



CASS COUNTY BOARD OF COMMISSIONERS

COMMITTEE OF THE WHOLE

January 18, 2024

5:00 PM

1. **CALL TO ORDER** – *Vice-Chair Barrera*
2. **INVOCATION** – *Commissioner Lee*
3. **PLEDGE OF ALLEGIANCE** – *Commissioner Laylin*
4. **ROLL CALL** - *Clerk/Register Monica McMichael*
5. **PUBLIC COMMENT** (limit 3 minutes/person)
6. **ADDITIONS/DELETIONS TO AGENDA**
7. **APPROVAL OF THE AGENDA** – *Commissioner Howie*
8. **APPROVAL OF DECEMBER 21, 2023 COMMITTEE OF THE WHOLE MINUTES** – *Chair Jones*
9. **FINANCIAL REPORT**
10. **UNFINISHED BUSINESS**
11. **NEW BUSINESS**
 - A. MSHDA CHILL Program
 - B. Master Plan Update
12. **CLOSED SESSION**
13. **BOARD MEMBER COMMENTS/ANNOUNCEMENTS**
14. **ADJOURNMENT**

**CASS COUNTY BOARD OF COMMISSIONERS
COMMITTEE OF THE WHOLE**

December 21, 2023

Vice Chair Ryan Laylin called the meeting to order at 5:00 p.m. in the Commission Chambers on Thursday, December 21, 2023. Commissioner Lawrence offered the invocation. Vice-Chair Ryan Laylin's daughter Kenley Laylin led the Pledge of Allegiance to the Flag of the United States of America.

Chief Deputy Clerk/Register Heather Harding called roll:

COMMISSIONERS PRESENT: RJ Lee, Ryan Laylin, Jeremiah Jones, Mary Howie, Joyce Locke and James Lawrence.

COMMISSIONERS ABSENT: Roseann Marchetti and Samuel Barrera.

STAFF PRESENT: County Administrator Matthew Newton and Finance Director Jennifer Rentfrow.

PUBLIC COMMENT

There was none.

ADDITIONS/DELETIONS TO THE AGENDA

Commissioner Howie asked to add item F. Discussion to amend the by-laws of the Historical Commission to add the ability to assign a proxy for meetings.

APPROVAL OF THE AGENDA

Commissioner Lee moved, seconded by Chair Jones, to approve the December 21, 2023, Committee of the Whole Meeting Agenda with the addition of item F. Motion carried by voice vote.

APPROVAL OF MINUTES

Commissioner Locke moved, seconded by Commissioner Lee, to approve the November 16, 2023, Committee of the Whole minutes. Motion carried by voice vote.

FINANCE REPORT

The Finance Report was in the packet.

UNFINISHED BUSINESS

None.

NEW BUSINESS

A. Appointments

- i. Reappointment of Doug Tyler to the Southwest Michigan Planning Commission to a term ending 12/31/2025.
- ii. Reappointment of James Dodd to the Southwest Planning Commission to a term expiring 12/31/2025.
- iii. Reappointment of Dan Wyant to the Kinexus Board to a term expiring 12/31/2026.

There was no discussion. Commissioners agreed to move item A to the January 4, 2024, Regular Board Meeting agenda.

B. LOU-FOPLC Seniority Retention (Special Circumstance)

There was no discussion. Commissioners agreed to move item B to the January 4, 2024, Regular Board Meeting agenda.

C. CCLBA Part-Time Position

There was no discussion. Commissioners agreed to move item C to the January 4, 2024, Regular Board Meeting agenda.

D. Equalization Contract Renewal

Administrator Matt Newton spoke briefly about how satisfied they are with the services provided with this contract. Commissioners agreed to move item D to the January 4, 2024, Regular Board Meeting agenda.

E. MEC Robin Grant Funding Agreement

Commissioner Locke questioned whether Van Buren would be contributing to this match. Administrator Newton explained that the grant was a regional application, and each municipality will be responsible for their own match. He went on to inform the board that he was going to see if there was a possibility of the County's portion being able to be paid out in the next FY budget. He would report back at the BOC meeting.

Commissioners agreed to move item E to the January 4, 2024, Regular Board Meeting agenda.

F. Amendment to By-Laws of the Historical Commission

Commissioner Howie explained that there have been instances that the Historical Commission has had difficulty with a quorum due to unforeseen circumstances and planned circumstances. For example, illness or a member going to Florida for the winter. She asked that the by-laws be amended to allow for a proxy.

Vice-Chair Laylin said that he disagrees with this as the members applied to be a part of the board and if they are going to make the commitment then they should follow through with it. There was no more discussion. Commissioners agreed to move item F to the January 4, 2024, Regular Board Meeting agenda.

CLOSED SESSION

None.

BOARD MEMBER COMMENTS/ANNOUNCEMENTS

Commissioners Laylin, Lawrence and Lee made announcements.

ADJOURNMENT

The meeting adjourned at 5:15 p.m.

Approved: _____
Date

Ryan Laylin, Vice-Chair

Heather Harding, Chief Deputy Clerk/Register

**GENERAL FUND REVENUE BUDGET TO ACTUAL SUMMARY
AS OF 12/31/2023 (25% of Fiscal Year 2023-2024)**

	ACTUAL @ 12/31/2022	2023-2024 ORIGINAL	2023-2024 AMENDED	ACTIVITY FOR DECEMBER 2023	ACTUAL @ 12/31/2023	AVAILABLE BALANCE	% BDGT USED
REVENUE SOURCES LESS GRANT/REIMBURSEMENTS:							
FEES/SERVICES/PERMITS	369,866	1,727,834	1,727,834	68,525	304,891	1,422,943	17.65%
INTEREST & RENTS	60,617	156,500	156,500	(39,055)	120,931	35,569	77.27%
STATE FUNDING	525,041	2,945,948	2,992,410	353,595	539,149	2,453,261	18.02%
TRANSFERS IN	0	992,365	992,365	0	0	992,365	0.00%
TAXES	127,230	13,094,361	13,094,361	(2,885,764)	110,867	12,983,494	0.85%
SUB TOTAL	1,082,755	18,917,008	18,963,470	(2,502,698)	1,075,837	17,887,633	5.67%
GRANT/REIMBURSEMENTS:							
GRANTS	12,699	1,699,423	2,062,423	20,184	20,184	2,042,239	0.98%
LOCAL CONTRIBUTIONS	35,776	563,427	563,427	11,744	44,906	518,521	7.97%
REIMBURSEMENTS/OTHER REVENUE	18,062	178,412	178,412	2,826	26,855	151,557	15.05%
FUND BALANCE ALLOCATION	0	814,472	814,472	0	0	814,472	0.00%
SUB TOTAL	66,538	3,255,734	3,618,734	34,754	91,945	3,526,789	2.54%
TOTAL REVENUES	1,149,293	22,172,742	22,582,204	(2,467,944)	1,167,782	21,414,422	5.17%
TOTAL EXPENSES (See Detail Below)	4,765,959	22,172,742	22,582,204	2,094,393	4,826,667	17,755,537	21.37%

**GENERAL FUND EXPENSE BUDGET TO ACTUAL SUMMARY
AS OF 12/31/2023 (25% of Fiscal Year 2023-2024)**

	ACTUAL @ 12/31/2022	2023-2024 ORIGINAL	2023-2024 AMENDED	ACTIVITY FOR DECEMBER 2023	ACTUAL @ 12/31/2023	AVAILABLE BALANCE	% BDGT USED
101 - BOARD OF COMMISSIONERS	48,594	250,235	250,235	32,081	59,381	190,854	23.73%
172 - ADMINISTRATOR	73,773	285,460	285,460	31,106	78,726	206,734	27.58%
191 - ACCOUNTING DEPT	102,660	467,695	467,695	49,357	124,176	343,519	26.55%
215 - CLERK/ROD	159,035	641,805	641,805	68,927	154,147	487,658	24.02%
228 - INFORMATION TECHNOLOGY	236,817	1,081,059	1,081,059	117,765	320,457	760,602	29.64%
233 - PURCHASING	37,804	166,000	166,000	6,634	16,809	149,191	10.13%
243 - PROPERTY DESCRIPTION DEPT	88,520	460,602	460,602	40,062	99,612	360,990	21.63%
245 - COUNTY SURVEY & REMONUMENTATION	17,468	54,079	54,079	25,195	38,203	15,876	70.64%
253 - TREASURER	116,697	481,841	481,841	50,073	118,341	363,500	24.56%
257 - ASSESSOR / EQUALIZATION DEPT	69,248	308,179	308,179	29,962	70,503	237,676	22.88%
262 - ELECTIONS	22,227	166,200	166,200	199	1,551	164,649	0.93%
265 - BUILDINGS & GROUNDS	247,344	1,167,571	1,167,571	110,836	247,368	920,203	21.19%
266 - ATTORNEY / CORP COUNSEL	18,222	70,000	70,000	23,124	23,124	46,876	33.03%
271 - INSURANCE / TAXES	139,324	538,615	538,615	72,154	72,154	466,461	13.40%
276 - COURT GRANTS	134,307	826,724	1,258,186	50,167	132,284	1,125,902	10.51%
279 - FAMILY / JUVENILE COURT	210,892	885,153	873,153	85,314	219,519	653,634	25.14%
283 - CIRCUIT COURT	76,817	341,830	341,830	42,962	90,718	251,112	26.54%
286 - DISTRICT COURT	239,787	951,471	951,471	101,177	233,981	717,490	24.59%
289 - FRIEND OF THE COURT	324,247	1,213,629	1,213,629	128,720	306,442	907,187	25.25%
294 - PROBATE COURT	134,818	516,515	516,515	53,975	133,592	382,923	25.86%
296 - PROSECUTING ATTORNEY	276,267	1,144,879	1,144,879	119,302	289,262	855,617	25.27%
301 - SHERIFF	692,425	3,136,812	3,136,812	250,784	636,015	2,500,797	20.28%
304 - LAW & COURTS SECURITY	42,636	180,427	180,427	14,825	36,187	144,240	20.06%
316 - SECONDARY ROAD PATROL	23,910	108,222	108,222	12,349	28,074	80,148	25.94%
331 - MARINE LAW ENFORCEMENT	1,269	45,408	45,408	0	1,422	43,986	3.13%
345 - PUBLIC SAFETY DEPT	71,053	457,311	457,311	31,200	76,912	380,399	16.82%
351 - JAIL OPERATION	788,008	3,436,896	3,436,896	325,850	803,265	2,633,631	23.37%
426 - EMERGENCY MGMT / HOMELAND SECURITY	26,757	104,504	104,504	10,603	27,597	76,907	26.41%
430 - ANIMAL CONTROL	117,537	437,776	437,776	46,150	109,457	328,319	25.00%
441 - PUBLIC WORKS	208	900	900	205	272	628	30.17%
442 - DRAIN COMMISSIONER	35,371	128,403	128,403	13,411	30,897	97,506	24.06%
528 - WASTE COLLECTION/DISPOSAL	0	27,800	27,800	1,000	1,000	26,800	3.60%
568 - SOIL CONSERVATION	0	10,000	10,000	0	10,000	0	100.00%
601 - HEALTH DEPARTMENT	0	293,544	293,544	73,386	73,386	220,158	25.00%
631 - SUBSTANCE ABUSE	271	60,000	60,000	0	0	60,000	0.00%
648 - MEDICAL EXAMINER	36,696	172,000	172,000	6,939	23,245	148,755	13.51%
649 - MENTAL HEALTH	28,500	122,000	122,000	30,500	30,500	91,500	25.00%
681 - VETERANS' BURIALS	1,371	10,000	10,000	200	575	9,425	5.75%
682 - VETERANS' COUNSELOR	32,688	138,562	138,562	10,576	24,568	113,994	17.73%
701 - PLANNING COMMISSION	377	24,018	24,018	221	451	23,567	1.88%
710 - COOPERATIVE EXTENSION	33,215	133,332	133,332	4,332	25,624	107,708	19.22%
751 - PARKS & RECREATION	58,801	252,828	252,828	22,771	56,870	195,958	22.49%

	ACTUAL @ 12/31/2022	2023-2024 ORIGINAL	2023-2024 AMENDED	ACTIVITY FOR DECEMBER 2023	ACTUAL @ 12/31/2023	AVAILABLE BALANCE	% BDGT USED
966 - TRANSFERS OUT	0	872,457	862,457	0	0	862,457	0.00%
TOTAL EXPENDITURES	4,765,959	22,172,742	22,582,204	2,094,393	4,826,667	17,755,537	21.37%

FUND BALANCE ALLOCATION ANALYSIS

UNASSIGNED FUND BALANCE 9/30/15	5,126,404	<i>PER 9/30/15 Comprehensive Financial Report</i>
UNASSIGNED FUND BALANCE 9/30/16	5,449,774	<i>PER 9/30/16 Comprehensive Financial Report</i>
UNASSIGNED FUND BALANCE 9/30/17	6,011,346	<i>PER 9/30/17 Comprehensive Financial Report</i>
UNASSIGNED FUND BALANCE 9/30/18	5,779,269	<i>PER 9/30/18 Comprehensive Financial Report</i>
UNASSIGNED FUND BALANCE 9/30/19	6,073,472	<i>PER 9/30/19 Comprehensive Financial Report</i>
UNASSIGNED FUND BALANCE 9/30/20	7,950,059	<i>PER 9/30/20 Comprehensive Financial Report</i>
UNASSIGNED FUND BALANCE 9/30/21	8,704,098	<i>PER 9/30/21 Comprehensive Financial Report</i>
UNASSIGNED FUND BALANCE 9/30/22	9,018,784	<i>PER 9/30/22 Comprehensive Financial Report</i>
ADOPTED FUND BALANCE ALLOCATION	1,849,469	<i>Original 2022-2023 Budget as adopted</i>
	249,660	<i>Adjustments to FY 23 Budget</i>
ADOPTED FUND BALANCE ALLOCATION	814,472	<i>Original 2023-2024 Budget as adopted</i>
	<u>2,913,601</u>	
EST. UNASSIGNED FUND BALANCE 9/30/24	<u>6,105,183</u>	



CASS COUNTY BOARD OF COMMISSIONERS

TO: Board of Commissioners

FROM: Hope Anderson, Cass County Land Bank Authority Chair

DATE: 01/03/2024

RE: MSHDA CHILL Program

REQUEST:

Adopt Resolution Authorizing Submittal of the CHILL Program Grant Application.

BACKGROUND:

The Cass County Land Bank Authority has met the threshold criteria to warrant an invitation to submit an application for further consideration for an award of CHILL grant program funding. The CDBG Housing Improving Local Livability (Chill Program) funds can be used for two activity types: homeowner rehabilitation, to preserve affordable housing units; and demolition/reconstruction/resale, to remove blight and infill with single-family housing for resale to income eligible homebuyers.

REVIEWS:

Prior to submitting this request, this agenda item was reviewed by all impacted departments noted below: (Ex: Administration, Maintenance, HR, and IT)

Cass County Land Bank Authority, Administration

FINANCIAL ANALYSIS:

N/A

RECOMMENDATION:

Approve the Resolution Authorizing Submittal of the CHILL Program Grant Application be added to the Consent Agenda of the February 1st Regular Meeting.

CASS COUNTY BOARD OF COMMISSIONERS

R-###-24

A RESOLUTION TO ESTABLISH A REQUEST FOR FUNDING FROM MSHDA CDBG HOUSING IMPROVING LOCAL LIVABILITY (CHILL PROGRAM), TO DESIGNATE A CERTIFYING OFFICER, AN AUTHORIZED SIGNOR AND TO DESIGNATE AN ENVIRONMENTAL REVIEW CERTIFYING OFFICER.

WHEREAS, MSHDA has invited Units of General Local Government to apply for its CDBG Housing Improving Local Livability (CHILL) Program;

WHEREAS, the Cass County Land Bank desires to request \$500,000 Dollars in CDBG funds to pursue the creation of housing programs that benefit low- and moderate-income households;

WHEREAS, the CHILL Program has two eligible activity types including homeowner rehabilitation to preserve affordable housing units and demolition/reconstruction/resale, to remove blight and infill with single-family housing for resale to income eligible buyers;

WHEREAS, the proposed project will benefit all residents of the project area including the 61.68% percent of the residents of Cass County who are low-moderate income persons as determined by census data provided by the U.S. Department of Housing and Urban Development; and

WHEREAS, local funds to be invested in the project have not been obligated/incurred and will not be obligated/incurred prior to a formal grant award, completion of the environmental review procedures and a formal written authorization to obligate/incure costs from MSHDA.

NOW, THEREFORE, BE IT RESOLVED that the Cass County Land Bank and the Cass County Board of Commissioners authorize the submittal of the grant application, and hereby designate Hope Anderson, Cass County Treasurer/ Chairperson of the Cass County Land Bank as the person authorized to certify the Application and all attachments, the person authorized to sign the Grant Agreement any amendments to the Grant Agreement, and payment requests, and the person utilized to execute any additional documents required to carry out and complete the grant.

BE IT FURTHER RESOLVED that the Cass County Land Bank also authorizes Hope Anderson to act as the Environmental Review Certifying Officer (CO) and the Environmental Review Officer (ERO).

ADOPTED THIS _____ DAY OF FEBRUARY 2024

ATTEST:

Monica McMichael, Clerk/Register
COUNTY OF CASS

Jeremiah Jones, Chair
CASS COUNTY BOARD OF COMMISSIONERS



CASS COUNTY BOARD OF COMMISSIONERS

TO: Board of Commissioners

FROM: Cass County Planning Commission

DATE: January 18, 2024

RE: Cass County Master Plan Update Proposal

REQUEST:

Approve the Quote from McKenna to complete an update of Cass County's Master Plan.

BACKGROUND:

The Cass County Planning Commission has been working over the past year to facilitate an update to the County's Master Plan. The last update was completed in 2014. As it's been 10 years, the time has come for the plan to be updated and revised to reflect current conditions based on trends from 2014 and establish a roadmap for future opportunities.

\$15,000.00 had originally been appropriated in the FY 23 Budget for the Master Plan Update. Additionally, in July 2023 Master Plan Commitment Agreements were approved for Pokagon Township, Volinia Township, Wayne Township, and the Village of Vandalia. The Commitment Agreements between the local municipalities and the County provided \$1,500.00 in funding from each local municipality to help further defray the costs to the County as well as commit resources towards a Joint Master Plan.

During the original Master Plan Update Process, the Cass County Planning Commission requested quotes and hosted meetings to review proposals. Three quotes had been received and a vendor was selected. In the intervening time, there were challenges that had occurred with the original vendor for the Master Plan Update regarding scheduling and other related matters. After extensive review and discussion, the vendor and the Planning Commission elected to discontinue the agreement. The commitments from the local municipalities were also returned along with a letter detailing the situation and informing them that when a new vendor and costs were finalized, a new commitment agreement detailing an updated share of costs would be prepared and issued for their approval.

As such, a new vendor is now necessary. McKenna was the 2nd lowest bid during the proposal review process and the Planning Commission held a second interview with McKenna in November. Following this interview, the Planning Commission recommends approving the Master Plan Update Proposal from McKenna.

REVIEWS:

Prior to submitting this request, this agenda item was reviewed by all impacted departments noted below: (Ex: Administration, Maintenance, HR, and IT)

Cass County Planning Commission, Administration

FINANCIAL ANALYSIS:

The Master Plan Update Proposal from McKenna would be completed at a cost of \$50,000.00 and would be proposed to be split across FY 24 and FY 25. Funding for the project had originally been appropriated for FY 23 and FY 24 but none had been utilized to date.



CASS COUNTY BOARD OF COMMISSIONERS

RECOMMENDATION:

Approve the Master Plan Update Proposal be added to the Consent Agenda of the February 1st Regular Meeting.

MCKENNA

PROPOSAL TO PREPARE

Master Plan

CASS COUNTY, MICHIGAN



JANUARY 3, 2024

Communities for real life.

Master Plan

CASS COUNTY, MICHIGAN

PREPARED JANUARY 3, 2024 BY

MCKENNA
124 East Fulton Street
Suite 6B
Grand Rapids, MI 49503

O 248.596.0920
F 248.596.0930
E info@mcka.com
MCKA.COM



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Resumes

Executive Summary



PROJECT TEAM

Our team brings diverse expertise to the Cass County Master Plan update, from non-motorized transportation and public engagement strategies, to sustainable development design and comprehensive plan implementation strategies.

SCHEDULE

Completion within 10-12 months of contract execution, or as otherwise agreed upon with the County.

FEES

Lump Sum Fee: \$50,000

We can work with you to customize our proposed scope of work to eliminate, add, or modify elements, with our overall fee adjusted accordingly.

MEETINGS

Our team will prepare for and attend the following meetings:

1. Planning Commission Meetings:
 - a) Kickoff & Existing Conditions
 - b) Community Input and Goals & Objectives
 - c) Future Land Use and Full Draft Review

2. Adoption Process
 - a) Planning Commission Recommendation of Distribution
 - b) County Commission Approval of Distribution
 - c) Planning Commission Public Hearing
 - d) County Commission Adoption

Additional meetings requested by the Planning Commission or other County leaders shall be invoiced hourly, at the rates included in this proposal.

Work Program



A UNIFYING VISION FOR CASS COUNTY

A key purpose of the Master Plan process is to create a unified vision for the entire County, including all municipalities, whether the County Master Plan serves as their official plan, or not. The overall vision for the Cass County Master Plan Update is to provide an informed policy guiding document, update important existing conditions based on trends since 2014, and establish a roadmap for future opportunities within the County.

Scope of Work



We have designed the following scope of services for the development and implementation of the Cass County Master Plan project. Each of these options are described in further detail below.

UPDATE TO THE 2014 MASTER PLAN

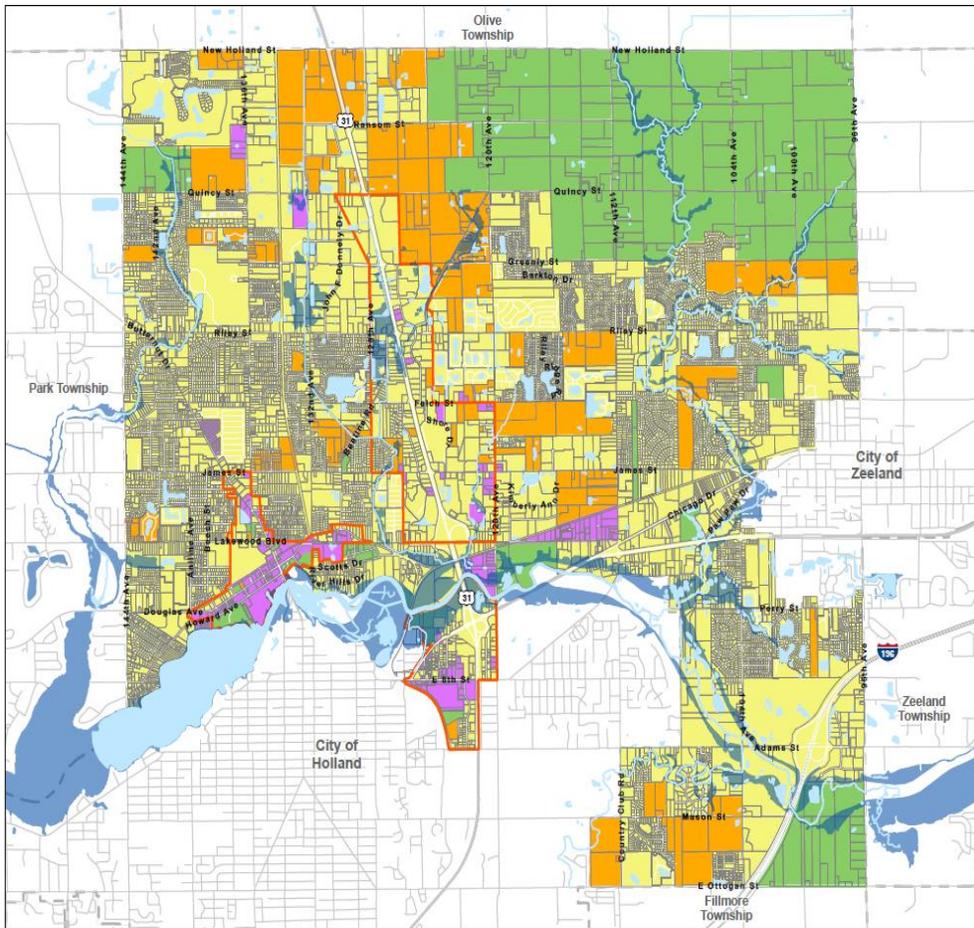
1. **Incorporate 2020 Census data (and most recent 5-year American Community Survey estimates) to update corresponding demographic narratives.** This step will include:
 - Updated demographic information and how that information relates to planning principles.
 - Comprehensive tables, graphs, and images to visually display demographic information.
 - Analysis that shows general trends and changes over time.
2. **Identify changing conditions in the County.** This step of the process will identify changing conditions in the County, examining changes in more detail for those local communities that use the County Master Plan as their official plan.
3. **Revise to reflect the status of the 2014 Master Plan implementation strategies.** During this phase, we will identify the recommendations noted in the 2014 Master Plan that should be carried over into the updated Plan, and eliminate recommendations that have already been implemented, or may not be relevant anymore.
4. **Identify key 'emerging issues' in the County.** These emerging issues can include (but are not limited to):
 - solar/wind energy
 - broadband
 - recycling
 - marihuana facilities
 - argi-tourism and argi-businesses
 - farmland preservation
 - housing
5. **Add the 'Framework' approach (and map) to the Future Land Use discussion.** The 'Framework' approach is designed to illustrate how the County Future Land Use Plan and how local master plans all work together to form one large picture for the area. The County framework map will be used as a base to inform the Future Land Use categories and process. In general, the framework categories typically include (but are not limited to):
 - Preserve
 - Enhance
 - Grow

For example, if an area of the County is designated as “preserve” in the general framework map, then the corresponding Future Land Use category will typically consist of agricultural preservation, or recreation designations. This is a useful tool and strategy that is used to help first identify which areas of the County should be preserved as is, which areas could use enhancement or redevelopment initiatives, and which areas are best suited for more growth. The Future Land Use Plan will then include more detail on the type of growth planned for specific areas (e.g., commercial, mixed use, industrial, etc.).

6. **Convert Implementation Strategies into an updated Action Plan.** Option #2 will include a robust Action Plan that will describe, in detail, how to achieve the Future Land Use (and other) recommendations. This will be an Action oriented matrix that will include details for the “who, what, and why” of implementation and provide the platform for the County Planning Commission to operate in a leadership role for local communities as educator and facilitator.
7. **Update maps.** We will update all maps included in the 2014 Master Plan.
8. **Include photos and graphics.** The new Plan will include a vast number of photos and graphics to facilitate user-friendliness and also elevate the document’s overall design and appearance.
9. **Public Engagement.** The proposed public engagement strategy is for an online survey, open to the public. Additionally, we are proposing to schedule and host up to two (2) public open houses. These open houses will likely occur in the beginning of the project, and toward the end of the project. We will gain insight from stakeholders from the beginning to identify the major key points the updated Plan should address. The second open house will be held toward the end of the process to validate what we heard from the community. We will engage with local decision makers and appropriate staff on key elements all throughout the planning process.
10. **Meetings.** We propose three (3) working meetings with the Cass County Planning Commission, as well as attending meetings during the adoption process. Additional meetings requested by the Planning Commission or other County leaders will be invoiced hourly.



Samples of existing conditions and community snapshot analysis.



LEGEND

- Preserve
- Enhance
- Develop
- Redevelop
- Subarea Boundaries
- FEMA 100 Year Floodplain
- Rivers, Lakes, Streams, Drains
- Other Municipal Boundaries

The "Township Framework" prepared for the Holland Charter Township Master Plan. The framework created a clear line between the portion of the township planned for growth and the portion of the township planned for rural preservation, which was a key aspect of the future land use plan.

Project Schedule

We will work out a mutually-acceptable schedule for preparing the master plan with the County. Following is our proposed timeline of tasks and meetings, estimated to take 10 to 12 months. This schedule applies to all three (3) project options as described above.

TASK	MONTH											
	1	2	3	4	5	6	7	8	9	10	11	12
1. Kick-off, Project Startup, Existing Conditions		1										
2. Public Participation and Community Outreach			2									
3. Public Engagement Results and Goals & Objectives					3							
4. Future Land Use and Full Draft Review							4					
5. Implementation Strategies							4					
6. Adoption								5	6			7,8

MEETINGS (TIMING NOTED ABOVE)

1. Planning Commission Meeting: Kickoff & Existing Conditions Discussion
2. Community Open Houses (if applicable)
3. Planning Commission Meeting
 - a) Online Survey Results
 - b) Community Workshop Results
 - c) Goals & Objectives Discussion
4. Planning Commission Meeting: Future Land Use Review and Full Draft Review
5. Planning Commission Meeting: Recommendation for Distribution
6. County Commission Meeting: Approval for Distribution
7. Planning Commission Meeting: Public Hearing
8. County Commission Meeting: Adoption

Additional meetings requested by the Planning Commission or other County leaders will be invoiced hourly at the rates included at the end of this proposal.

Project Staff and Management

We propose an experienced team familiar with and ideally matched to Cass County’s needs in efficiently updating the County’s master plan. Our combined expertise with community master planning and knowledge of the issues facing cities today will allow us to provide Cass County with a complete and innovative plan update that meets your desires.

Members of our team are industry leaders in organizing an efficient and effective public process leading to compelling and comprehensive plans with a strong implementation focus.

Our professionals embrace:

- Highly effective public processes
- Walkability, bicycling facilities, greenways, trails, complete streets, healthy streets
- Active living, active transportation
- Place making
- Parks and open space
- Economic development
- Livable communities
- Environmental preservation
- Land use and conservation
- Traffic and intersection analysis, especially to determine minimum lane needs, circulation, and multi-modal mix
- Context-sensitive design solutions



We customize our work to reflect local economies, environments, and politics, and our approach to all projects is sensitive to history, size, scale, population, demographics, and diversity of people and place.

DOCUMENT CREATION PROCESS

McKenna will produce draft text for the plan in memo format, with draft maps included as attachments. This will allow for easy revisions of the draft plan content. Prior to the Full Draft Review by the Planning Commission (Meeting #8), our skilled and creative graphics team will compile the plan content into a modern, graphically interesting document, using Adobe InDesign.

PROJECT TEAM

- **Rebecca Harvey, AICP, Senior Principal Planning Consultant**, will serve as the Project Director and day-to-day contact for the County. Becky has decades of experience as one of West Michigan’s premier small town and rural planners, including serving as the planner for the City of Hastings, Rutland Township, Yankee Springs Township, and Prairieville Township, among many other communities.
- **Christopher Khorey, AICP, West Michigan Manager**, will serve as a Project Planner. Chris has managed and implemented numerous McKenna projects in West Michigan, including master plans for Roosevelt Park and Holland Township, and zoning ordinances in the City of Holland, the City of Grandville, and Grand Haven Township.
- **Kyle Mucha, AICP, Senior Planner**, will serve as an additional project planner. Kyle has served communities throughout southwest Michigan, including Marcellus, Saugatuck, Oshtemo Township, and Vicksburg. Prior to coming to McKenna, Kyle worked for Portage and was a key cog in their planning and zoning administration system.

- **Paige Brodeur, Assistant Planner**, will be the primary GIS Mapper. Paige is a recent addition to the McKenna team, joining us from the Michigan Department of Transportation, where she worked as a GIS Specialist.
- **Carrie Leitner, Art Director**, will create a beautiful and easy-to-read final document.

Cost Proposal

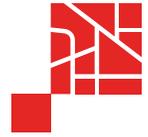
FEE

The following is an itemized breakdown of the fees to complete the Cass County Master Plan, as described in this proposal. We propose to complete the project for a lump sum of **\$50,000**

Additional services beyond the scope can be provided, including additional meetings, at the County's request based on McKenna's professional fee schedule (below) or a separate negotiated fee.

MCKENNA PROFESSIONAL FEE SCHEDULE

Professional Classification	Rate Per Hour
President	\$155.00
Executive or Senior Vice President	\$145.00
Vice President	\$140.00
Director (Leitner)	\$135.00
Senior Principal or Manager (Harvey, Khorey)	\$130.00
Principal	\$125.00
Senior (Mucha)	\$115.00
Associate	\$110.00
Assistant (Brodeur)	\$100.00



Rebecca J. Harvey, AICP, PCP

SENIOR PRINCIPAL CONSULTANT

EDUCATION

**Master of Arts,
Community Development & Planning,**
Western Michigan University

**Bachelor of Science,
Geography, Earth Science,**
Western Michigan University

PROFESSIONAL EXPERIENCE

Public Participation:

Nationally certified in the public participation process by the National Charrette Institute. Successfully directed and completed public participation for recreation plans and master plans in Michigan communities.

Master Planning

Developed, updated, and amended community master plans, subarea plans and recreation plans. Performed all elements of the planning process. Prepared plans for downtown redevelopment, open space preservation, neighborhoods, and corridor/gateway redevelopment strategies.

Design Review

Provided skilled plan review, ordinance interpretation and application, preparation of development reviews/recommendations, and efficient facilitation of the overall development process. Provided on-going development review services for cities, villages, and townships

Form-Based Code

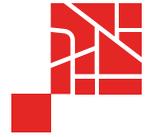
Successfully developed and secured adoption of form-based codes for downtown commercial cores to address issues of infill development and historic preservation and facilitate the application of Complete Streets concepts. Efforts involved community education on a form-based approach to development regulations and the execution of an outreach strategy to obtain public involvement and support of the form-based code.

Access Management

Developed first Access Management Plan in Southwest Michigan. Authored access management standards in several communities and educated elected officials, planning commissions, and area developers on access management to get design support. As Chair of the Kalamazoo Area Transportation Study, developed the first access management review process at the County level and achieved Committee support. Worked with KATS Policy Committee to gain support for access management policies at a regional level.

Sub-Area Planning

Initiated the concept of sub-area plans in sensitive locations within communities such as Oshtemo Township and the Village of Paw Paw. Formed citizen-based committees to participate in the planning process for each sub-area; authored each subarea plan; used contacts with local planners, engineers and design professionals to obtain donated assistance in the development of plan elements and in gaining regional support of the local plans; and, worked with local reporters to achieve publicity and gain support of the sub-area committee process.



Christopher D. Khorey, AICP

SENIOR PRINCIPAL PLANNER
WEST MICHIGAN MANAGER

EDUCATION

Master of City and Regional Planning
University of Pennsylvania

Bachelor of Arts
University of Notre Dame

HONORS

Excellence in Best Practice Award for the Barry County 2040 Master Plan “Live Better”, Michigan Association of Planning, 2023

Excellence in Best Practice Award for the Holland Unified Development Ordinance, Michigan Association of Planning, 2022

Award for Excellence in Student Publications,
University of Pennsylvania

PROFESSIONAL EXPERIENCE

Community Planning, Master Plans

Performs all facets of community-wide master planning processes including data analysis, public participation, community visioning, and implementation strategy. Applies innovative master planning strategies for open space preservation, downtown redevelopment, historic preservation, and commercial corridor redevelopment. Integrates regional thinking into local community planning. Implements master plan visions in communities across Michigan.

Market Analysis

Completes successful market analyses—including target market analyses, for residential, commercial, recreation needs, and office development—in suburban communities, older industrial cities, and small towns. Applies financial modeling, population projections, housing demand analysis, and retail gap analysis; employs statistical innovation and research techniques to unearth the nuances of demand for housing types.

Zoning

Prepares zoning ordinance and map amendments, including form-based codes and lean zoning, for a wide variety of communities; provides day-to-day guidance regarding zoning to officials from farming townships to dense urban cores; performs on-site administration of zoning ordinance in dense community with historic downtown.

Redevelopment Planning and Management

Develops neighborhood plans for CDBG target areas. Creates vision for redevelopment and investment in legacy neighborhoods and communities.

Facilitation and Public Engagement

Creates and executes public engagement strategies to address key stakeholders and community members in a variety of projects, in both growing communities and older urban neighborhood. Prepares illustrative and descriptive materials for formal presentation at meetings with public officials, community stakeholders, real estate investors, and the academic community.

Development Review

Provides ongoing development review services and technical advice and recommendations to approval agencies for cities, villages, and townships including site plan, special land use, subdivision, variance, and rezoning for residential, commercial, industrial, mixed use, and planned unit developments.



PROFESSIONAL EXPERIENCE

Wireless Services

Specializes in wireless telecommunications planning and regulation, including review services, drafting and approval of revised wireless regulations; assistance on assessments, leases and proposed buyouts.

Parks and Recreation Planning

Completes Parks and Recreation Master Plans meeting MDNR requirements for a wide range of communities throughout Michigan. Targets grant programs for parks improvements and provides ongoing services to a Parks and Recreation Commission undergoing the implementation of their plan. Engages the public in the parks and recreation planning process through visioning sessions, online surveys, and presentations at public hearings.

Neighborhood Stabilization and Land Banking

Conducts analysis of land bank program in post-industrial cities, investigating efficiency and effectiveness of program in reducing blight and spurring redevelopment.

Transportation

Provides consulting assistance on safety and operations for transit agencies in several major metropolitan areas; coordinates planning processes and grant applications for transportation enhancements, non-motorized pathways, and streetscapes.

PUBLICATIONS

“Smart Decline or False Hope? Evaluating the Genesee County Land Bank in Flint, Michigan.”

University of Pennsylvania, May, 2010.

MEMBERSHIPS

American Institute of Certified Planners
American Planning Association
Congress of New Urbanism
Michigan Association of Planning



Kyle Mucha, AICP

SENIOR PLANNER

EDUCATION

Master of Geography
Western Michigan University

Bachelor of Science in Social Science
Grand Valley State University

PROFESSIONAL EXPERIENCE

Planning

Manages complex planning and semi-urban design projects, providing preliminary direction to business and residential developers. Coordinates and assist with day-to-day planning needs of municipal government, including conducting site plan reviews, drafting zoning amendments, preparing planning reports, and presenting to planning commissions and governing bodies. Provides feedback and communication to applicants regarding proposed developments as it relates to best practices in planning.

Zoning

Reviews and revises zoning ordinances as needed to effectuate master plan goals and recommendations, responds to the changing needs of municipalities, and addresses emerging land use issues. Ensures compliance with zoning regulations ranging from single family residential districts to large industrial developments. Ensures proposed projects and continued development of sites meets existing zoning regulations.

Citizen Engagement

Facilitates initial discussions with members of the public regarding conceptual developmental ideas. Coordinates with residential and business leaders on projects that have a wide range of potential impacts on the community. Actively engages residents, business owners and community leaders to provide input on ordinance and development proposals.

Redevelopment Planning

Coordinates with municipality officials regarding each step of the redevelopment process including identification of sites, feasibility studies, conceptual site plan design, and zoning. Collaborates with property owners, municipal staff, residents, and other stakeholders to build consensus around project vision and implementation. Develops marketing materials to entice prospective development leaders to consider the viability of a given site to meet business needs and requirements.

Geographic Information Systems (GIS)

Analyzes spatial data through mapping software (ESRI – ArcMap & ArcPro). Designs digital maps with geographic data and other data sets to assist the public, boards, commissions and policy makers in making decisions based on data visualization.

Ordinance Compliance

Oversees ordinance regulations and enforcement for municipalities as it relates to community quality, blight elimination, zoning standards, neighborhood improvement. Reviews community enhancement ordinances across multiple municipal jurisdictions and make recommendations for improvements. Coordinates site inspections with other municipal departments as it pertains to ordinance violations.

MEMBERSHIPS

American Institute of Certified Planners
American Planning Association
American Planning Association
– Water Planning Network, Steering Committee

Michigan Association of Planning
Grand Valley State University Alumni Network

SELECT PRESENTATIONS

“Parks! The Demand For Change” – American Association of Geographers, National Conference



Paige Brodeur

ASSISTANT PLANNER

EDUCATION

Bachelor of Science
Calvin University, Grand Rapids, Michigan

PROFESSIONAL EXPERIENCE

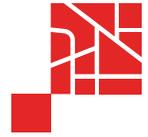
Transportation Planning
Participate in meetings focusing on current MDOT projects by taking notes and giving input. Develop plans and research for grants.

Mapping
Designs and produces GIS maps for transportation and land use analysis, as well as long-range planning.

Public Engagement
Ensures that the entire planning process is people-driven through focus groups, roundtables, surveys, and workshops for a variety of different projects.

MEMBERSHIPS

American Planning Association
Michigan Association of Planning



Carrie Leitner

ART DIRECTOR

EDUCATION

Bachelor of Fine Arts in Graphic Design
University of Michigan

Internet Professional Curriculum Courses
Washtenaw Community College

PROFESSIONAL EXPERIENCE

Document Design and Layout - Planning and Zoning

Designed and produced simple and complex layouts for documents including community master plans, zoning ordinances, and urban design plans.

Downtown and Retail Corridor Branding

Created brands and identities for private firms and Michigan downtowns and corridors. Developed multiple concepts for elaboration in a range of styles. Branding included downtown logos, document design, banners, brochures, and wayfinding signage.

Art Director Municipal Projects

Created initial design and messaging concepts for a multitude of high profile municipal clients, capital campaigns and annual giving initiatives.

Image Editing and Production

Edited complex photographic and illustration graphics using Photoshop and Illustrator for zoning ordinances and master plans. Managed elaborate projects including color correction, recreation plan renderings, and branding for municipal electrical energy use education.

Illustration and Visualization – Zoning, Planning, and Design

Produced graphic ideas quickly and successfully which conveyed the clients' vision. Rendered detailed zoning graphics, facade improvements, and corridor and neighborhood visualization using Adobe Photoshop.

Website Design and Implementation for Public Engagement

Planned website architecture to clearly deliver content for stakeholder use under simplified navigation. Formatted websites to include municipal documents for public review and comments.

Hand Renderings and Art Work

Created privately-commissioned portraits in pencil and charcoal. Created the first annual Charlevoix (MI) Venetian Festival poster in oil pastel. Appeared in the Charlevoix Waterfront Art Fair exhibiting pen and watercolor paintings of local street scenes and building sketches. Rendered several site and landscape concept plans with pen and ink.

SOFTWARE EXPERTISE

Highly proficient and skilled in Adobe Creative Suite (InDesign, Illustrator, Photoshop) and Microsoft Office (Word, PowerPoint).