

City of Owosso, Michigan
City Council Planning Session
Saturday, August 26, 2017
8:00 a.m. -- 4:00 p.m.
D'Mar Banquet & Conference Center
1488 North Shiawassee Street (M-52)

AGENDA and SCHEDULE

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| 8:00 a.m. | Gathering |
| 8:05 a.m. | Introductions |
| 8:15 a.m. | Why are we here? What are we going to accomplish? |
| 8:30 a.m. | Resources |
| 8:55-9:00 a.m. | Stretch |
| 9:00-9:55 a.m. | Mission statement Vision |
| 9:55-10:00 a.m. | Stretch |
| 10:00-10:55 a.m. | SWOC Internal strengths Internal weaknesses External opportunities External challenges/threats |
| 11:00-12:00 noon | Strategic issue identification Community development Public safety Public services Finance Human resources Other |
| 12:00-1:00 p.m. | Lunch |

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| 1:00-1:55 p.m. | Implementation and action plans Community development Public safety |
| 1:55-2:00 p.m. | Stretch |
| 2:00-2:55 p.m. | Public services Finance Human resources |
| 2:55-3:00 p.m. | Stretch |
| 3:00-3:45 p.m. | Other |
| 3:45-4:00 p.m. | Wrap-up and Where do we go from here? |

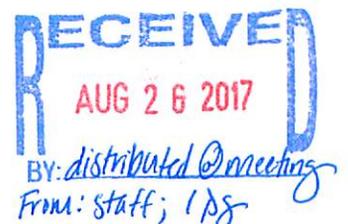
Mission

A written declaration of the city's core purpose and focus that normally remains unchanged over time. Properly crafted mission statements (1) serve as filters to separate what is important from what is not, (2) clearly state who will be served and how, and (3) communicate a sense of intended direction to the entire organization.

A mission is different from a vision in that the former is the cause and the latter is the effect; a mission is something to be accomplished whereas a vision is something to be pursued for that accomplishment.

The mission of the city is to provide effective and efficient services that afford our residents every opportunity to experience an exceptional quality of life. We strive to create a diverse and welcoming community under the leadership of visionary individuals who work well together in a professional, team-oriented environment.

To provide the highest quality of life through essential infrastructure, public safety, recreation, and welcoming growth within the constraints of fiscally responsible government.



PROJECT STATUS REPORT--AUGUST 7, 2017--Corrected

| 0 | PROJECT TITLE | PROJECT DESCRIPTION | PROJECT STATUS --1 new project, 2 updated project, 3 no change in project |
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| 2 | Election and voting equipment upgrades | ? Upgrade voting equipment in all Shiawassee County jurisdictions. | The city council has approved the grant application and the local share. Delivery of the six tabulators, four handicapped terminals and a high-speed scanning unit is anticipated in late August. |
| 2 | Election for August 8 | Prepare for August 8, 2017 special election on senior citizen millage. | The city clerk has completed all except last-minute preparations for Tuesday's special election. |
| 2 | Shiawassee Sanitary Landfill | Enter into a consent order with DEQ to define and limit responsibility for the former Shiawassee Sanitary Landfill. Proceed with installation of water services to the residential area near the site. | Construction is scheduled to start August 15, with the project to be completed by mid-October. A complicating issue that will likely cost the city additional money is the demand by the Shiawassee County Road Commission that, when the project is completed, the streets be paved with a two-inch overlay. |
| 2 | I-69 International Trade Corridor Next Michigan Development Corporation | Participate in a proposal to have Owosso execute an interlocal agreement creating the I-69 International Trade Corridor Next Michigan Development Corporation. | The next meeting will be at 9:00 a.m. on Tuesday, August 8 at Bishop Airport. Meetings are held on the second Tuesday of February, April, June, August, October and December. |
| 3 | Bond sales | Sell 2017 unlimited tax general obligation bonds for the street program and special assessment bonds for the special assessed portion. | The first issue of the unlimited tax general obligation bonds was sold June 30. It is anticipated that the special assessment bonds will be sold in the next 60 days. |
| 3 | 2017-18 budget | Prepare and adopt budget for the fiscal year beginning July 1, 2017. | The 2016-17 fiscal year has closed. The accounting system for 2017-18 fiscal year has been set up. |
| 1 | 2016-17 audit | Have independent auditor audit all city funds. | Employ firm to audit all city funds, deliver and submit to state of Michigan before December 31, 2018. |
| 2 | Facade grants | The city has qualified for state facade grants in the downtown area. | Eight applications were submitted to MEDC for review and likely approval. MEDC has requested updated costs and an increase in the contingency. |
| 2 | Osburn Lakes Phase I lot sales | Marketing of lots by Century 21--Looking Glass. | A marketing program has been implemented which includes advertising, marketing brochures and signage. Lot 79 Osburn Lakes - 1130 Jackson Drive has been sold, and a dwelling is being constructed. Discussions are underway with a builder/developer concerning the sale of additional lots. |
| 2 | Curwood Castle Park renovation | Improve Curwood Castle Park by making improvements to the historic park in which Curwood Castle and other buildings are located. | Application was made for a Michigan Department of Natural Resources Passport Grant for \$45,000 to make improvements to the park, including parking, sidewalks, lighting and landscaping. The grant has been awarded. Detailed plans have been prepared and bids will be received Tuesday, August 15. |

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| 3 | Zoning ordinance revisions | ? | The planning commission is revising various portions of the zoning ordinance. | The planning commission has completed rewriting the provisions pertaining to signs and has submitted a recommended ordinance to the city council. |
| 2 | Disc golf course | | Install a disc golf course near Hopkins Lake. | A layout at Hopkins Lake property has been developed with little conflict. Volunteers have nearly completed the necessary clearing, and materials for installation of the baskets are being obtained. |
| 3 | Agenda preparation software evaluation | | Looking at alternative agenda preparation and tracking software prior to seeking proposals. | A request for proposals is being developed. |
| 2 | Data transmission equipment on city rights-of-way and poles | | The city has received two proposals which are being evaluated. | Two proposals are being evaluated, with agreements being prepared to permit use of city rights-of-way and poles which are currently not covered. A presentation was made to the city council March 6. City staff is working on a standard license agreement. |
| 3 | Huron & Eastern Railroad | | Contact the Huron & Eastern Railroad concerning abandoned right of-way running south from the mainline near Chestnut Street. | Contact has been made with the railroad, which is considering the city's request. Approval seems likely once all approvals are received from parent company. |
| 3 | Skate park | | The parks and recreation commission, working with interested youth and some adults, is proposing to relocate the skate park to Grove Holman Park with a new layout. | Parks and recreation commission members have prepared a plan for the state of Michigan recreation grant. The city council approved the grant application March 20, and it was submitted to DNR March 30. A fundraising effort is being planned by the sponsors. |
| 3 | Marijuana inquiries | | Battle is on for control of Michigan's marijuana market | On September 21, Gov. Rick Snyder signed into law three bills that together establish a framework of protections and regulations for medical marijuana businesses, along with increased protections for those who consume non-shockable forms of medical marijuana. |
| 2 | Michigan Redevelopment Ready Community program | | The Michigan Economic Development Corporation has established a program that measures and then certifies communities that integrate transparency, predictability and efficiency into their daily development practices. State financial assistance will be withheld from communities that fail to become certified. Using the information from best practices training, a community must complete a self-evaluation. This is a tool used to assess how a community's current planning, zoning and development documents, policies and procedures measure up to RRC Best Practices. This must be done prior to receiving a formal evaluation by an RRC planner. Communities are not required or expected to have all of the best practices criteria met at the time of initial engagement. | The city has started the self-evaluation process and made the initial submission to MEDC. MEDC has responded positively and moved Owosso up in the process. |
| 3 | Parks and recreation master plan | | Prepare a revised master plan for submission to the Michigan Department of Natural Resources. | The city will be revising the current plan during the next few months, with submission to DNR before December 31, 2017. |

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| 2 | Cargill property development | The city sold approximately 20 acres of reclaimed brownfield property to Cargill for the construction of a dairy food processing facility. | Construction continues, with structural erection underway. |
| 2 | Roadway and water mains to serve SONOCO, Cargill and nearby areas | Design and construct a roadway to serve the properties and construct a water main from Oliver to Bennett Field Drive and from Chipman to King. | The project has been completed. |
| 3 | Qdoba site cleanup | The site at the southwest corner of Main and Gould Streets was contaminated with waste from a dry cleaner and a former gasoline station. | The cleanup and construction have been completed, and the Qdoba restaurant has opened. Prep work continues on the other business sites. Construction of the required retention basin on Jerome Street is proceeding through the DEQ permitting process. |
| 2 | Castle electrical upgrades | ? Upgrade the electrical system to meet current day needs. | Most of the interior work has been completed. The exterior lighting remains to be upgraded. |
| 3 | Art work restoration | The city has 14 paintings in need of restoration to preserve their value. | The city entered into a contract with Lis Art Conservation & Restoration Services, L.L.C. to restore the paintings for an estimated \$34,500. The first five paintings have been restored and returned. Three more paintings were delivered for restoration during May. |
| 1 | LED lighting for city buildings | Make a feasibility study for replacing fluorescent lighting with LED lighting. Consumer's Energy has a program to financially assist in a conversion. | Feasibility study is nearly complete to determine whether the city should make a conversion. |
| 2 | Public safety building architectural and engineering evaluation | The scope of the study's work is to evaluate the physical condition of the public safety building, including operational and security, efficiency and energy usage of the existing building, and provide building improvement recommendations and associated construction cost estimates for the recommended improvements. | The firm of Partners in Architecture, PLC has been collecting data and evaluating the building. An analysis of the mechanical equipment has been completed. A space needs analysis is underway and will be completed during August. |
| 2 | Police vehicle purchase | ? Purchase of a 2017 police utility vehicle. | The city council approved the purchase July 3. |
| 2 | Street cut repairs | Annually bids are received to make permanent repairs to streets, including curbs, which have been excavated because of repair of water mains and sewer lines by the city and providers of other underground utilities. | The project has been completed. Additional patch work will be scheduled later in the summer to repair street cuts that will be taking place. |

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| 2 | 2018 street program | ? | Design and construction engineering is required for the 2018 street program which will include: (1) reconstruction of East Oliver from Oak to Gould; (2) resurfacing of Stewart from Shiawassee to Cedar, Williams from Water to Shiawassee, Summit from Abbot to Ruberman, Olmstead from Chipman to West Street, Harding from Hanover to Chipman, and Howard from Washington east 200 feet to the alleyway; (3) maintenance on Ridge from Ball to Division, Auburndale from Division to Alger, Harper from Washington to Division, Woodlawn from Corunna Avenue to Keyte, and Vandecar Road from Harper to the south city limits. | An engineering contract with Fleis & Vandenbrink Engineering, Inc. has been approved, and design work is underway. |
| 2 | Oliver Street (Washington Street to Oak Street) | | Reconstruct the street and replace utilities. | Construction is underway. Utility work has been completed and concrete work is nearly complete. The roadway has been prepared for the laying of asphalt which is scheduled to begin August 10. Completion is anticipated on August 24. |
| 2 | Chipman Street (South Street to Stewart Street) | | Rehabilitate and resurface the street following installation of a new water main. | Bids were received July 25. Construction is scheduled for spring 2018. |
| 2 | Stewart Street (Chestnut Street to Chipman) | ? | Rehabilitate and resurface the street following installation of a new water main. | Bids were received July 25 and work will begin during August. |
| 2 | Chipman Street (Oliver Street to King Street) | ? | Rehabilitate and resurface the street. | Watermain work has been completed. Bids were received July 25 and work will begin during August. |
| 2 | Chipman Street (Willow Spring Street to Harding Street) | ? | Rehabilitate and resurface the street. | Watermain work has been completed. Bids were received July 25 and work will begin during August. |
| 3 | Center Street (King Street to North Street) | | Rehabilitate and resurface the street following installation of a new water main. | Because of complications with underground utilities, this project has been postponed until 2018. In the meantime, water main replacement will be scheduled. |
| 3 | South Washington Street modification | | Because of the roadway alignment and traffic movements, there is a high accident count on South Washington Street between Corunna Avenue and Gute Street. | Two grant applications have been submitted to MDOT. The first application was under the Transportation Economic Development Fund and the second under the Transportation Federal Local Safety Program. MDOT recently responded that "It was a good application, but the competition was very high this year. Out of 31 applications received, only eight grants were awarded. If you plan to re-submit, we will be opening the FY 2018 call for Category F projects on March 1, with a deadline of Monday, May 2, 2017." The city has resubmitted its application for the Transportation Federal Local Safety Program. |
| 2 | Flow meters | | Install five flow meters to continuously monitor inflows into the sanitary sewer system. | The new meters have been installed and are operational. The meters will continually be monitored by OHM for a year as part of the SAW grant program. After the year, the meters will monitor inflows from outlying areas, which will trigger alerts when inflows increase. |

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| 2 | Stormwater, Asset Management, and Wastewater (SAW) Program | ? | The city was awarded \$1,373,938 in the form of two SAW grants, one for the treatment plant and one for the collection system. C2AE is responsible for the wastewater treatment plant and OHM is responsible for the collection system. | OHM has developed a database on the existing collection system including condition and flows. System televising and initial cleaning are complete. A draft capital improvement program will be completed in August for review and submission to the rate analyst and to the Michigan DEQ. C2AE continues to evaluate the treatment plant and prepare specifications for making improvements. The final condition assessments should be completed by October. |
| 3 | Wastewater collection and treatment system consent order | | The city has been under a Michigan Department of Environmental Quality (DEQ) consent order because of discharges into the Shiawassee River. | The 2017 March status report was prepared and submitted to DEQ for review. |
| 3 | Wastewater treatment plant operating permit | | The city annually must obtain from the Michigan Department of Environmental Quality (DEQ) a wastewater treatment plant operating permit. | The application for renewal has been filed with DEQ and is being reviewed. The issuance of a permit was anticipated in July or August 2016. To date there has been no response. |
| 2 | Wastewater treatment plant upgrades | | Remove obsolete equipment, construct two containment buildings and install wash compactors for handling solids removed from the waste stream. | Construction of the containment rooms is complete. Staff will be installing the wash compactor and conveyor system . |
| 2 | Screens for wastewater plant | | Replace screens at the wastewater treatment plant which remove solids from the waste stream. | The screens have been installed and are operational. The replacement of the north trough will take place in September. At some point the trough on the south clarifier will need to be replaced. The plan would be to use city workers to do the work on that clarifier. |
| 2 | Automatic meter reading system and meter replacement | | The city proposes to replace most of the obsolete and broken water meters with new meters that can be automatically read through a radio-controlled reading system without entering homes. | The communications equipment has been installed and tested. The installation of new meters is scheduled to begin August 14. It is anticipated that customer conversions will be completed in December. |
| 3 | Middletown water project | | Caledonia Charter Township is in the process of preparing an application for a United States Department of Agriculture grant to install new and upgraded watermains in the Middletown area. | At some point, the city of Owosso will be required to modify the agreement to provide water service to Caledonia Charter Township so that the township will comply with the grant requirements. |
| 1 | Water reliability study | | Make an evaluation of the water system assets and develop a capital improvement program based upon that evaluation. | Most field work has been completed and the asset management program and capital improvement plan is scheduled for completion in January 2018. |
| 2 | Water treatment plant clarifier cleaning and maintenance | | Remove caked lime from the two clarifiers, make necessary repairs and repaint. | The lime was removed from the first clarifier and maintenance work performed. The unit is back in operation. The second clarifier will be cleaned and repaired later this year. |

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| 2 | Heintz well replacement | | The Heintz well is beyond rehabilitation and must be replaced. | The roadway to provide access has been completed. Specifications for the wellfield have been approved by DEQ. Specifications for the project are nearly complete and it is anticipated that bids will be received in October. |
| 2 | Sidewalk repair and replacement | ? | Replace damaged sidewalks and curbs throughout the city. | Bids were opened and a contract awarded June 19 for sidewalk replacement in the northeast part of the city. The work will include 12,000 square feet of four-inch sidewalk and 800 feet of six-inch sidewalk. Work will begin in August. |
| 2 | Main Street Plaza | | Repairs are required to flower beds where the block has moved because of freezing and thawing. Some soil and plantings will be replaced. | Sunburst Gardens has volunteered to donate the work. |

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 From: *staff; le pgs*

Project Planner

| ACTIVITY | PLAN START | PERIODS | | | | | | |
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| | | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | Beyond |
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Owosso Public Safety

Strategic Plan

2017



Owosso Public Safety Strategic Plan | **2017**

Owosso Public Safety

Strategic Plan

2017

This comprehensive strategic plan is organized into the following sections:

- Message from the Chief of Public Safety
- Public Safety Department Introduction
- Administrative Strategic Plan
- Fire Department and EMS Strategic Plan
- Police Department Strategic Plan

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Message from the Chief of Public Safety Chief

The Owosso Public Safety Department uses our strategic plan as an organizational blueprint to set priorities, goals, and resources; to focus our efforts toward a common goal; to assess our efforts and adjust our directions based upon the changing environment and demographics. Owosso Public Safety has a well-established history of applying best practices and focusing on meeting the service needs of our community in the most cost-effective manner possible.

Developing a strategic plan is about change. It is a dynamic process in which an organization honestly assesses its current state; identifies the areas in which it must focus; creates a vision of the future and defines targets it must hit to realize its vision. The challenge then becomes having all members of the organization know the mission, operate in alignment with the organization's values, and focus energy and resources on achieving the goals and objectives.

This document serves multiple functions. It is a planning tool to ensure that our department will provide emergency services to our community in a fiscally sound basis now and in the future. It serves to inform the Owosso City Council of the core functions of the organization as well as the challenges we face in the future. This is a living document that will be evaluated and updated as needed. I would like to thank Lt. Eric Cherry for his assistance with preparing this document and for assisting with the presentation.

Efficiency, collaboration and service delivery are the main themes of this plan. We recognize there are competing city needs and limited fiscal resources. We must partner with the community to maximize effectiveness of our services to maintain the City of Owosso quality of life for our citizens and visitors.

Kevin Lenkart, Owosso Public Safety Chief.

Owosso Public Safety Strategic Plan | 2017

Public Safety Department Introduction

Although operating under the umbrella of Public Safety, the Fire and Police Departments each provide very specific needs and services that are respectively unique within the culture of Public Safety. For this reason, this document has a separate plan that is specific to each department and the services they provide.

The Owosso Public Safety Department consists of police and fire/EMS departments. Both are fully-staffed, and receive support from the Public Safety administrative assistant(s) and one Public Safety Chief over both departments. This method allows for efficient coordination of public safety services and cost-effectiveness.

It is a known fact that police, fire and EMS services continue to change on a daily basis. The dynamic nature of the environments, community demands, staffing issues, and the current unstable economic conditions facing communities like Owosso require departments to assume a proactive stance in planning short, medium and long term organizational goals. While we acknowledge that our department may not fully achieve all of the stated goals, we believe it is important to take the initiative and design a framework that will guide us in our efforts to meet future challenges.

In our commitment to providing excellent police, fire and EMS services to those who live and visit our community, we, the Owosso Public Safety Department must continue to develop our strategies and tactics in the public safety field. The members of this department are committed to improving the quality of life for everyone in the community.

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Administrative Strategic Plan

Owosso Public Safety (OPS) has two full-time civilian staff members who work in tandem with police and fire personnel to support the overall mission of the department. The tasks performed by the civilian staff has increased over the years as procedures and laws have changed requiring more documentation and government regulation. The amount of work has increased in the past few years, while our staffing levels have decreased resulting in additional work being assigned to our current staff. In early 2017, a part time administrative assistant position at Public Safety was eliminated resulting in additional work being assigned to our current staff.

This section will be composed of two parts:

1. Review the overall job descriptions of these employees and offer a brief review of their daily responsibilities.
2. Review of the Public Safety building including the current status of the Public Safety buildings assessment by Partners in Architecture.

Executive Secretary:

The Public Safety Executive Secretary position responsibilities are listed below along with the time factor for each task. This is not an all-encompassing list but a snapshot of their daily work:

- **Daily Office Visits:** On average there are twenty-five daily visitors to the Public Safety building. These office visits range from just a few seconds to ten minutes.
- **Phone Calls:** On average there are fifty phone calls every day requesting information related to the Public Safety Department.
- **Gun Registrations:** In 2016 citizens registered 653 guns with OPS who transmit the information to the State of Michigan. Each registration takes an average of fifteen minutes.
- **Firearm Purchase Permits:** In 2016 our staff processed 70 purchase permits that take an average of twenty minutes. Our staff has to run a criminal history on the subject and determine if the subject meets the criteria for a purchase permit.
- **Sex Offender Registration (SOR):** Owosso has 70 SOR offenders that are required to register with OPS up to four times per-year. On average our staff spends 20 minutes per SOR registration. In addition to the mandated reporting, all SOR offenders must report any address change, employment change, any new e-mail, social media accounts etc. to our staff. These changes require a signed document that must be uploaded to the state.

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- All criminal cases sent through the City Attorney's office require our staff to run a criminal history and a driving record when needed. In 2017, our staff has run 103 of these records at an average of 15 minutes per record.
- The main task for the Executive Secretary position is review EMS run reports and send them to our billing company Accumed. In the last three years we average 3,150 ambulance runs per year. This is a combination of emergency calls and transfer calls from Owosso Memorial Hospital. Each ambulance run must be reviewed and sent to Accumed, an average of ten minutes per run. In addition to the daily runs, our staff must take in ambulance deposits, refunds, hardships and monthly reports and balancing.
- Rental Inspections letters are sent out by OPS admin staff and then inspected by fire personnel or city hall staff. Depending on the amount of inspections or ancillary items associated with the inspection the time is about twenty minutes per inspection.

Evaluation of Customer Service

Our administrative staff has always prided itself on providing the best customer service possible to the community we serve. Our customer service should be evaluated by the professionalism of our employees and our responsiveness to the needs of our community. The majority of contacts we make with the public being with a phone call or visit to our administrative staff. Often, our contact with citizens ends with that telephone call. Other times, a police officer or firefighter makes personal contact with the citizen to further assist them.

Regardless of the means by which a citizen is contacted, OPS must continue to evaluate our employee's adherence to department policy and ensure that our goal of being responsive and professional with the public is being accomplished.

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Fire Strategic Plan

The Owosso Fire Department (OFD) has a long history of providing core fire and EMS services to the community. In the last fifteen years, the department has evolved from being the first EMS agency in the county in providing Advanced Life Support (ALS) in 2002 to now responding to over 3,100 ambulance calls per year. Our department provides a high level of quality fire and EMS services to the Owosso community.

The fire service profession has undergone considerable change of the type services it offers and the methods utilized to deliver these services. Across the country the number of fires has dropped considerably while the number of ambulance runs has increased dramatically. In reply to these new realities of fire and EMS response, OFD will be able to develop and implement an action plan that provides for the continual upgrade of internal capabilities, the frequent review and enhancement of mutual aid and automatic aid agreements with neighboring communities. This proactive approach of assertively adapting to this dynamic response environment will allow OFD to maintain its reputation as one of the leading providers of emergency services in Shiawassee County.

OFD conducted an abbreviated Strength, Weaknesses, Opportunities and Threats (S.W.O.T.) analysis involving the department staff and evaluated critical issues and service gaps facing the department. The S.W.O.T. is a structured planning tool used to evaluate an organizations attributes and provide direction. OFD command staff participated in the analysis to recognize the department's strengths and weaknesses, as well as possible opportunities and threats. These are defined below and not listed in any order of importance.

Strengths:

It is important for any organization to identify and measure its strengths to ensure they are in line with the service needs of the community and consistent with the issues facing the organization. After identifying the department's strengths we can confidently use them in a way that best serves the needs and service demands of the community.

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| Personnel/Human Resources | Equipment/Apparatus |
| Services Provided to the Community | New Command Staff |
| Public Image in the Community | ISO Class 4 rated Fire Department |
| Emergency Medical Response Delivery | Progressive, Professional and Service |

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| System | Orientated Department |
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Weaknesses:

Weaknesses may be more important for an organization to identify and measure than strengths to ensure they are not impacting the service needs of the community. The performance or lack of performance within an organization can depend greatly on how we identify and confront our weaknesses.

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| Manpower and Daily Staffing Levels | Aging Building does not meet current needs |
| Financial/Budget | Young/Inexperienced work force |
| Personnel leaving for other Department's | |

Opportunities:

In order for an organization to realize their opportunities they must first identify their strengths and weaknesses and develop a plan for enhancement. The focus on opportunities is not solely on existing service delivery models and levels, but on expanding them and developing new possibilities. In order for the department to progressively move forward it must identify its opportunities.

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| Enhanced Strategic Partnerships with area Fire Departments | Critical Care Paramedic Training |
| New Command Staff with Fresh Ideas | Increase Training both internal and external |
| Positive Role Models for New Hires | Goodwill of Community |

Threats:

In order to draw strength and fully benefit from opportunities an organization must identify the possible threats, risks and challenges facing them. By recognizing these possible threats, an organization can greatly reduce the potential for loss and learn to turn threats into opportunities to continue moving in a forward direction. It is important to know that not all threats are completely or directly controllable by the department or organization.

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| Economy/Funding | Shrinking Qualified Applicant Pool |
| Increasing Demands on Fire/EMS services due to aging population. | Customer Misconception |

Critical Issues and Opportunities for the Owosso Fire Department:

Before OFD can establish realistic and attainable goals and objectives it must first identify the critical issues and service gaps facing the department during this strategic planning period. This is accomplished by reviewing the department’s core programs and services, organizational strengths, weaknesses, opportunities, and threats outlined by the department’s internal stakeholders.

OFD has identified five critical issues and opportunities that warrant further discussion.

1. Department Staffing:

OFD is currently comprised of eighteen (18) budgeted positions spread among three different shifts, or six personnel per shift. Each shift has one Captain, one Lieutenant and four firefighter/paramedics. Each day, one personnel is allowed to take time off, (vacation, holiday leave, etc.) dropping our staffing level to five personnel. Two personnel are assigned to a paramedic unit with two personnel assigned to a second ambulance or transfer rig. The on-duty command officer is responsible for the daily assignments as well as the management of all fire and EMS calls.

Since the implementation of our transfer contract with Memorial Hospital, our ambulance runs have increased resulting in a decrease in available staff for fire and EMS calls. Our OT for fire personnel has remained consistent over the years however the availability of OT has increased. OFD like all other Shiawassee County fire and EMS agencies rely on mutual aid to supplement manpower.

2. Critical Care Paramedic (CCP) Training:

Beginning in December, 2017 OFD will partner with Memorial Hospital to offer CCP training to OFD paramedics. Critical patients that must be transported between facilities require a different level of care from hospitals. The advanced training includes ventilators, IV pumps, advanced pharmacology etc. OFD staff will be receive some of the most advanced training for paramedics

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that will increase our effectiveness of overall patient care. The cost of the training is \$986.00 per person that is budgeted in the 2017-2018 budget year. Once our staff receives the training, there is an increase in the billable amount for patients that meet the criteria for a critical care transport.

3. Vehicles/Apparatus:

In the last two years, OFD has purchased two ambulances that replaced two aging ambulances that were no longer effective. Our increased run volume has led to a dramatic increase in mileage on our vehicles. In February 2017, OFD put a new ambulance in service. In the six months of being in service, this new ambulance has already passed 16,000 miles while the ambulance purchased in spring of 2016 has recently passed 34,000 miles. Our current capital replacement project will be to purchase a new ambulance in the 2019-2020 budget years.

OFD is in the process of purchasing a 2018 Ford F-550 mini-pumper that will replace a 1986 Pierce. This new apparatus along with our current fleet will give OFD adequate fire apparatus equipment for the next several years.

4. Building:

Our current facilities do not meet the demands of the modern day firefighter/paramedic. The building was not built with the idea of a proper storage facility for EMS equipment and supplies. The current plan being considered from Partners in Architecture will increase the safety of our employees and increase security of our equipment.

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Current Police Department Organization

This is a summary of how the Owosso Police Department (OPD) is organized. The department is made up of 3 bureaus; uniformed services bureau, support services bureau, and investigative services bureau. The Chief of Public Safety supervises a Lieutenant of the Police Department and together they manage the 3 bureaus.

Uniformed Services Bureau:

Is made up of 17 persons currently; 3 Patrol Sergeants, 9 Patrol Officers, 1 Community Policing Officer, 2 School Resource Officers, and 2 Reserve Officers. This unit is typically always in a uniform and driving a marked police car. For the public these 17 people are who they would have contact with most likely. They respond to crimes, neighbor problems, school issues, traffic complaints, accidents, and various other issues typically through 911 dispatching. We have a Patrol Sergeant working 75% of the time and their usual management is of 1 to 3 Patrol Officers working that day. The Lieutenant supervises the Community Policing Officer and the School Resource Officer from a day to day perspective. When reserves work the Sergeants dictate where the officer will work and with whom they will be assigned to. One area we should look to address long term is the lack of a Patrol Sergeant 25% of the time.

In July 2017 these officers took 796 events and made 99 traffic stops for 895 total events. The 2 School Resource Officers and 2 Reserve Officers did not work during this month. With the assumption that are Patrol Sergeants are spending most of the time reviewing and managing how the officers take their calls that means 89.5 events per officer. Most officers work 14 days in the month that is 6.39 events per day worked some taking more time than others to complete.

Support Services Bureau:

Is made up of 17 persons currently; 1 Property Room Clerk, 1 Parking Enforcement Official, and 15 School Crossing Guards. This bureau is responsible for the supporting the police operations. Long term this bureau along with Public Safety Executive Secretary, should be staffed by at least 2.5 employees to handle the growing needs of the front office. When we switch records management programs we will need to find a better solution for parking ticket issuance and collections.

Investigative Services Bureau:

Is made up of 3 persons currently; 2 Detective Sergeants and 1 Narcotics Detective Officer, assigned to the Michigan State Police Drug Team. We have very little day to day oversight over the Narcotics Officer as they work out of the Michigan State Police Drug Team Office. Our 2 Detectives Sergeants were each assigned over 10 felony complaints to investigate in July 2017. The types of complaints that are assigned to the Detective Sergeants require several days of

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follow up, multiple interviews, search warrants, and data analysis. All other complaints are typically handled after the initial report through the Lieutenant, by coordinating follow up with the Patrol Officers and Prosecutor.

Goals for the Police Department

- # 1 GOAL: Ensure that our policies are up to date and relevant to the current professional standard of law enforcement.
- # 2 GOAL: Since 2013, the Owosso Public Schools, has partnered with the Police Department to create 2 school officer positions. This program has been well received by the school district and families of the community. We need this program to stay around even if the school can no longer support their current funding model. This has also allowed our day patrol officers to stay on patrol, not handling the time consuming calls with students, parents, and factuality of the schools.
- # 3 GOAL: Invest in employees by improving quality of life issues (Maslow's hierarchy of needs). Ensure that our officers have the equipment, vehicles, and technology they need in the ever changing law enforcement field.
- # 4 GOAL: In late 2011 the Owosso Police Department received a grant to fund a Community Policing Officer. Since the start of that program this officer's duties have expanded and evolved into a position that management kept in place after the grant period was up. We want to adopt a 5 district patrol / community policing plan to expand upon the community policing efforts and improve service.
- # 5 GOAL: In the coming years, it will be necessary to expand the infrastructure of the Owosso Public Safety Office to accommodate newly implemented technologies and equipment.

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Action Plan to Obtain Goals

ACTION PLAN # 1: In today's climate with critical assessments of all aspects of law enforcement, especially use of force, having sound policies and copious amounts of training that is task specific is crucial to having a top level police agency. Accreditation through the Michigan Association of Chiefs of Police (MACP) will ensure that our policies are in line with National and State standards. It is our goal to start the process for accreditation in late 2017. We will have a standard that requires each policy to be reviewed from time to time to line up with the industry standards.

Another area of these polices will be training on them, we what to increase our training of our policies and general training coordination. Through Lexipol or Power DMS, or another similar service we will have coordinated training that the officers can do on their time throughout their day, rather than trying to plan attendance of multiple officers. These companies often have data storage of your training records that will decrease the cities liability with a better system of tracking training.

ACTION PLAN #2: Keeping the school officer positions around will take an investment from the city and/or the schools in the next two years. Grants and other alternative funding, could be possible solutions, but they too have end dates and we would still not be addressing the communities desired need, officers in the schools. Long term these positions should be evaluated as full time positions with the benefit of having two extra persons in the summer months for additional patrols or additional investigative units.

ACTION PLAN #3: With our historical knowledge of our police department's staffing of between 18 to 22 full time officers for the last 5 decades we can estimate the amount of equipment, vehicles, and technology we need to complete our service to the community. These basic needs can make a huge difference on the department's morale. All daily worn equipment by the officers; flashlights, handcuffs, handgun, radio, Tasers should be in good working condition and provided to all officers, with a few spares in the inventory, so replacements can be made immediately. For the most part we are very close to obtaining this goal.

Right now our portable radios are nearly end of life for service and we need to start replacing them. We recently repaired multiple radios, while we could still get them serviced, so we could get a few more years of use out of all the radios with issues.

OPD will need to budget at least two vehicles for each year to keep our fleet in good working order, which not only gets our officers to calls but houses the technology needed to do the job;

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computer, radar, printer, in-car camera, digital camera, rifles, shotguns, cones, shields, first aid equipment, Narcan, evidence collection equipment, fire extinguisher, binoculars, rescue buoys, etc.

ACTION PLAN #4: Recently in our Computer Aided Dispatching (CAD) system we added a layer of mapping that broke the city into 5 districts; northwest, northeast, southeast, southwest, and the downtown business district. We currently have 9 patrol officers and 1 community policing officers, all in the uniformed services bureau with the community policing officer attempting to respond directly to citizen's complaints about issues at specific locations. The plan would be to assign 2 officers to each district to aggressively look into these complaints in their district and provide the citizens with an avenue of follow up with these officers. Emergency issues would still be handled by the on-duty officers but issues like speeding, neighbor disputes, and loitering could be met with directed and documented patrols of the area.

A further component of the community policing model will be to implement a customer service review, where the Chief, Lieutenant, and other designated members of the supervisory group pick 3 at random cases a month, contact the persons involved in the complaint and see if they felt they were given the proper service from the department. These initiatives will improve our ability to be more accountable, transparent, and self-monitoring.

ACTION PLAN #5: We are currently having Partners in Architecture assess our current building and its inability to meet the standards of a modern public safety office. Here is the proposed building they have modeled for our size agency.