

This is a recap of the 3M Exercise. The answers are subject to change as the Township Board seeks to take advantage of the knowledge, skills, abilities and talents of Board members, employees, contractors, and volunteers.

Issues:

1. Who is responsible for website updates? Currently, the Clerk is responsible.
2. Who is responsible for garbage left outside the transfer station? This is an ordinance violation which currently falls to Trustee Noble and Supervisor Eitrem's zoning/ordinance compliance employee (Burt Menard).
3. Who can talk to the Township Board's attorney? By statute, the person on the Board responsible for legal issues is the Supervisor. If the legal issue involves the Supervisor, another member of the Board may be delegated by the Board to perform that function. Board members (including Supervisor Eitrem), Department Heads, committee members, employees and volunteers are prohibited from obligating Township funds by incurring attorney fees without the approval of the Board.
4. Who is responsible to report road conditions, washouts, and ditch issues? This is not a Township requirement or function although the Supervisor is responsible for providing liaison to the County Road Commission. As such, the Supervisor would likely be responsible for communicating with them.
5. Who is responsible for getting qualified people on committees? When a vacancy on a standing committee exists, that committee chair has the responsibility to notify the Board and to ask for a replacement. Moving forward, when a vacancy exists, our committee liaison (Trustee Noble) shall work with Clerk Andary to provide notices in appropriate locations (Quacker & Website). Once the individuals make application, the Clerk provides the names and applications to the Supervisor who will then make selections and then recommend those selections to the Board for appointments.
6. Who is in charge of the beautification committee? Once a full committee is established (at least three members), the committee members shall select a chair.
7. Who is responsible for grass cutting and cleanup at the transfer stations? The transfer station attendants shall be responsible for their respective sites. The Township has a riding lawnmower, a push mower, and a weedwacker available for that use. In the spring we will modify the small shed at the North Transfer Station so that these items may be stored there.
8. Who is responsible for park maintenance? Trustee Repa is responsible for park maintenance.
9. Who is responsible for scheduling the Community Center? Clerk Andary is responsible for Community Center rentals.
10. Who is responsible for kitchen inspections? Clerk Andary is currently responsible for kitchen inspections. She is also responsible for scheduling cleaning of the Community Center, to include the kitchen. If she identifies an outside entity or department that is not cleaning the kitchen after they use it, she may impose a cleaning fee or restrict usage until the kitchen is cleaned by the offending party or parties.
11. Who is responsible for Community Center periodic cleaning? Clerk Andary is responsible for scheduling Township employees to clean the Community Center.
12. Who is responsible for facility maintenance? Facility maintenance at the Fire Barns is the responsibility of Fire Chief Pine. Facility maintenance at the Ambulance shed is the responsibility of the EMS Co-Captains (TBD?). Facility maintenance of the Township Hall is the responsibility of Trustee Repa. Maintenance of the parking lots, to include plowing, is the responsibility of Supervisor Eitrem.

13. Who is responsible for cleaning up after students? The responsibility was supposed to fall to the parents of the students involved.
14. Who is responsible for cleaning the area around the coffee maker? The user of the coffee maker should be responsible to clean up after they use it.
15. Who is responsible for daily cleaning? Nobody. Unfortunately, it is not realistic to expect anybody to clean every day. If this became a requirement to use the Township Hall, we would probably choose to work from home. I know of no state or federal building in Michigan that gets cleaned every day, and I know of no county, city, or township governmental entity that requires it. We simply can't afford a full-time cleaning staff.
16. Who is responsible for the plow truck? Currently, Supervisor Eitrem is responsible for the plow truck's operations and maintenance.
17. Who is responsible for purchasing supplies such as soap, towels, toilet paper, etc for the Community Center? Trustee Repa and Clerk Andary share this responsibility. As a Purchasing Agent, Clerk Andary can order supplies from existing vendors through the purchasing process.
18. Who is responsible for the operation and maintenance of the backup generator? Trustee Repa is responsible for the maintenance of the Community Center. Supervisor Eitrem serves as a backup for this function.
19. Who is responsible for the quarterly water tests submitted to the County Health Department? Trustee Repa is responsible for taking water samples and ensuring they are delivered to the Health Department in a timely manner.
20. Who is responsible for testing and maintaining the AED located in the Township Hall? Logically, one of the EMS Co-Captains should be responsible. That responsibility has not yet been determined.
21. Who is responsible for clearing snow off walkways around or adjacent to the Community Center? The employees plowing snow for the Township are responsible to remove snow from the walkways and areas adjacent to the building. However, every Township employee has an individual duty and responsibility to identify and rectify safety hazards they encounter. This includes moving snow, spreading salt or sand, or sweeping other debris from walkways and sidewalks, porches, steps, ramps or other avenues of pedestrian egress they might encounter.
22. Who is responsible for cleaning the water fountain? The water fountain will be covered until it can be cleaned, and maintained properly, especially in this current pandemic. Supervisor Eitrem recommends that it be covered until such time as the water can be tested.
23. Who is responsible for cleaning the utility room? Trustee Repa and Clerk Andary share responsibility until time as a regularly scheduled employee can assume that responsibility.
24. How should complaints be handled? Complaints should be directed by the receiver to the owner of the functional area via a post to our Township Board FB Group. That owner should either address the issue or bring it to the Board for resolution. Once the issue is addressed, the owner shall inform the receiver that the issue is resolved. The receiver shall then remove the post from our Township Board FB site, thereby recognizing that the issue is no longer a concern.
25. How do we hold the EMS/Fire Departments accountable for the maintenance of their equipment? To start with, the Board requires the EMS & Fire Departments to submit an annual maintenance plan that includes every major piece of equipment, especially those that use gas or electricity to operate. The Board then delegates a Board member or Township employee to observe and validate the functional status of the equipment.
26. How do we validate that the ambulance crew is working from the Ambulance Shed, not the mainland? Individual member(s) of the Township Board may be delegated to verify the presence of the Ambulance crew members on Sugar Island.

27. Who is responsible for scheduling and ensuring that septic tanks at the Community Center and North Park are purged at least once a year? Trustee Repa and Clerk Andary shall work share this responsibility.
28. Who is responsible to inventory high-value items? Department heads (EMS & Fire) as well as Trustee Repa and Supervisor Eitrem are responsible to conduct periodic, high-value inventories. Chief Pine is responsible for the Fire Department, one of the EMS Co-Captains is responsible for the Ambulance Department, Trustee Repa is responsible for the Community Center, and Supervisor Eitrem is responsible for the items located at the Transfer Stations. All inventories shall be stored in hard copy by Clerk Andary (for insurance purposes) and electronically via some form of cloud storage.
29. Who is responsible for developing and maintaining employee policies and procedures? The Board is responsible for developing and approving personnel policies. These policies should include requirements for periodic evaluations, position description updates, and performance standards/expectations. Once developed, the Board should require all supervisors to conduct initial orientations and periodic/cyclic evaluations. These written evaluations should be submitted to Clerk Andary for inclusion in individual personnel files.
30. Who works with the Sugar Island Youth Group? While not a typical Township function or responsibility, Clerk Andary has volunteered to work with the Youth Group.
31. Who is responsible if someone slips and falls in the parking lot? Any Board member may assist the individual by either calling 911, or asking them to complete an incident report. Incident reports are available from Clerk Andary and may be available from the Township's website.
32. Who is responsible to deal with unsightly debris, unattractive collections of unregistered vehicles, or other eyesores throughout the Township? These types of disturbing incidents may be ordinance violations and should be treated as such. If the incident is determined not to be an ordinance violation, the Township's Beautification Committee should intervene. This committee has been designed to assist Island residents clean up their properties, especially where the residents neither have the will or the capacity to so independently.
33. Who is the Township's OSHA representative? The EMS Co-Captains have the requisite training to be the Township's OSHA representative but it does not appear that they've been engaged in this work for some time. Trustee Repa and Supervisor Eitrem have years of experience in working in compliance with OSHA, conducting inspections, and developing protocols to meet OSHA expectations. So, unless an EMS Co-Captain shows a yet to be determined competency in this area, Trustee Repa and Supervisor Eitrem will share responsibility.
34. How do we enforce ordinances fairly and equitably? The Board has hired a zoning administrator and a code compliance officer in Burt Menard. It is his responsibility to make determinations as to ordinance/code compliance. It appears that a lack of fairness existed because other Board members interjected themselves, and their preferences, into the process. As a Board we should be prepared to police our behaviors and to hold each other accountable when this happens.
35. Who is responsible to control EMS & Fire Department spending? The Board must develop a comprehensive purchasing policy that requires constant oversight of spending by these two departments. Additionally, the establishment of relevant, coherent and consistent set of Board-approved, personnel policies that are strictly enforced will serve to constrain frivolous, extravagant, or unnecessary expenditures.
36. Why is the EMS Department allowed to exceed its budgeted amounts every year? The current budget and spending practices are clearly deficient. Unless or until a new set of purchasing policies is established, and a new set of personnel policies that define and restrict at-will purchasing decisions and the issuing of give-away uniforms, budgets will suffer.

37. Why do some employees receive uniforms and some do not? The lack of a coherent and consistent set of Board-approved, personnel policies and unfettered spending by the EMS and Fire Departments has permitted disparate treatment between different groups of employees. A new set of personnel policies may include the issuance of uniforms that include numbers, not names and these uniforms are turned in when they leave the Departments. A coherent policy would include some measure of fairness and equity.
38. Who is responsible for purchasing office supplies, materials and equipment? Clerk Andary and Treasurer Rosenbum are the primary users of Township-purchased office supplies, materials and equipment and they know better than anybody else what they need to do their jobs. It stands to reason that Clerk Andary and Treasurer Rosenbum should be permitted to purchase expendable supplies and materials without oversight. However, if another Board member wants or needs expendable supplies or materials, they should go through Clerk Andary to procure them. If any Board member wants or needs a new piece of non-expendable equipment, that Board member should make a motion at a regularly scheduled Board meeting where a quorum is present. If the Board votes to purchase the item, the requesting Board member should work with a Township Purchasing Agent to complete a purchase request, receive a purchase order, and Clerk Andary will make the purchase.