

Board Policy Manual Charter Township of Meridian

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PREAMBLE

The Meridian Township Board has adopted the Policy Governance model created by John Carver, to articulate its "Vision" for the direction of Meridian Township. Each January, the Board reviews the goals or "Ends Statements" and priorities listed in the Board Policy Manual. The Ends Statements appear in order of priority. These Ends adopted by the Township Board provide direction to Township Boards and commissions, manager and staff for their work in the coming year. The Township Manager then directs staff to establish goals and objectives that support the Township Board Global Ends (Township Budget). The Township Manager regularly submits reports to the Board regarding compliance with the direction set by the Board through its Policies.

Section I: POLICY TYPE – Ends

1.0 POLICY TITLE: *GLOBAL ENDS STATEMENT*

Vision: Our vision is to achieve and maintain the highest quality of life for our residents. We believe the highest quality of life encompasses sustained or enhanced natural environment, health and safety, prosperity, cultural heritage, and diversity.

Mission Statement: Meridian Township exists to create a sustainable community through the most effective use of available resources in order to achieve the highest quality of life for its residents.

Values: (This requires staff input)

To achieve our mission, we commit to:

1. Protect habitat, provide for recreation, and assure ecosystem processes to sustain and enhance the natural environment
2. Sustain and enhance health and safety
3. Enhance prosperity
4. Sustain and enhance our cultural heritage, including the arts, historic buildings and sites, farmsteads, social and recreational amenities
5. Enhance the diversity of our Township
6. Enhance the delivery of Township services

1.1 POLICY TITLE: *NATURAL ENVIRONMENT ENDS (Priority: #1 for enhancement; #2a for sustained condition.)*

In order to protect habitats, to provide for recreation and to assure ecosystem processes, the natural environment will be sustained and enhanced through:

1. Preserving, maintaining, and/or acquiring of natural features, defined as undeveloped acreage including unaltered open spaces, wetlands, uplands and woodlands, floodplains, streams, river, river lands, water recharge areas, and land preservation parcels.
 - a. Appropriate stewardship of all lands, public and private
 - i. Educate residents and the business community
 - ii. Assist in compliance with local, state, and federal laws
 - iii. Reduce invasive species
 - b. Increase publicly-owned acreage
 - c. Protected trees

2. Preserving, maintaining and acquiring green and open spaces, defined as parks and recreational land, common open areas, and pervious space associated with developed sites.
 - a. No net loss of green and open space on developed land
 - b. Appropriate stewardship of publicly-owned lands
 - i. Land management plans
 - c. Increased park land
 - d. Parks, ball fields
 - e. Planned land acquisition
 - f. Connecting green and open space
 - g. Primitive footpaths on Land Preservation properties
 - h. Manage deer population

3. Preserving rural character of the Township where appropriate, including open natural spaces, working farms, farmland, farmsteads, community gardens, and wood lots.
 - a. Avoid net loss
 - b. Prioritize Meridian agricultural production and sales
 - i. Expanded farm market
 - ii. Existence of community gardens and/or community sustained farms
 - c. Encourage agricultural zoning, where appropriate
 - d. Create incentives
 - e. Adopt Urban Service Boundary

4. Improving and expanding recycling, renewable energy, energy efficiency, and water conservation opportunities.
 - a. Township operations
 - b. Commercial and residential
 - c. Encourage LEED Building Certification

5. Preserving clean air and water.
 - a. Meet or exceed safe surface and ground water standards
 - i. Preserve Township's wetland authority
 - ii. Reduce phosphorus
 - b. Meet or exceed safe air quality standards
 - c. Reduce carbon emissions

6. Minimizing global climate change through appropriate land use decisions and ordinances.

7. Preserving dark skies through the careful design, installation, and use of outdoor lighting.
 - a. Unnecessary lighting minimized or eliminated
 - b. LED Street Lights

8. Regional cooperation.
 - a. Adopt Urban Service Boundary

1.2 POLICY TITLE: *HEALTH AND SAFETY ENDS (Priority #2 for enhancement; #1 for sustained condition.)*

Health and safety will be sustained and enhanced through:

1. Safe drinking water, effective waste disposal, and reliable utility services.
 - a. Meet or exceed standards
 - i. Wholesome and tasty water
 - b. Protection of aquifers
 - c. Reduction of infiltration and inflow in the sanitary sewer system
 - d. Preference for municipal, gravity fed sanitary sewer system rather than lift stations
 - e. Preference for single family residential septic systems instead of multiple private sewer systems
 - f. Adopt Urban Service Boundary
2. High level of public safety.
 - a. Crime rate ratio at or below comparable jurisdictions
 - b. Response times at or better than the national average for comparable communities
 - c. Prevention activities
 - d. Work toward a fire safe community
 - e. Promote efficient delivery of services
3. Well maintained roads and pathways.
4. Safe and smooth traffic flow on Township roads.
 - a. Effective cooperation with Ingham County Road Department and MDOT
 - b. Reduced traffic congestion
 - c. Encourage progressive timed traffic signals
 - d. Optimum functioning of existing intersections
 - e. Complete streets system
 - f. Increased and safer pedestrian and bicycle mobility
 - g. Increased alternate transportation opportunities
 - h. Gaps in pathways on major roads eliminated
 - i. Public education
5. Promoting healthy physical activity.
 - a. Community recreation programs and events
 - b. Promoting use of diverse park system
 - c. Promoting use of Pedestrian/Bicycle Pathway System

- d. Partnerships with local businesses to facilitate physical fitness and health programs
 - e. Designate primitive footpaths on Land Preservation properties
 - f. Strive for additional ADA universal access opportunities in parks and public spaces
 - g. Added benches along park trails and off-road pathways
6. Minimize the negative impacts of outdoor lighting.
- a. Residential street lights will use fully shielded cut-off fixtures
 - b. Encourage commercial lighting that meets Township dark sky standards
7. Regional cooperation.

1.3 POLICY TITLE: *PROSPERITY ENDS (Priority #3 for Enhancement; #2b for sustained condition.)*

Prosperity will be sustained and enhanced through:

1. Maintaining or appreciating property values.
 - a. Minimize mortgage foreclosure
 - b. Minimize negative impact of new development on existing residential neighborhoods
 - c. Encourage reinvestment in the Haslett Corridor
2. Thriving neighborhoods and walkable community.
 - a. Preserving single-family owner-occupied homes
 - b. Well-maintained, attractive structures and property
 - c. Connected pathway and open space system
 - d. Encourage public transportation that serves all neighborhoods
 - e. Encourage neighborhood parks
3. Thriving economic community.
 - a. Encourage re-use of existing commercial and office buildings
 - b. Preserve existing commercial areas
 - c. Encourage Mixed Use Planned Unit Development zoning for redevelopment
 - d. Encourage entrepreneurial activities/initiatives
 - e. Encourage redevelopment
 - f. Local business development
 - g. Business friendly, improve customer relations
 - h. Adopt Urban Service Boundary
 - i. Well maintained, attractive structures and property
 - j. Pro-active marketing and branding of the Township
4. Healthy public schools.
 - a. Improve communication and cooperation

- b. Promote partnerships with the school districts
- 5. Grant opportunities pursued.
- 6. Regional cooperation.

1.4 POLICY TITLE: *CULTURAL HERITAGE ENDS (Priority #4 for enhancement; #4 for sustained condition.)*

Cultural heritage, including the arts, historic buildings and sites, farmsteads, social, and recreational amenities will be sustained and enhanced through:

- 1. Encourage cultural opportunities.
 - a. Minimize loss of cultural or historical sites of significance
 - b. Encouragement of the arts community and artisans
 - c. Public Art
- 2. Energize citizen pride in the community.
 - a. Recognition programs
 - b. Community-wide special events
- 3. Excellent schools and libraries.
- 4. Senior citizen opportunities.
- 5. Regional cooperation.
 - a. Support regional art and culture efforts
 - b. Cable TV and Public Access Facilities

1.5 POLICY TITLE: *DIVERSITY ENDS (Priority #5 for enhancement; #5 for sustained condition.)*

Diversity of the Township will be sustained and enhanced through:

- 1. Diverse population.
- 2. Diverse staff.
- 3. Diverse housing opportunities.
- 4. Diverse commerce.
- 5. Diverse native ecosystems.

6. Diverse architectural design.
7. A complaint procedure to reconcile any claimed discrimination because of actual or perceived race, color, religion, national origin, sex, age, marital status, familial status, sexual orientation, or gender identity or expression in areas of housing and public accommodations.

Section 2: POLICY TITLE: EXECUTIVE LIMITATIONS

2.0 POLICY TITLE: *GENERAL EXECUTIVE CONSTRAINT*

The Township Management shall not allow any practice, activity, decision, or organizational circumstance which is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics and practices.

2.1 POLICY TITLE: *TREATMENT OF CONSUMERS*

With respect to interactions with those who are receiving, applying for, or requesting a specific benefit or service (consumers), the Township Management shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, or unnecessarily intrusive.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Use application forms that elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting, or storing consumer information that fail to protect against improper access to the material elicited.
3. Fail to operate facilities with appropriate accessibility and privacy.
4. Fail to inform consumers of what may be expected and what may not be expected from the service offered.
5. Fail to inform consumers of this policy, or to provide a way to be heard for persons who believe they have not been accorded a reasonable interpretation of their protections under this policy.

2.2 POLICY TITLE: *STAFF TREATMENT*

With respect to treatment of paid and volunteer staff, the Township Management may not cause or allow conditions that are unfair, undignified, disorganized, or unclear.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Operate without written personnel rules which: (a) clarify rules for staff, (b) provide for effective handling of grievances, and (c) protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons.
2. Discriminate against any staff member for non-disruptive expression of dissent.

3. Prevent staff from grieving to the Board when (a) internal grievance procedures have been exhausted and (b) the employee alleges that Board policy has been violated to his or her detriment.
4. Fail to acquaint staff with the Township Manager's interpretation of their protections under this policy.
5. Fail to develop and implement a procedure for annual employee feedback to the Manager.

2.3 POLICY TITLE: *COMPENSATION AND BENEFITS*

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Township Manager shall not cause or allow jeopardy to fiscal integrity or to public image.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Change his or her own compensation and benefits, except, as his or her benefits are consistent with a package for all other employees.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits which deviate materially from the geographic or professional market for the skills employed.
4. Create obligations over a longer term than revenues can be safely projected.
5. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
 - a. Incur unfunded liabilities.
 - b. Provide less than some basic level of benefits to all full time employees, though differential benefits to encourage longevity are not prohibited.
 - c. Allow any employee to lose benefits already accrued from any foregoing plan.
 - d. Treat the Township Manager differently from other key employees.

2.4 POLICY TITLE: *FINANCIAL PLANNING/BUDGETING*

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from Board Ends priorities, risk fiscal jeopardy, nor fail to be derived from a multi-year plan.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Fail to include credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
3. Allow the fund balance of the General Fund to fall below two months of operating expense requirements.
4. Allow working capital in the utility funds to fall below two months operating expense requirements.
5. Provide less for Board prerogatives during the year than is set forth in the Cost of Governance policy.

2.5 POLICY TITLE: *FINANCIAL CONDITION AND ACTIVITY*

With respect to the actual, ongoing condition of the Township government's financial health, the Township Management may not cause or allow the development of fiscal jeopardy or material deviation of actual expenditures from Board priorities established in Ends policies.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met or expenditure consistent with the approved budget.
2. Make any unbudgeted capital purchase without Board approval.
3. Indebt the Township government in an amount greater than normal accounts payable, never more than can be repaid by certain, otherwise unencumbered revenues within 60 days.
4. Use any Long Term Reserves except for purposes and amounts specifically released by the Board.
5. Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered, revenues within 30 days.
6. Allow the general fund balance to decline below a two month operating reserve.
7. Allow the utility retained earnings to decline below a forty-five day operating reserve.
8. Make any purchase over \$5,000 without sealed bids and prior Board approval, make any purchase of \$250-5,000 without written record of competitive prices, and make any purchase without reasonable examination of a potential conflict of interest.

- a. Exception: Sole source vendor status which must be re-established every three years
 - b. Exception: If basic services and operations cannot be continued without incurring an unbudgeted expenditure and the impact of the “emergency” creates chaos in the Township or work environment
 - c. Exception: State of Michigan Local Government Purchasing Program
9. Further, without limiting the scope of the foregoing by this enumeration, the Township Treasurer shall not:
- a. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
 - b. Fail to aggressively pursue receivables after a reasonable grace period.
10. Accept grant match awards without going through new appropriations procedures.

2.6 POLICY TITLE: *ASSET PROTECTION*

The Township Management may not allow assets to be unprotected, inadequately maintained, nor unnecessarily risked.

Further, without limiting the scope of the foregoing by this enumeration, the Township Manager, in conjunction with the elected Township Treasurer and Clerk, and within the scope of duties designated by law, shall not:

- 1. Fail to insure against theft and casualty losses to at least 90 percent replacement value.
- 2. Failure to insure against liability losses to Board members, staff and the Township government itself to the maximum limits of the Tort Claims Act.
- 3. Subject plant and equipment to improper wear and tear or insufficient maintenance.
- 4. Acquire, encumber, or dispose of real property without the approval of the Board.
- 5. Allow unbonded personnel access to material amounts of funds.
- 6. Unnecessarily expose the Township government, its Board, or staff to claims of liability.
- 7. Invest or hold operating capital inconsistent with Public Act 20 as amended.
- 8. Fail to protect intellectual property, information, and files from loss or significant damage.

2.7 POLICY TITLE: *ENDS FOCUS OF GRANTS OR CONTRACTS*

The Township Manager may not enter into any grant or contract, unless it emphasizes the production of ends and avoids unacceptable means.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Fail to prohibit grant funds from being used in an imprudent, unlawful or unethical way.
2. Fail to consider and assess a vendor's capability to produce appropriately targeted, efficient results.
3. Fail to pursue grant opportunities

2.8 POLICY TITLE: *COMMUNICATION AND SUPPORT TO THE BOARD*

The Township Manager shall not permit the Board to be uninformed or unsupported in its work.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Neglect to submit monitoring data required by the Board (see policy on Monitoring Executive Performance) in a timely, accurate, and understandable fashion, directly addressing provisions of the Board policies being monitored.
2. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.
3. Let the Board be unaware of relevant trends, anticipated adverse media coverage, major threatened or pending litigation, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
4. Fail to advise the Board if, in the Township manager's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Linkage, particularly in the case of Board behavior which is detrimental to the working relationship between the Board and the Township Manager.
5. Fail to marshal as many staff and external points of view, issues, and options as the Board determines it needs for fully informed Board choices.
6. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: Monitoring, Board decision preparation, and other.

7. Fail to provide a mechanism for official Board, officer, or committee communications.
8. Fail to communicate with the Board as a whole except (a) for fulfilling individual requests for information or (b) for responding to officers or committees duly charged by the Board or the electorate.
9. Fail to supply for the consent agenda all items delegated to the Township Manager yet required by law or charter to be Board-approved, along with monitoring assurance pertaining thereto.

2.9 POLICY TITLE: *EMERGENCY EXECUTIVE SUCCESSION*

In order to protect the Board from sudden loss of Township Manager services, the Township Manager shall have no fewer than two other named executives familiar with Board and Township manager issues and processes.

2.10 POLICY TITLE: *REGIONAL COOPERATION*

Cooperation with Township neighbors is critical to building a dynamic Township. As a result, the Township Manager shall not be insular or isolationist.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Ignore or overlook opportunities for regional cooperation to achieve Township Ends.
2. Ignore opportunities to explore appropriate inter-jurisdictional ordinances and agreements.

Section 3: POLICY TYPE: GOVERNANCE PROCESS

3.0 POLICY TITLE: GLOBAL GOVERNANCE COMMITMENT

The purpose of the Board, on behalf of the Township residents, property owners, and taxpayers*, and as stewards of community resources, is to see to it that the Charter Township of Meridian (a) achieves appropriate results for appropriate persons at an appropriate cost and (b) avoids unacceptable actions and situations.

* Property owners and taxpayers include, but are not limited to, business owners, churches, schools and non-profit associations.

3.1 POLICY TITLE: GOVERNING STYLE

The Board will govern with an emphasis on (a) openness and transparency, (b) outward vision rather than an internal preoccupation, (c) encouraging expression of diverse viewpoints, (d) strategic leadership more than administrative detail, (e) clear distinction of Board and chief executive roles, (f) collective rather than individual decisions, (g) future rather than past or present, and (h) proactivity rather than reactivity.

On any issue, the Board must insure that all divergent views are considered in making decisions, yet must resolve into a single organizational position.

Accordingly:

1. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy and may react to staff suggestions. The Board may use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute the individual judgments for the Board's values.
2. The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term impacts.
3. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Although the Board can change its governance process policies at any time, it will observe them scrupulously while in force.
 - a. In accordance with this discipline, the Board will only allow itself to address a topic after it has answered these questions:
 - i. Whose issue is this? Is it the Board's or the Township Manager's?
 - ii. Has the Board dealt with this subject in a policy? If so, what has the Board already said on this subject and how is this issue related? If the Board has

already addressed the matter, does the Board wish to change what it has already said?

- iii. If the matter is several levels below Board level, what is the broadest way to address this issue so that it is still under existing Board policy? Does that policy suffice to deal with our concern?
- b. It is out of order for Board members to talk about content until these questions of appropriateness are settled.
4. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement at a minimum of twice per year.
5. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling its commitments.
6. The Board will monitor and discuss the Board's process and performance on a regular basis. Self-monitoring may include comparison of Board activity and discipline to policies in the Governance Process and Board-Management Linkage categories.
7. The Board shall follow Robert's Rules of Order with the Township Manager acting as the parliamentarian.

3.2 POLICY TITLE: *BOARD JOB DESCRIPTION*

Specific job outputs of the Board, as an informed agent of the owners, are those that ensure appropriate organizational performance.

Accordingly, the Board has direct responsibility to create:

1. The link between the owners and the operational organization.
2. Written governing policies which address broad levels of all organizational decisions and situations.
 - a. Ends: Organizational products, impacts, benefits, outcomes, and their relative worth for recipients (what good, for which recipients, at what cost)
 - b. Executive Limitations: Constraints on executive authority, establishing the prudent and ethical boundaries within which executive activity and decisions must take place
 - c. Governance Process: Specification of how the Board conceives, carries out, and monitors its own task
 - d. Board-Management Linkage: How power is delegated and its proper use monitored; the Township Manager role and Elected Department Head roles, authority and accountability
3. Assurance of successful Township Manager performance.

3.3 POLICY TITLE: *BOARD MEMBERS' CODE OF CONDUCT*

The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

Accordingly:

1. Members must have loyalty to the owners, unconflicted by loyalties to staff, other organizations, and any personal interest as a consumer.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - a. There will be no self-dealing or business by a member with the Township. Members will annually disclose their involvement with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.
 - b. When the Board is to decide upon an issue, about which a member has a conflict of interest, that member shall disclose that conflict of interest prior to Board deliberation.
 - c. Board members will not use their Board position to obtain employment in the organization for themselves, family members, or close associates. Should a Board member apply for employment, he or she must first resign from the Board.
3. Board members may not attempt to exercise individual authority over the organization.
 - a. Members' interaction with the Township Manager or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
4. When interacting with public, media, or other entities, Board members must recognize explicitly stated Board decisions.
 - a. The Township Supervisor is the official spokesperson for the Board and may delegate that role.
 - b. Board members may discuss CONTENT issues with the media but not personal attacks on other Board member(s).
 - c. Preceding any comment to the media, Board members will make it clear that their comments are personal opinion as an individual member of the Board and citizen of the Township and not the position of the Board.
 - d. In the case of existing legal proceedings, from the point of suit filed to final disposition or public Board action, Board members will direct media questions on the specific lawsuit to the Township Manager.
5. Board members will not express individual judgment of Township employees except the following:
 - a. Participation in Board deliberation of whether reasonable interpretation of Board policy has been achieved by the Township Manager.
 - b. Performance appraisals by the Clerk and Treasurer of employees in their departments.

Any individual judgments expressed by Board members shall be done in a manner that preserves the privacy of that Township employee.

6. Members will respect the confidentiality appropriate to issues of a sensitive nature, as is consistent with public disclosure laws and the Freedom of Information Act (FOIA).
7. Members will be properly prepared for Board deliberation.
8. In order to control legal fees incurred by the Township, members shall request access to attorney through the Township manager for operations and the Township supervisor for Board means issues.
9. Board members will treat each other with respect at Board meetings, refraining from personal attacks and intimidating body language.
10. Board members will conduct all deliberations and decision making consistent with the spirit of the Open Meetings Act.

3.4 POLICY TITLE: *AGENDA PLANNING*

To accomplish its job products with a governance style consistent with Board policies, the Board will follow an annual agenda which (a) completes a re-exploration of Ends policies annually and (b) continually improves Board performance through Board education and enriched input and deliberation.

1. The planning cycle will occur each year so that administrative planning and budgeting can be based on accomplishing a one year segment of the Board's most recent statement of long term Ends.
2. The cycle will start with the Board's development of its agenda for the next year.
 - a. Consultations with selected groups of owners, or other methods of gaining owners' input will be arranged.
 - b. Governance education, and education related to Ends determination, (e.g. presentations by futurists, demographers, advocacy groups, staff, etc.) will be arranged.
3. Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
4. Township Management monitoring will be included on the agenda if monitoring reports show policy violations or if policy criteria are to be debated.

3.5 POLICY TITLE: SUPERVISOR'S DUTIES

The Supervisor is frequently the first official contacted about any Township business or complaint and is often perceived as the Township spokesperson. The authority of the Supervisor is limited to that provided by statutes or delegated by the Township Board.

Accordingly:

1. As a member of the Township Board, the Supervisor shall be the presiding and executive officer of the Board and shall have an equal voice and vote in the proceedings of the Board.
2. The Supervisor is the Township's agent for transacting all legal business.
3. The Township Supervisor shall carry out all statutory duties.

3.6 POLICY TITLE: SUPERVISOR'S ROLE IN THE BOARD'S PROCESS

The Supervisor assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

Accordingly:

1. The job result of the Supervisor is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - a. Meeting discussion content will be only those issues which, according to Board policy, clearly belong to the Board to decide, not the Township Manager.
 - b. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
 - c. Agenda items will not be introduced for discussion or action, nor a public hearing opened, after 10:00 p.m. unless a majority of the Board members present vote to continue the meeting.
2. The authority of the Supervisor consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-Management Linkage, with the exception of (a) employment or termination of a Township Manager and (b) where the Board specifically delegates portions of this authority to others. The Supervisor is authorized to use any reasonable interpretation of the provisions in these policies.
 - a. The Supervisor is empowered to chair Board meetings with all the commonly accepted power of that position (e.g. ruling, recognizing).
 - b. The Supervisor has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Supervisor has no authority to supervise or direct the Township Manager.

- c. The Supervisor may represent the Board to outside parties in announcing Board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
- d. The Supervisor may delegate this authority, but remains accountable for its use.

3.7 POLICY TITLE: *DUTIES OF THE ELECTED DEPARTMENT HEADS*

The Township Clerk and Township Treasurer serve the Township in a dual capacity. In carrying out their duties within the scope of the law, these elected officials serve as elected department heads, responsible for designated department operations under the advisory supervision of the Township Manager.

Accordingly:

1. The role of the elected Township Clerk is to serve the dual role of Department Head and voting member of the Meridian Township policymaking Board. The Clerk's responsibilities include: Voter registration and election administrator; Township records management; secretary to the Township Board and the Zoning Board of Appeals, and supervisor of his/her department.
 - a. The Township Clerk is responsible for carrying out all statutory duties.
 - b. The Township Clerk is required to comply with statutory deadlines.
 - c. The Township Clerk will cooperate with the Township Manager with respect to administrative policies and procedures.

2. The role of the elected Township Treasurer is to serve the dual role of Department Head and voting member of the Meridian Township policymaking Board. The Treasurer's responsibilities include: Serving as the Township tax collector, bill payer, investor, and supervisor of his/her department.
 - a. The Township Treasurer is responsible for carrying out all statutory duties.
 - b. The Township Treasurer is required to comply with statutory deadlines.
 - c. The Township Treasurer will cooperate with the Township Manager with respect to administrative policies and procedures.

3.8 POLICY TITLE: *BOARD COMMITTEE PRINCIPLES*

All committees and task forces shall be advisory to the Board.

1. Standing committees may be created by the Board to do Board means work and serve at the pleasure of the Board.
2. Ad hoc committees may be created by the Supervisor. They shall have a mission and duration, have three Board members, and serve at the pleasure of the Supervisor.

3. Task forces may be created by the Supervisor. They shall have a mission and duration, have at least one Board member, and serve at the pleasure of the Supervisor.

3.9 POLICY TITLE: *COST OF GOVERNANCE*

Because poor governance costs more than learning to govern well, the Board will invest in its governance capacity.

Accordingly:

1. Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - a. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.
 - b. Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.
 - c. Outreach mechanisms will be used as needed to ensure the Board's ability to listen to owner viewpoints and values.
2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
 - a. Up to \$10,000 per fiscal year for training, including attendance at conferences and workshops.
 - b. Up to \$25,000 per fiscal year for audit and other third-party monitoring of organizational performance.
 - c. Up to \$50,000 per fiscal year for surveys, focus groups, opinion analyses, and meeting costs.

3.10 POLICY TITLE: *COMMUNITY LINKAGE*

Alignment of community commissions and agencies is critical to building a dynamic Township.

Accordingly:

1. Annually, the Board will host the Planning Commission, Environmental Commission, Zoning Board of Appeals, Park Commission, Land Preservation Advisory Board, and Meridian Economic Development Corporation to share Ends and promote alignment within the community.
2. To keep the Board fully informed, the Planning Commission, Zoning Board of Appeals, Park Commission, Land Preservation Advisory Board, and Meridian Economic

Development Corporation will be invited to give an annual report to the Board during the eleventh month of the fiscal year.

3. To promote regional linkage, the Township Board will meet periodically with school Boards, bordering municipalities and county authorities.
 - a. The Township Board will name a liaison to each of these groups to establish and maintain communication with these authorities and report back to the Township Board.
 - b. The Township Board will make every effort to set up annual meetings with our school Boards and neighboring municipalities to discuss common issues and develop solutions to common problems.

Section 4: POLICY TYPE: BOARD-MANAGEMENT LINKAGE

4.0 POLICY TITLE: *GLOBAL GOVERNANCE-MANAGEMENT CONNECTION*

The Board's primary connection to the operational organization, its achievements, and conduct will be through a Chief Executive Officer, titled Township Manager.

However, because of the nature of Township government and its election of department heads in the titles of Township Clerk and Township Treasurer, policies of the Board shall reflect the term Township Management, intending the inclusion of the Township Manager, Clerk, and Treasurer within the scope of their duties as defined by law.

In the event no person is designated Township Manager, the Township Supervisor is considered the chief administrative officer for the development of the Township budget. (MCL141.422b (e)).

4.1 POLICY TITLE: *UNITY OF CONTROL*

Only officially passed motions of the Board are binding on Township Management.

Accordingly:

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the Township Manager except in rare instances when the Board has specifically authorized such exercise of authority.
2. In the case of Board members or committees requesting information or assistance without Board authorization, the Township Manager can refuse such requests that require, in the Township Manager's opinion, a material amount of staff time, or funds, or is disruptive.

4.2 POLICY TITLE: *ACCOUNTABILITY OF THE TOWNSHIP MANAGER*

The Township Manager is the Board's primary link to operational achievement and conduct, so that authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Township Manager, except where staff supervised by elected officials have been explicitly directed by those elected officials to act in a manner inconsistent with Township policy. In this case, the elected official would be held accountable.

Where Township operations are, by law, delegated to elected officials:

In order to create an aligned approach to operational management, the elected positions of Township Clerk and Township Treasurer shall function as department heads, under the advisory supervision of the Township Manager, where the Township Manager may provide advice in the practice of operational authority.

Accordingly:

1. The Board, as a group, or as individual Board members will never give instructions to persons who report directly or indirectly to the Township Manager, except:
 - a. Where elected officials, serving on an official committee or task force is assigned a staff liaison, in which case directives regarding committee work may be given.
 - b. Where elected officials serving as department heads directly supervise staff.
2. The Board as a group will not evaluate, either formally or informally, any staff other than the Township Manager.
3. The Board will view Township Manager performance as identical to organizational performance, so that organizational accomplishment of Board stated Ends and avoidance of Board proscribed means will be viewed as successful Township Manager performance.

4.3 POLICY TITLE: *DELEGATION TO THE TOWNSHIP MANAGER*

The Board will instruct the Township Manager through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Township Manager to use any reasonable interpretation of these policies.

Accordingly:

1. The Board will develop policies instructing the Township Manager to achieve certain results, for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies.
2. The Board will develop policies that limit the latitude the Township Manager may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.
3. As long as the Township Manager uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the Township Manager is authorized to establish, consistent with Board established policies, all further policies, make all decisions, take all actions, establish all practices and develop all activities.
4. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and Township Manager domains. By doing so, the Board changes the latitude of choice given to the Township Manager. But as long as any particular delegation is in place, the Board will respect and support the Township Manager's choices.

4.4 POLICY TITLE: *MONITORING TOWNSHIP MANAGER PERFORMANCE*

Systematic and rigorous monitoring of Township Manager job performance will be solely against the only expected Township Manager job outputs: Organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations.

Accordingly:

1. Monitoring is simply to determine the degree to which Board policies are being met. Data, which does not do this, will not be considered to be monitoring data.
2. The Board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the Township Manager discloses compliance information to the Board, (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be any reasonable Township Manager interpretation of the Board policy being monitored.
4. All policies that instruct the Township Manager will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

MONTHLY SCHEDULE FOR MONITORING REPORTS

<u>Due Date</u>	<u>Policy Number</u>	<u>Type of Report</u>
January	No Reports	
February	1.0 – 1.5, 2.4, 2.5	Internal, Quarterly
March	2.1	Internal, Annually
April	2.4, 2.5	Internal, Quarterly
May	No Reports	
June	2.2 2.4, 2.5	Internal, Annually External, Annually
July	2.4, 2.5	Internal, Quarterly
August	1.0 – 1.5 2.3 2.6	Internal, Semi-Annually Internal, Annually External, Discretion of Board Internal, Annually External, Discretion of Board

September	No Reports	
October	2.4, 2.5	Internal, Quarterly
November	2.7, 2.8	Internal, Annually
December	No Reports	

4.5 POLICY TITLE: *TOWNSHIP MANAGER COMPENSATION AND BENEFITS POLICY*

The Board shall negotiate a contract with the Township Manager that will stipulate compensation and benefits for the Township Manager.

1. Township Manager remuneration will be decided after a review of monitoring reports received in the last year by February.

REVISION SHEET

This Board Policy Manual was adopted by the Township Board on July 24, 2001, with an effective date of August 22, 2001.

The following are changes that were approved by the Township Board:

PAGE NUMBER	REVISION DATE	SECTION CHANGE	CHANGE
13	April 16, 2002	3.3.4	Section d was added
24	April 22, 2002		Revision Sheet added
3	April 1, 2003	1.1 (1a), (2e)	1a – Added i and ii 2e - Added
3-4	April 1, 2003	1.1 (3a-c)	Revised paragraph and 3a 3b-c - Added
4	April 1, 2003	1.1 (5a-b)	5a i - Removed 5b - Revised
4	April 1, 2003	1.2 (1a), (2c-d), (5a-d)	1a - Revised 2c - Revised and 2d - Added 5a-d - Added
5	April 1, 2003	1.3	2d - Revised
5	April 1, 2003	1.4	Paragraph Revised 2a-b – Added 4 - Added
9	April 1, 2003	2.4	4 – Revised
9	April 1, 2003	2.5	7 - Revised
21	April 1, 2003	4.4 (4)	4 – Revised
3	January 24, 2004	1.3	3. a – Added
3	January 24, 2004	1.4	1 –Revised 1. a – Added
4	January 24, 2004	1.5	6 – Deleted
13	January 24, 2004	3.4	1. – Revised 2.(a-b) – Revised
19	January 24, 2004	4.4	4. –Schedule Revised
1	January 22, 2005	1.1 (1b)	Revised
3	January 22, 2005	1.3 (2b)	Revised
3	January 22, 2005	1.3 (4)	Added
7	January 22, 2005	2.5 (2)	Revised
16	January 22, 2005	3.9 (2 a, b, c)	Revised
19	January 22, 2005	4.4 (4)	Schedule Revised
21	January 22, 2005	5.0	Revised
21	January 22, 2005	5.1	Revised
2	February 23, 2006	1.1.3 (d)	Added
2	February 23, 2006	1.1.4	Revised and Added
2	February 23, 2006	1.1.7	Added
2	February 23, 2006	1.2.1 (d, e)	Added
3	February 23, 2006	1.2.7.	Added

PAGE NUMBER	REVISION DATE	SECTION CHANGE	CHANGE
3	February 23, 2006	1.3.3 (b)	Added
3	February 23, 2006	1.3.4	Revised
3	February 23, 2006	1.3.4 (a)	Revised
3	February 23, 2006	1.3.5	Added
4	February 23, 2005	1.4.5	Added
1	February 6, 2007	1.1.1	Revised
1	February 6, 2007	1.1.1 (a, b)	Revised
1	February 6, 2007	1.1.2	Revised
1	February 6, 2007	1.1.3	Revised
2	February 6, 2007	1.1.4	Revised
2	February 6, 2007	1.1.5	Revised
3	February 6, 2007	1.3.3	Added
1	February 19, 2008	Preamble	Added New Page
2	February 19, 2008	1.1.1 (a)	Revised
2	February 19, 2008	1.1.2 (b. i)	Added
2	February 19, 2008	1.1.3	Revised
2	February 19, 2008	1.1.3 (b)	Revised & Added
3	February 19, 2008	1.1.4	Revised & Added
3	February 19, 2008	1.1.4 (b)	Revised
3	February 19, 2008	1.1.4 (c)	Added
3	February 19, 2008	1.1.5 (a. i, ii)	Added
3	February 19, 2008	1.2.1 (e)	Revised
3	February 19, 2008	1.2.3	Revised
3	February 19, 2008	1.2.4	Revised & Added
3	February 19, 2008	1.2.4 (a, b)	Added
4	February 19, 2008	1.2.6 (a)	Revised
4	February 19, 2008	1.2.6 (b)	Added
4	February 19, 2008	1.2.7	Deleted
4	February 19, 2009	1.3.2 (e, f)	Added
4	February 19, 2008	1.3.3 (b, d)	Revised & Added
4	February 19, 2008	1.3.4 (a)	Revised
4	February 19, 2008	1.4	Revised
5	February 19, 2008	1.4.1 (b)	Added
5	February 19, 2008	1.4.5 (a, b)	Added
5	February 19, 2008	1.5.4	Revised
2	January 20, 2009	1 (c)	Revised & Added
3	January 20, 2009	1.1.3 (b. ii)	Revised
3	January 20, 2009	1.1.6 (a)	Added
4	January 20, 2009	1.2.4 (f)	Added
4	January 20, 2009	1.3.1	Revised
4	January 20, 2009	1.3 (d)	Revised
4	January 20, 2009	1.3 (e)	Added
4	January 20, 2009	1.3 (f)	Added
10	March 3, 2009	2.5.10	Added
12	March 3, 2009	2.10	Added
14	March 3, 2009	3.1.7	Added
19	March 3, 2009	3.10	Sections moved from 5.2 and change in title
3	January 19, 2010	1.1.5 (a. ii)	Revised
3	January 19, 2010	1.1.6	Changed to 1.1.7

PAGE NUMBER	REVISION DATE	SECTION CHANGE	CHANGE
3	January 19, 2010	1.1.6	New
3	January 19, 2010	1.1.7	Changed to 1.1.8
4	January 19, 2010	1.3.1	Added
5	January 19, 2010	1.3.3 (d)	Revised
5	January 19, 2010	1.3.3 (e)	Revised
5	January 19, 2010	1.3.3 (f)	Revised
3	January 18, 2011	1.1.2 (g)	Added
3	January 18, 2011	1.1.3 (b)	Revised
3	January 18, 2011	1.1.3 (e)	Added
3	January 18, 2011	1.1.7 (b)	Added
3	January 18, 2011	1.1.8 (a)	Added
4	January 18, 2011	1.2.1 (f)	Added
4	January 18, 2011	1.2.2 (e)	Added
4	January 18, 2011	1.2.4	Reordered Subpoints
4	January 18, 2011	1.2.4 (d)	Added
4	January 18, 2011	1.2.4 (e)	Changed from 1.2.4 (d)
4	January 18, 2011	1.2.4 (f)	Changed from 1.2.4 (e)
4	January 18, 2011	1.2.4 (g)	Changed from 1.2.4 (f)
4	January 18, 2011	1.2.4 (h)	Added
4	January 18, 2011	1.2.4 (i)	Added
4	January 18, 2011	1.2.5 (e)	Added
4	January 18, 2011	1.2.5 (f)	Added
4	January 18, 2011	1.2.5 (g)	Added
5	January 18, 2011	1.3.3 (g)	Added
5	January 18, 2011	1.3.3 (h)	Added
5	January 18, 2011	1.3.4 (a)	Revised
5	January 18, 2011	1.3.5	Revised
5	January 18, 2011	1.3.6	Changed from 1.3.5
11	January 18, 2011	2.7.3	Added
3	January 17, 2012	1.1.2 (h)	Added
3	January 17, 2012	1.1.5 (c)	Added
3	January 17, 2012	1.1.6	Revised
4	January 17, 2012	1.2.4 (a)	Revised
5	January 17, 2012	1.2.5 (g)	Revised
5	January 17, 2012	1.3.2 (b)	Deleted
5	January 17, 2012	1.3.3 (i)	Added
6	January 17, 2012	1.4.1 (c)	Added
4	February 5, 2013	1.2.5 (f)	Revised
5	February 5, 2013	1.3.1 (b)	Added
5	February 5, 2013	1.3.1 (c)	Added
5	February 5, 2013	1.3.3 (g)	Revised
5	February 5, 2013	1.3.3 (j)	Added
5	February 5, 2013	1.3.4 (b)	Added
6	February 5, 2013	1.5.2	Added
6	February 5, 2013	1.5.3	Changed from 1.5.2
6	February 5, 2013	1.5.4	Changed from 1.5.3
6	February 5, 2013	1.5.5	Changed from 1.5.4
6	February 5, 2013	1.5.6	Changed from 1.5.5

PAGE NUMBER	REVISION DATE	SECTION CHANGE	CHANGE
8	February 5, 2013	2.2.5	Added
14	February 5, 2013	3.1.4	Revised
16	February 5, 2013	3.3.9	Added
16	February 5, 2013	3.3.10	Added
6	July 10, 2013	1.5.7	Added
18	September 3, 2013	3.6.1 (c)	Added
2	February 4, 2014	1.0	Revised & Added No.6
2	February 4, 2014	1.1	Revised
2	February 4, 2014	1.1.1 (a. iii)	Added
2	February 4, 2014	1.2	Revised
2	February 4, 2014	1.2.1	Revised