Coordinator to bring Senior Center into ADA compliance
  - Modify the drinking fountain with a water bottle filling station
  - Install a lower coat rack in the lobby for ADA compliance
  - Work with ADA Coordinator and Buildings and Grounds to maintain or adjust door opening force for interior doors



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To: Mike Dolan, Township Clerk

From: Thelma Kubitskey, Director of Accounting

Date: February 8, 2021

Subject: Accounting Department Goals and Objectives for FY 2021-22

The following are goals and objectives for fiscal year 2021-22 for the Hamburg Township Accounting Department

1. Work toward continuing a strong audit for the Township and Portage Sewer Authority.
2. Start the process of evaluating the BS&A payroll and time/attendance programs. Currently we are using Paycor, which fit the needs of the Township. However, the Paycor program and BS&A do not link, creating manual task, which are not efficient. I hope that this change in the payroll program will bring effectiveness and reduce manual journal entries.
3. Evaluate the BS&A programs to make sure the Township is using these programs to obtain the highest level of performance. BS&A provides the Township a platform to reduce manual journal entries, provide real time data, assist in being paperless, and management of employee's time.
4. Evaluate having sewer bills printed and mailed by a company. This would be like the taxes and assessment notices. I also will be working with Tony and BS&A to set up paperless sewer bills.
5. Evaluate a Human Resource Program. This type of program will assist with employee tracking, application tracking, position tracking and budgeting.
6. Work toward additional training with staff for the BS&A programs.
7. Continue working with the Clerk to update the employee handbook and the policy and procedures manual. Once completed and approved by the Board, maintain that both documents remain up to date.

8. With storage space minimal, continuing to scan documents into the software the Township is currently using, however, moving forward, using the features within the BS&A programs for record retention. This will allow real time access to financial records
9. Continue multi-year capital budgeting. The capital budget should be at least six years and reviewed by the Board by law. This will assist in monitoring the long term needs of the Township by reviewing the conditions of current capital assets and then identifying projects or assets that need to be completed or purchased. Long-term capital budgeting can be effective in avoiding emergency purchases/projects which may potentially decrease operating cash and adversely affect future years budgets.
10. Maintain the educational opportunities within the accounting department. The accounting specialists will continue to take classes that will improve their accounting, benefits and software knowledge. This training will specifically include human resources, payroll training and training related to the ongoing changes with the Affordable Care Act and Federal Tax laws. Also, with the ever-changing rules in accounting, benefits, etc., we need to pursue relevant educational and training opportunities throughout the fiscal year through organizations such as Michigan Government Finance Officers Association, Michigan Treasurers Association, Association of Public Treasurers of American and Canada, Government Finance Officer Association, Society of Human Resources Management, and others.

**NOTHING IN PACKET**