



301 East Main Street  
Lowell, Michigan 49331  
Phone (616) 897-8457  
Fax (616) 897-4085

CITY OF LOWELL  
CITY COUNCIL AGENDA  
MONDAY, JULY 15, 2019, 7:00 P.M.

1. CALL TO ORDER; PLEDGE OF ALLEGIANCE; ROLL CALL
2. CONSENT AGENDA

- Approval of the Agenda.
- Approve and place on file the Regular and Closed Session minutes of the July 1, 2019 City Council meetings.
- Authorize payment of invoices in the amount of \$141,889.77.

3. CITIZEN DISCUSSION FOR ITEMS NOT ON THE AGENDA

IF YOU WISH TO ADDRESS AN AGENDA ITEM, PUBLIC COMMENT FOR EACH ITEM WILL OCCUR AFTER THE INITIAL INFORMATION IS SHARED ON THE MATTER AND INITIAL DELIBERATIONS BY THE PUBLIC BODY. PUBLIC COMMENT WILL OCCUR BEFORE A VOTE ON THE AGENDA ITEM OCCURS.

4. OLD BUSINESS.

- a. City Income Tax.
  - i. City Manager Michael Burns will provide an update.
  - ii. City Income Tax Communications Plan – Memo provided by City Manager Michael Burns.
- b. Recreational Marihuana. City Manager Michael Burns will provide an update.
- c. Sidewalks. Memo provided by City Manager Michael Burns.

5. NEW BUSINESS

- a. Fire Department Consultant Discussion.
- b. Monroe Street Traffic Island. Memo provided by City Manager Michael Burns.
- c. Amended LL&P MERS 457 Participation Agreement. Memo provided by Lowell Light & Power Steve Donkersloot.

6. BOARD/COMMISSION REPORTS

7. MONTHLY REPORTS

8. MANAGER'S REPORT

9. APPOINTMENTS

10. COUNCIL COMMENTS

11. ADJOURNMENT

NOTE: Any person who wishes to speak on an item included on the printed meeting agenda may do so. Speakers will be recognized by the Chair; at which time they will be allowed five (5) minutes maximum to address the Council. A speaker representing a subdivision association or group will be allowed ten (10) minutes to address the Council.



301 East Main Street  
Lowell, Michigan 49331  
Phone (616) 897-8457  
Fax (616) 897-4085  
[www.ci.lowell.mi.us](http://www.ci.lowell.mi.us)

## MEMORANDUM

TO: Lowell City Council

FROM: Michael Burns, City Manager

RE: Council Agenda for Monday, July 15, 2019

1. CALL TO ORDER; PLEDGE OF ALLEGIANCE; ROLL CALL
2. CONSENT AGENDA

- Approval of the Agenda.
- Approve and place on file the Regular and Closed Session minutes of the July 1, 2019 City Council meetings.
- Authorize payment of invoices in the amount of \$141,889.77.

3. CITIZEN DISCUSSION FOR ITEMS NOT ON THE AGENDA

IF YOU WISH TO ADDRESS AN AGENDA ITEM, PUBLIC COMMENT FOR EACH ITEM WILL OCCUR AFTER THE INITIAL INFORMATION IS SHARED ON THE MATTER AND INITIAL DELIBERATIONS BY THE PUBLIC BODY. PUBLIC COMMENT WILL OCCUR BEFORE A VOTE ON THE AGENDA ITEM OCCURS.

4. OLD BUSINESS

- a. City Income Tax.

- i. City Manager Michael Burns will provide an update.
- ii. City Income Tax Communications Plan – Memo provided by City Manager Michael Burns.

**Recommended Motion:** The Lowell City Council enter into agreement with Sabo PR to develop a communication plan for a cost not to exceed \$12,000.

- b. Recreational Marijuana. City Manager Michael Burns will provide an update.

- c. Sidewalks. Memo provided by City Manager Michael Burns.

5. NEW BUSINESS

- a. Fire Department Consultant Discussion. Information will be provided.

- b. Monroe Street Traffic Island – Memo provided by City Manager Michael Burns.

- c. Amended LL&P MERS 457 Participation Agreement. Memo is provided by Lowell Light and Power General Manager Steve Donkersloot.

Recommended Motion: That the Lowell City Council adopt the Amended LL&P MERS 457 Participation Agreement.

6. BOARD/COMMISSION REPORTS
7. MONTHLY REPORTS
8. MANAGER'S REPORT
9. APPOINTMENTS
10. COUNCIL COMMENTS
11. ADJOURNMENT

**PROCEEDINGS  
OF  
CITY COUNCIL  
OF THE  
CITY OF LOWELL  
MONDAY, JULY 01, 2019, 7:00 P.M.**

**1. CALL TO ORDER; PLEDGE OF ALLEGIANCE; ROLL CALL.**

The Meeting was called to order at 7:00 p.m. by Mayor DeVore and Deputy Clerk Amy Brown called roll.

Present: Councilmembers Marty Chambers, Cliff Yankovich, Jim Salzwedel, Greg Canfield and Mayor DeVore.

Absent: None.

Also Present: City Manager Michael Burns, Police Sergeant Chris Hurst, City Attorney Richard Wendt, Lowell Light & Power General Manager Steve Donkersloot, and Deputy Clerk Amy Brown.

**2. APPROVAL OF THE CONSENT AGENDA.**

- Approval of the Agenda.
- Approve and place on file the minutes of the regular City Council Meeting minutes and the Committee of the Whole Meeting Minutes of June 17, 2019. City Manager Michael Burns noted that there was an emergency action purchase of \$9,000 to Plumbers for erosion evasion due to some infiltration of ground water and sand in two city locations.
- Authorize payment of invoices in the amount of \$152,208.97.

IT WAS MOVED BY CHAMBERS and seconded by SALZWEDEL to approve the consent agenda as written.

YES: Councilmember Canfield, Mayor DeVore, Councilmember Salzwedel, Councilmember Yankovich, and Councilmember Chambers.

NO: None.

ABSENT: None.

MOTION CARRIED.

**3. CITIZEN COMMENTS FOR ITEMS NOT ON THE AGENDA.**

There was none.

**4. OLD BUSINESS**

**a. Fireworks Ordinance 19-03 Revision.**

City Manager Michael Burns stated at the end of the 2018 legislative cycle, the Michigan Fireworks Safety Act (Public Act of 2011) was revised reducing the number of days one can shoot off unrestricted fireworks, from 30 to 12. Our current ordinance doesn't necessarily align with the statute. At our June 2019 City Council meeting we discussed the modifications to the Michigan statute and the City Council directed me to align our ordinance with the Michigan Statute. The Council directed me to add a provision to the ordinance allowing for fireworks up to 11:45 pm on the Saturday in July when the Riverwalk Fireworks occur.



IT WAS MOVED BY CHAMBERS and seconded by YANKOVICH to approve Ordinance 19-03 as presented.

YES: Mayor DeVore, Councilmember Salzwedel, Councilmember Yankovich, Councilmember Chambers, and Councilmember Canfield.

NO: None.

ABSENT: None.

MOTION CARRIED.

b. City Income Tax.

City Manager Michael Burns stated since our last meeting he has been working on getting the calculator up and running on the website and working with Sable PR for the informational piece for the proposal for the election.

c. South Broadway.

City Manager Michael Burns stated at our last City Council Meeting he was directed to let King Milling know that the City would split the cost with them for the asphalt needed on South Broadway.

Burns met with King Milling and they were fine with splitting the cost and Burns also advised them that their sign cannot be put in the right of way and they had no issues with that.

d. Resolution 22-19 – Fairground Lease Agreement with Kent County Youth Fair.

City Manager Michael Burns stated over the past year, City Administration has been working with the Kent County Youth Fair regarding their agreement. In this agreement, the Parks and Recreation Commission had some concern to ensure that we are receiving an appropriate amount for a rental fee and we also wanted to begin a plan for when the Fair vacates sometime in the near future. The agreement will continue until December 31, 2021 but may be extended. The Fair has agreed to work with the City on a rental agreement for the King Building as they would still like to use the King Building for functions once they vacate the site. At the June 17, 2019 Parks and Recreation Commission meeting, the agreement was reviewed and then recommended to be sent to City Council for approval.

IT WAS MOVED BY SALZWEDEL and seconded by CANFIELD to approve Resolution 22-19 to formalize a rental agreement with the Kent County Youth Fair Association for use of Recreation Park.

YES: Councilmember Salzwedel, Councilmember Yankovich, Councilmember Chambers, Councilmember Canfield and Mayor DeVore.

NO: None.

ABSENT: None.

MOTION CARRIED.

5. NEW BUSINESS

a. Riverwalk Street Closures.

City Manager Michael Burns stated the Riverwalk Festival will be from Thursday, July 11, 2019 to Saturday, July 13, 2019. The requested closures (the same as last year) are as follows:

- Avery Street West of Monroe St. from 6:00 a.m. on Thursday July 11, 2019 until 9:00 p.m. on July 13, 2019. This will be the food concession area.
- Avery Street East of Monroe to Jefferson Street and Washington Street North of Main Street to the Lowell Area Schools parking lot on Saturday, July 13, 2019 from 6:00 a.m. until 4:00 p.m. for the Riverwalk Cruise-in.

IT WAS MOVED BY DEVORE and seconded by CHAMBERS to approve the requested street closures for the Lowell Riverwalk Festival.

YES: Councilmember Yankovich, Councilmember Chambers, Councilmember Canfield, Mayor DeVore and Councilmember Salzwedel.

NO: None.

ABSENT: None

MOTION CARRIED.

b. Fox Easement Acceptance Agreement and Resolution 25-19.

Lowell Light & Power General Manager Steve Donkersloot stated at the June LL&P Special Board Meeting, the LL&P Board approved and recommended to the City Council (for final approval) a Utility Easement Agreement with Wanda Lee Fox. The agreement will allow LL&P to install a pad-mount transformer on Fox's property. This is part of the Doc Addition Overhead to Underground Project which is part of their System Improvement Plan.

IT WAS MOVED BY CHAMBERS and seconded by CANFIELD to approve the Utility Easement Agreement with Wanda Lee Fox.

YES: Councilmember Chambers, Councilmember Canfield, Mayor DeVore, Councilmember Salzwedel, Councilmember Yankovich.

NO: None.

ABSENT: None.

MOTION CARRIED.

c. TDC, Inc.— (Dependable LP Gas Co.) Easement.

Lowell Light & Power General Manager Steve Donkersloot stated at the June LL&P Special Board Meeting, the LL&P Board approved and recommended to the City Council (for final approval) a Utility Easement Agreement with TDC, Inc. (Dependable LP Gas Co). The agreement will allow LL&P to install overhead and underground infrastructure on Dependables' property, which is needed for the Jackson Street River Bore Project (part of Project #110 in their System Improvement Plan) and to remove the "River Crossing" Infrastructure that has caused numerous problems throughout the years.

IT WAS MOVED BY YANKOVICH and seconded by SALZWEDEL to approve the Utility Easement Agreement with TDC, Inc. and Resolution 25-19.

YES: Councilmember Canfield, Mayor DeVore, Councilmember Salzwedel, Councilmember Yankovich, and Councilmember Chambers.

NO: None.

ABSENT: None.

MOTION CARRIED.

6. BOARD/COMMISSION REPORTS.

Councilmember Yankovich stated they have two vacancies on the Historic District Commission.

7. MONTHLY REPORTS.

There was none.

8. **MANAGERS REPORT.**

City Manager Michael Burns reported on the following:

- We have selected a new director of Public Works, his name is Dan Czarnecki, he comes from the City of Fenton and he will begin on August 05, 2019. He will do an excellent job and be an excellent addition to the city.
- Creekside Park bathroom vandalism has ceased. No more incidents since the police made contact with some kids in the area.
- The police have also arrested an individual that is the suspect in the stolen vehicles out of Valley Vista area, there was evidence found at the scene that implicated the individual. He has not been arraigned yet but is currently being housed in a correctional facility.
- Ware Road Landfill update. Burns had a conference call with DHS, Ionia County, EVO and Joe Berlin. Ionia County Health Department did do some well testing at the site for houses in that area and did not having any volatile organic compounds come up. We will still move forward with our testing but that is good news.
- We just received our most recent MERS actuarial and our percentage went from 64% funded to 63% percent funded and one of the big issues is that MERS is going to lower the rate of return in 2021 to the point where we are going to be under 60% so we anticipate we may have to file a corrective action plan but he will have MERS come and speak to us.

9. **APPOINTMENTS.**

The Historic District Commission has an appointment opening.

The Construction Board of Appeals has an appointment opening.

The Downtown Historic District Commission has two appointment openings.

10. **COUNCIL COMMENTS.**

Councilmember Chambers stated there is no coffee with Council this Saturday due to the holiday weekend.

11. **MOTION TO GO INTO CLOSED SESSION**

IT WAS MOVED BY SALZWEDEL and seconded by CHAMBER to go into closed session at 7:24 p.m.  
YES: Mayor DeVore, Councilmember Salzwedel, Councilmember Yankovich, Councilmember Chambers and Councilmember Canfield.

NO: None.

ABSENT: None.

MOTION CARRIED.

12. **MOTION TO COME OUT OF CLOSED SESSION AND INTO OPEN SESSION.**

IT WAS MOVED BY CANFIELD and seconded by CHAMBERS to come out of closed session and back into open session at 8:24 p.m.

YES: Councilmember Salzwedel, Councilmember Yankovich, Councilmember Chambers, Councilmember Canfield and Mayor DeVore.

NO: None.

ABSENT: None.

MOTION CARRIED.

13. **ADJOURNMENT.**

IT WAS MOVED SALZWEDEL and seconded by CHAMBERS to adjourn at 8:35 p.m.

DATE:

APPROVED:

---

Mike DeVore, Mayor

---

Sue Ullery, Lowell City Clerk

**CITY OF LOWELL  
KENT COUNTY, MICHIGAN**

**ORDINANCE NO. 19-03**

**AN ORDINANCE AMENDING ARTICLE V, "FIREWORKS," OF  
CHAPTER 10, "FIRE PREVENTION AND PROTECTION," OF THE  
CODE OF ORDINANCES OF THE CITY OF LOWELL**

Councilmember CHAMBERS, supported by Councilmember SALZWEDEL moved the adoption of the following ordinance:

**THE CITY OF LOWELL ORDAINS:**

**Section 1. Amendment of Section 10-60 of Article V of Chapter 10 of the Code of Ordinances.** Section 10-60 "Definitions", of Article V, "Fireworks," of Chapter 10, "Fire Prevention and Protection," of the Code of Ordinances is hereby amended to remove the definition of *National holiday*.

**Section 2. Amendment of Section 10-64 of Article V of Chapter 10 of the Code of Ordinances.** Section 10-64 "Use of consumer fireworks", of Article V, "Fireworks," of Chapter 10, "Fire Prevention and Protection," of the Code of Ordinances is hereby amended in its entirety to read:

**Sec. 10-64. - Use of consumer fireworks.**

- (a) A person shall not ignite, discharge or use consumer fireworks except on the following days after 11 a.m.:
- (1) December 31 until 1 a.m. on January 1.
  - (2) The Saturday and Sunday immediately preceding Memorial Day until 11:45 p.m. on each of those days.
  - (3) June 29 to July 4 until 11:45 p.m. on each of those days.
  - (4) July 5, if that date is a Friday or Saturday, until 11:45 p.m.
  - (5) The Saturday and Sunday immediately preceding Labor Day until 11:45 p.m. on each of those days.
  - (6) The second Saturday in July, unless the Lowell Riverwalk Festival Fireworks as recognized by the city falls on a different day, in which case, the day of the Lowell Riverwalk Festival Fireworks, until 11:45 p.m.

- (b) A person shall not ignite, discharge, or use consumer fireworks if the environmental concerns based on the department of natural resources fire division criteria are elevated to extreme fire conditions or if the environment concerns based on the department of natural resources fire division criteria are elevated to very high for seventy-two (72) consecutive hours and the commanding officer of the fire department, in consultation with the department of natural resources enforces a no burning restriction that includes a ban on the ignition, discharge, and use of consumer fireworks. If a no burning restriction is instituted under this Section, the commanding officer of the fire department enforcing the restriction shall ensure that adequate notice of the restriction is provided to the public.

**Section 3. Amendment of Section 10-66 of Article V of Chapter 10 of the Code of Ordinances.** Section 10-66 "Prohibition on or near certain property", of Article V, "Fireworks," of Chapter 10, "Fire Prevention and Protection," of the Code of Ordinances is hereby amended in its entirety to read:

**Sec. 10-66. - Prohibition on or near certain property.**

No person shall, at any time, ignite, discharge, use or display, except under the terms and conditions of a permit issued pursuant to this section, any fireworks, upon another person's property or within fifteen (15) feet of another person's property without such property owner's permission. No person shall, at any time, ignite, discharge, use or display, except under the terms and conditions of a permit issued pursuant to this section, any fireworks in a public street or right-of-way, a public park, school property, public property, or any other place of public assembly without the approval of the owner of such property or, in the case of a public park, street or right-of-way, the approval of the city. Notwithstanding the above, pursuant to state law, it shall not be a violation of this section relative to consumer fireworks on the dates and times consumer fireworks are allowed as set forth in section 10-64(a). However, this exception does not affect the ability of a person to restrict the use of fireworks on property owned or controlled by them by any other lawful means.

**Section 4. Addition of Section 10-72 of Article V of Chapter 10 of the Code of Ordinances.** Section 10-72 "Civil fine", of Article V, "Fireworks," of Chapter 10, "Fire Prevention and Protection," of the Code of Ordinances is hereby added to read:

**Sec. 10-73. – Civil fine.**

Notwithstanding anything to the contrary in this Code of Ordinances, violations of Section 10-64 shall be responsible for a civil fine in the amount of one thousand (\$1,000.00) for each violation and no other fine or sanction. Five hundred dollars (\$500.00) of the fine collected shall be remitted to the local law enforcement agency responsible for enforcing the ordinance.

**Section 5. Publication.** After its adoption, the City Clerk shall publish this ordinance or a summary thereof, as permitted by law, along with its date of adoption in *The Lowell Ledger*, a newspaper of general circulation in the City, at least ten (10) days before its effective date.

**Section 6. Effective Date.** This ordinance shall take effect ten (10) days after it, or a summary thereof, as permitted by law, along with the date of its adoption, is published in *The Lowell Ledger*, a newspaper of general circulation in the City.

YEAS: Councilmembers Mayor DeVore, Councilmembers Salzwedel, Yankovich,  
Chambers and Canfield

NAYS: Councilmembers None

ABSTAIN: Councilmembers None

ABSENT: Councilmembers None

**ORDINANCE DECLARED ADOPTED.**

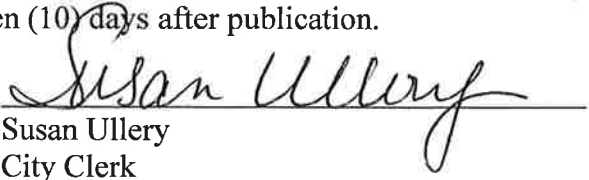
Dated: July 1, 2019

  
Susan Ullery  
City Clerk

**CERTIFICATION**

I, the undersigned City Clerk of the City of Lowell, Michigan (the "City"), certify that the above ordinance is a true and complete copy of an ordinance adopted at a regular meeting of the Lowell City Council held on July 1, 2019, pursuant to notice given in compliance with Act 267 of the Public Acts of Michigan of 1976, as amended, and notice of its adoption, including a summary of its contents and its effective date, was published in the *Lowell Ledger*, on July 10, 2019. I further certify that the above ordinance was entered into the Ordinance Book of the City on July 20, 2019, and was effective July 20, 2019, ten (10) days after publication.

Dated July 1, 2019

  
Susan Ullery  
City Clerk

**CITY OF LOWELL  
KENT COUNTY, MICHIGAN**

**RESOLUTION NO. 22-19**

**RESOLUTION APPROVING AND AUTHORIZING  
EXECUTION OF FAIRGROUND USE AGREEMENT WITH  
KENT COUNTY YOUTH AGRICULTURE ASSOCIATION**

Councilmember SALZWEDEL supported by Councilmember CANFIELD, moved the adoption of the following resolution:

**WHEREAS**, the City of Lowell (the “City”) owns certain property east of Hudson Street and north of the Flat River known as the “Fairgrounds”; and

**WHEREAS**, the Kent County Youth Agriculture Association (the “KCYAA”) in the past has used the Fairgrounds in connection with its annual sponsorship of the youth fair (the “Fair”) and in connection with other KCYAA sponsored or sanctioned activities and uses (the “Other Activities”); and

**WHEREAS**, KCYAA desires to continue to use the Fairgrounds for the Fair and related Other Activities and the City is willing to permit such uses subject to the terms and conditions of a Fairgrounds Use Agreement (the “Agreement”).

**NOW, THEREFORE, BE IT RESOLVED AS FOLLOWS:**

1. That the Agreement in the form presented at this meeting is approved with such modifications not materially adverse to the City approved as to content by the City Manager and as to form by the City Attorney.
2. That the Mayor and City Clerk are authorized and directed to execute the approved Agreement for and on behalf of the City.
3. That all resolutions or parts of resolutions in conflict herewith shall be, and the same are, hereby rescinded.



YEAS: Councilmembers Salzwedel, Yankovich, Chambers, Canfield and Mayor  
DeVore

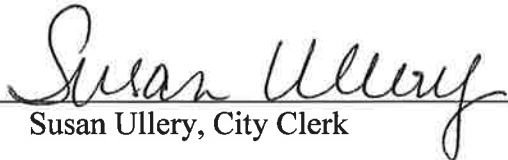
NAYS: Councilmembers None

ABSTAIN: Councilmembers None

ABSENT: Councilmembers None

**RESOLUTION DECLARED ADOPTED.**

Dated: July 1, 2019

  
Susan Ullery, City Clerk

**CERTIFICATION**

I hereby certify that the foregoing is a true and complete copy of a resolution adopted by the City Council of the City of Lowell, at a regular meeting held on July 1, 2019, and that public notice of said meeting was given pursuant to, and in compliance with, Act 267 of the Public Acts of Michigan of 1976, as amended.

Dated: July 1, 2019

  
Susan Ullery, City Clerk

**CITY OF LOWELL  
KENT COUNTY, MICHIGAN**

**RESOLUTION NO. 25-19**

**RESOLUTION APPROVING AND AUTHORIZING  
EXECUTION OF A UTILITY EASEMENT AGREEMENT  
WITH WANDA LEE FOX**

Councilmember CHAMBERS supported by Councilmember CANFIELD moved the adoption of the following resolution:

**WHEREAS**, the City, through its Department of Light and Power (“LL&P”), is installing an electric transformer and related appurtenances adjacent to Heffron Street east of West Avenue in the City (the “Improvements”); and

**WHEREAS**, it is necessary that the City obtain an easement over a portion of property owned by Wanda Lee Fox (the “Grantor”) for the Improvements; and

**WHEREAS**, the Grantor is willing to provide said easement pursuant and subject to the terms and conditions of a Utility Easement Agreement (the “Agreement”) between her and the City; and

**WHEREAS**, the Lowell Board of Light and Power has reviewed and recommended approval of the Agreement.

**NOW, THEREFORE, BE IT RESOLVED AS FOLLOWS:**

1. That the Agreement in the form presented at this meeting is approved with such modifications not materially adverse to the City approved as to content by the Manager of LL&P and as to form by the City Attorney.

2. That the Mayor and City Clerk are authorized and directed to execute the approved Agreement for and on behalf of the City.

3. That once the Agreement is executed by the Grantor and the City, the City Clerk shall cause the fully executed Agreement to be recorded with the Kent County, Michigan Register of Deeds.

4. That all resolutions or parts of resolutions, to the extent of any conflict herewith, are hereby rescinded.

YEAS: Councilmembers Chambers, Canfield, Mayor DeVore, Councilmembers  
Salzwedel and Yankovich

NAYS: Councilmembers None

ABSTAIN: Councilmembers None

ABSENT: Councilmembers None

**RESOLUTION DECLARED ADOPTED.**

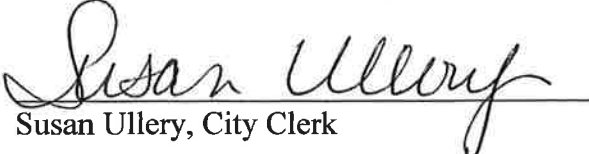
Dated: July 1, 2019

  
Susan Ullery, City Clerk

**CERTIFICATION**

I, the undersigned Clerk of the City of Lowell, Michigan (the "City"), do hereby certify that the foregoing is a true and complete copy of a resolution adopted by the City Council of the City at a regular meeting held on July 1, 2019, and that public notice of said meeting was given pursuant to, and in compliance with, Act 267 of the Public Acts of Michigan of 1976, as amended.

Dated: July 1, 2019

  
Susan Ullery, City Clerk

**CITY OF LOWELL  
KENT COUNTY, MICHIGAN**

**RESOLUTION NO. 26-19**

**RESOLUTION APPROVING AND AUTHORIZING  
EXECUTION OF A UTILITY EASEMENT AGREEMENT  
WITH TDC, INC.**

Councilmember YANKOVICH supported by Councilmember SALZWEDEL, moved the adoption of the following resolution:

**WHEREAS**, the City, through its Department of Light and Power (“LL&P”), is installing overhead and underground electric and communications infrastructure and related appurtenances east of Jackson Street, south of Grand River Drive and north of Grand Rapids Eastern Railroad in the City (the “Improvements”); and

**WHEREAS**, it is necessary that the City obtain an easement over a portion of property owned by TDC, Inc. (the “Grantor”) for the Improvements; and

**WHEREAS**, the Grantor is willing to provide said easement pursuant and subject to the terms and conditions of a Utility Easement Agreement (the “Agreement”) between it and the City; and

**WHEREAS**, the Lowell Board of Light and Power has reviewed and recommended approval of the Agreement.

**NOW, THEREFORE, BE IT RESOLVED AS FOLLOWS:**

1. That the Agreement in the form presented at this meeting is approved with such modifications not materially adverse to the City approved as to content by the Manager of LL&P and as to form by the City Attorney.

2. That the Mayor and City Clerk are authorized and directed to execute the approved Agreement for and on behalf of the City.

3. That once the Agreement is executed by the Grantor and the City, the City Clerk shall cause the fully executed Agreement to be recorded with the Kent County, Michigan Register of Deeds.

4. That all resolutions or parts of resolutions, to the extent of any conflict herewith, are hereby rescinded.

YEAS: Councilmembers Canfield, Mayor DeVore, Councilmembers Salzwedel, Yankovich and Chambers

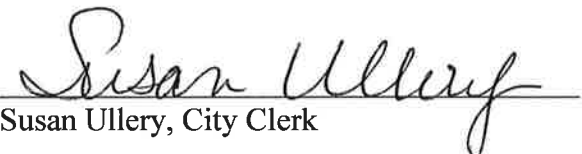
NAYS: Councilmembers None

ABSTAIN: Councilmembers None

ABSENT: Councilmembers None

**RESOLUTION DECLARED ADOPTED.**

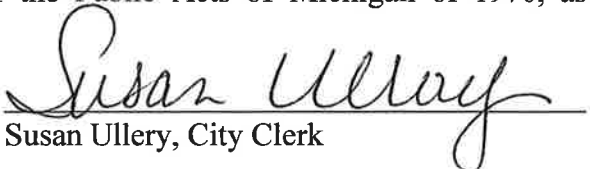
Dated: July 1, 2019

  
Susan Ullery, City Clerk

**CERTIFICATION**

I, the undersigned Clerk of the City of Lowell, Michigan (the "City"), do hereby certify that the foregoing is a true and complete copy of a resolution adopted by the City Council of the City at a regular meeting held on July 1, 2019, and that public notice of said meeting was given pursuant to, and in compliance with, Act 267 of the Public Acts of Michigan of 1976, as amended.

Dated: July 1, 2019

  
Susan Ullery, City Clerk

07/11/2019 04:18 PM  
User: SUE  
DB: Lowell

INVOICE GL DISTRIBUTION REPORT FOR CITY OF LOWELL  
POST DATES 06/28/2019 - 07/11/2019  
BOTH JOURNALIZED AND UNJOURNALIZED  
BOTH OPEN AND PAID

Page: 1/5

GL Number	Invoice Line Desc	Vendor	Invoice Description	Amount	Check #
Fund 101 GENERAL FUND					
Dept 000					
101-000-084.015	DUE FROM FIRE AUTHORITY	LOWELL LIGHT & POWER	ACCESS POINT/BANNERS/ADDO	0.74	73031
101-000-084.015	DUE FROM FIRE AUTHORITY	MAG PLUMBING SERVICE LLC	28 BACKFLOR PREVENTION DE	34.67	73053
101-000-085.000	DUE FROM LIGHT & POWER	MAG PLUMBING SERVICE LLC	28 BACKFLOR PREVENTION DE	69.34	73053
101-000-222.002	DUE TO COUNTY-DOG LICENSE	KENT COUNTY HEALTH DEPT	DOG LICENSES JANUARY THRO	236.00	73048
101-000-223.001	DUE LIB-DELINQ PERS PROP	KENT DISTRICT LIBRARY	TAX DISBURSEMENT	1.90	73049
101-000-274.000	UNDISTRIBUTED DELINQUENT	KENT DISTRICT LIBRARY	TAX DISBURSEMENT	0.06	73049
101-000-285.004	CREEKSIDE DEPOSIT	BETTY JONKER	DEPOSIT PAID FOR CREEKSID	125.00	73035
101-000-285.004	CREEKSIDE DEPOSIT	RAMONA LUCHTENBURG	CREEKSIDE DEPOSIT	50.00	73061
101-000-676.000	INSURANCE RECOVERIES	BIERI AUTO BODY INC.	FORD INTERCEPTOR REPAIRS	801.02	73037
Total For Dept 000				1,318.73	
Dept 209 ASSESSOR					
101-209-900.000	PRINTING	LOWELL LEDGER	ACCOUNT STATEMENT	61.82	73051
Total For Dept 209 ASSESS				61.82	
Dept 215 CLERK					
101-215-900.000	PRINTING	LOWELL LEDGER	ACCOUNT STATEMENT	74.90	73051
101-215-955.000	MISCELLANEOUS EXPENSE	IIMC	ANNUAL MEMBERSHIP THROUGH	195.00	73047
101-215-955.000	MISCELLANEOUS EXPENSE	IIMC	ANNUAL MEMBERSHIP THROUGH	135.00	73047
Total For Dept 215 CLERK				404.90	
Dept 265 CITY HALL					
101-265-740.000	OPERATING SUPPLIES	DEJONG, DON	REIMBURSEMENT FOR FLOWERS	7.98	73028
101-265-740.000	OPERATING SUPPLIES	BERNARDS ACE HARDWARE	VARIOUS HARDWARE ITEMS	8.99	73033
101-265-740.000	OPERATING SUPPLIES	PITNEY BOWES INC.	POSTAGE SUPPLIES	59.49	73056
101-265-740.000	OPERATING SUPPLIES	TRACTOR SUPPLY CREDIT PLA	VARIOUS GOODS AND SERVICE	52.99	73069
101-265-802.000	CONTRACTUAL	RED CREEK WASTE SERVICES	JUNE TRASH SERVICE	94.45	73062
101-265-802.000	CONTRACTUAL	RUESINK, KATHIE	CLEANING CITY HALL AND LI	330.00	73064
101-265-850.000	COMMUNICATIONS	COMCAST CABLE	FINAL BILLING	40.01	73026
101-265-850.000	COMMUNICATIONS	LOWELL LIGHT & POWER	ADDORIO/MAY ACCESS POINT	1,201.95	73030
101-265-850.000	COMMUNICATIONS	LOWELL LIGHT & POWER	ACCESS POINT/BANNERS/ADDO	765.74	73031
101-265-920.000	PUBLIC UTILITIES	CONSUMERS ENERGY	ACCOUNT STATEMENTS	1,048.58	73041
101-265-920.000	PUBLIC UTILITIES	LOWELL LIGHT & POWER	ELECTRIC BILLS	3,432.99	73052
101-265-930.000	REPAIR & MAINTENANCE	MAG PLUMBING SERVICE LLC	28 BACKFLOR PREVENTION DE	242.59	73053
101-265-975.000	BUILDING IMPROVEMENTS	MIDSTATE COMMUNICATION IN	SALE AND INSTALLION OF CA	1,330.45	73054
Total For Dept 265 CITY H				8,616.21	
Dept 276 CEMETERY					
101-276-740.000	OPERATING SUPPLIES	BERNARDS ACE HARDWARE	VARIOUS HARDWARE ITEMS	40.90	73033
101-276-802.000	CONTRACTUAL	RED CREEK WASTE SERVICES	JUNE TRASH SERVICE	35.00	73062
101-276-920.000	PUBLIC UTILITIES	LOWELL LIGHT & POWER	ELECTRIC BILLS	59.45	73052
101-276-930.000	REPAIR & MAINTENANCE	MAG PLUMBING SERVICE LLC	28 BACKFLOR PREVENTION DE	69.34	73053
101-276-930.000	REPAIR & MAINTENANCE	SELF SERVE LUMBER	VARIOUS LUMBER SUPPLIES	16.88	73065
Total For Dept 276 CEMETE				221.57	
Dept 294 UNALLOCATED MISCELLANEOUS					
101-294-910.000	UNALLOCATED INSURANCE	BHS INSURANCE AGENCY INC.	PUBLIC OFFICIALS BOND	672.00	73036
Total For Dept 294 UNALLO				672.00	
Dept 301 POLICE DEPARTMENT					
101-301-626.000	REPORTS & FINGERPRINT FEE	STATE OF MICHIGAN	FINGERPRINTS	259.50	73067
101-301-742.000	INVESTIGATIVE EXPENSE	R.E. RUEHS GARAGE INC.	POLICE REPAIRS	248.00	73060
101-301-744.000	UNIFORMS	CURTIS CLEANERS	DRY CLEANING POLICE	297.25	73042
101-301-850.000	COMMUNICATIONS	LOWELL LIGHT & POWER	ADDORIO/MAY ACCESS POINT	852.29	73030
101-301-850.000	COMMUNICATIONS	LOWELL LIGHT & POWER	ACCESS POINT/BANNERS/ADDO	748.25	73031
101-301-930.000	R & M EQUIPMENT	BERNARDS ACE HARDWARE	VARIOUS HARDWARE ITEMS	39.98	73033
101-301-931.000	R & M POLICE CARS	BIERI AUTO BODY INC.	FORD INTERCEPTOR REPAIRS	26.58	73037
101-301-955.000	MISCELLANEOUS EXPENSE	BERNARDS ACE HARDWARE	VARIOUS HARDWARE ITEMS	24.99	73033
Total For Dept 301 POLICE				2,496.84	

User: SUE

POST DATES 06/28/2019 - 07/11/2019

DB: Lowell

BOTH JOURNALIZED AND UNJOURNALIZED

BOTH OPEN AND PAID

GL Number	Invoice Line Desc	Vendor	Invoice Description	Amount	Check #
Fund 101 GENERAL FUND					
Dept 400 PLANNING & ZONING					
101-400-801.000	PROFESSIONAL SERVICES	FANDANGLED CUSTOM APPAREL	MICHAEL GADULA PLANNING C	23.00	73046
		Total For Dept 400 PLANNI		23.00	
Dept 441 DEPARTMENT OF PUBLIC WORKS					
101-441-740.000	OPERATING SUPPLIES	FLAT RIVER ELECTRIC LLC	OLD GARAGE LIGHT	212.75	73029
101-441-740.000	OPERATING SUPPLIES	BERNARDS ACE HARDWARE	VARIOUS HARDWARE ITEMS	48.46	73033
101-441-740.000	OPERATING SUPPLIES	SELF SERVE LUMBER	VARIOUS LUMBER SUPPLIES	5.15	73065
101-441-802.000	CONTRACTUAL	RED CREEK WASTE SERVICES	JUNE TRASH SERVICE	207.86	73062
101-441-850.000	COMMUNICATIONS	LOWELL LIGHT & POWER	ADDORIO/MAY ACCESS POINT	739.26	73030
101-441-850.000	COMMUNICATIONS	LOWELL LIGHT & POWER	ACCESS POINT/BANNERS/ADDO	262.21	73031
101-441-850.000	COMMUNICATIONS	COMCAST CABLE	DPW CABLE	35.05	73039
101-441-920.000	PUBLIC UTILITIES	LOWELL LIGHT & POWER	ELECTRIC BILLS	293.98	73052
101-441-926.000	STREET LIGHTING	LOWELL LIGHT & POWER	ELECTRIC BILLS	1,132.10	73052
101-441-930.000	REPAIR & MAINTENANCE	MAG PLUMBING SERVICE LLC	28 BACKFLOR PREVENTION DE	69.34	73053
		Total For Dept 441 DEPART		3,006.16	
Dept 747 CHAMBER/RIVERWALK					
101-747-920.000	CHAMBER UTILITIES	LOWELL LIGHT & POWER	ELECTRIC BILLS	126.82	73052
		Total For Dept 747 CHAMBE		126.82	
Dept 751 PARKS					
101-751-740.000	OPERATING SUPPLIES	BERNARDS ACE HARDWARE	VARIOUS HARDWARE ITEMS	119.55	73033
101-751-740.000	OPERATING SUPPLIES	SELF SERVE LUMBER	VARIOUS LUMBER SUPPLIES	104.73	73065
101-751-740.000	OPERATING SUPPLIES	TRACTOR SUPPLY CREDIT PLA	VARIOUS GOODS AND SERVICE	17.98	73069
101-751-802.000	CONTRACTUAL	PREIN & NEWHOF, INC.	STONE Y LAKESIDE TEST SAMP	330.00	73057
101-751-802.000	CONTRACTUAL	RED CREEK WASTE SERVICES	JUNE TRASH SERVICE	225.72	73062
101-751-802.000	CONTRACTUAL	TRUGREEN	REC PARK FOOTBALL FIELD	126.69	73070
101-751-920.000	PUBLIC UTILITIES	LOWELL LIGHT & POWER	ELECTRIC BILLS	510.33	73052
101-751-930.000	REPAIR & MAINTENANCE	BERNARDS ACE HARDWARE	VARIOUS HARDWARE ITEMS	59.95	73033
101-751-930.000	REPAIR & MAINTENANCE	SELF SERVE LUMBER	VARIOUS LUMBER SUPPLIES	2.40	73065
101-751-930.000	REPAIR & MAINTENANCE	TRACTOR SUPPLY CREDIT PLA	VARIOUS GOODS AND SERVICE	15.97	73069
		Total For Dept 751 PARKS		1,513.32	
Dept 757 SHOWBOAT					
101-757-920.000	SHOWBOAT UTILITIES	LOWELL LIGHT & POWER	ELECTRIC BILLS	52.08	73052
		Total For Dept 757 SHOWBO		52.08	
Dept 790 LIBRARY					
101-790-802.000	CONTRACTUAL	PROGRESSIVE HEATING COOLI	SERVICE CALL LIBRARY	1,017.88	73059
101-790-802.000	CONTRACTUAL	PROGRESSIVE HEATING COOLI	SERVICE CALL	110.00	73059
101-790-802.000	CONTRACTUAL	RED CREEK WASTE SERVICES	JUNE TRASH SERVICE	47.50	73062
101-790-802.000	CONTRACTUAL	RUESINK, KATHIE	CLEANING CITY HALL AND LI	180.00	73064
101-790-850.000	COMMUNICATIONS	LOWELL LIGHT & POWER	ADDORIO/MAY ACCESS POINT	134.60	73030
101-790-850.000	COMMUNICATIONS	LOWELL LIGHT & POWER	ACCESS POINT/BANNERS/ADDO	134.60	73031
101-790-920.000	PUBLIC UTILITIES	LOWELL LIGHT & POWER	ELECTRIC BILLS	1,355.26	73052
101-790-930.000	REPAIR & MAINTENANCE	MAG PLUMBING SERVICE LLC	28 BACKFLOR PREVENTION DE	104.01	73053
101-790-930.000	REPAIR & MAINTENANCE	MODEL COVERALL SERVICE, I	LIBRARY RUGS	255.92	73055
101-790-930.000	REPAIR & MAINTENANCE	SITONE LANDSCAPE SUPPLY	SUPPLIES	74.20	73066
		Total For Dept 790 LIBRAR		3,413.97	
Dept 804 MUSEUM					
101-804-887.000	CONTRIBUTIONS & MAINTENAN	MAG PLUMBING SERVICE LLC	28 BACKFLOR PREVENTION DE	69.34	73053
101-804-920.000	PUBLIC UTILITIES	LOWELL LIGHT & POWER	ELECTRIC BILLS	252.74	73052
		Total For Dept 804 MUSEUM		322.08	
		Total For Fund 101 GENERA		22,249.50	
Fund 202 MAJOR STREET FUND					
Dept 463 MAINTENANCE					
202-463-740.000	OPERATING SUPPLIES	TRACTOR SUPPLY CREDIT PLA	VARIOUS GOODS AND SERVICE	17.98	73069
		Total For Dept 463 MAINTE		17.98	

07/11/2019 04:18 PM  
User: SUE  
DB: Lowell

INVOICE GL DISTRIBUTION REPORT FOR CITY OF LOWELL  
POST DATES 06/28/2019 - 07/11/2019  
BOTH JOURNALIZED AND UNJOURNALIZED  
BOTH OPEN AND PAID

Page: 3/5

GL Number	Invoice Line Desc	Vendor	Invoice Description	Amount	Check #
Fund 202 MAJOR STREET FUND					
Dept 474 TRAFFIC					
202-474-740.000	OPERATING SUPPLIES	DORNBOS SIGN, INC	TRAFFIC SUPPLIES	1,535.15	73045
Total For Dept 474 TRAFFI				1,535.15	
Total For Fund 202 MAJOR				1,553.13	
Fund 203 LOCAL STREET FUND					
Dept 463 MAINTENANCE					
203-463-740.000	OPERATING SUPPLIES	BERNARDS ACE HARDWARE	VARIOUS HARDWARE ITEMS	7.99	73033
203-463-740.000	OPERATING SUPPLIES	SUPERIOR ASPHALT, INC.	ASPHALT	910.00	73068
203-463-740.000	OPERATING SUPPLIES	TRACTOR SUPPLY CREDIT PLA	VARIOUS GOODS AND SERVICE	96.91	73069
Total For Dept 463 MAINTEN				1,014.90	
Dept 474 TRAFFIC					
203-474-740.000	OPERATING SUPPLIES	BERNARDS ACE HARDWARE	VARIOUS HARDWARE ITEMS	9.98	73033
203-474-740.000	OPERATING SUPPLIES	DORNBOS SIGN, INC	TRAFFIC SUPPLIES	1,535.15	73045
Total For Dept 474 TRAFFI				1,545.13	
Total For Fund 203 LOCAL				2,560.03	
Fund 248 DOWNTOWN DEVELOPMENT AUTHORITY					
Dept 463 MAINTENANCE					
248-463-740.000	OPERATING SUPPLIES	DEJONG, DON	REIMBURSEMENT FOR FLOWERS	43.89	73028
248-463-740.000	OPERATING SUPPLIES	BERNARDS ACE HARDWARE	VARIOUS HARDWARE ITEMS	53.47	73033
248-463-920.000	PUBLIC UTILITIES	LOWELL LIGHT & POWER	ELECTRIC BILLS	433.19	73052
248-463-930.000	REPAIR & MAINTENANCE	LOWELL LIGHT & POWER	ACCESS POINT/BANNERS/ADDO	133.00	73031
248-463-930.000	REPAIR & MAINTENANCE	BERNARDS ACE HARDWARE	VARIOUS HARDWARE ITEMS	15.49	73033
248-463-930.000	REPAIR & MAINTENANCE	MAG PLUMBING SERVICE LLC	28 BACKFLOR PREVENTION DE	138.68	73053
248-463-930.000	REPAIR & MAINTENANCE	SELF SERVE LUMBER	VARIOUS LUMBER SUPPLIES	31.03	73065
248-463-930.000	REPAIR & MAINTENANCE	SITEONE LANDSCAPE SUPPLY	SUPPLIES	100.00	73066
Total For Dept 463 MAINTEN				948.75	
Total For Fund 248 DOWNTOW				948.75	
Fund 249 BUILDING INSPECTION FUND					
Dept 371 BUILDING INSPECTION DEPARTMENT					
249-371-802.000	CONTRACTUAL	PROFESSIONAL CODE INSPECT	JUNE INSPECTIONS	3,656.70	73058
Total For Dept 371 BUILDI				3,656.70	
Total For Fund 249 BUILDI				3,656.70	
Fund 260 DESIGNATED CONTRIBUTIONS					
Dept 758 DOG PARK					
260-758-930.000	REPAIR & MAINTENANCE	CAREY, JAMES	REIMBURSEMENT DOG PARK SU	130.00	73038
Total For Dept 758 DOG PA				130.00	
Total For Fund 260 DESIGN				130.00	
Fund 581 AIRPORT FUND					
Dept 000					
581-000-740.000	OPERATING SUPPLIES	BERNARDS ACE HARDWARE	VARIOUS HARDWARE ITEMS	799.00	73033
581-000-740.000	OPERATING SUPPLIES	TRACTOR SUPPLY CREDIT PLA	VARIOUS GOODS AND SERVICE	211.93	73069
581-000-920.000	PUBLIC UTILITIES	CONSUMERS ENERGY	AIRPORT LIGHTS	26.17	73040
581-000-920.000	PUBLIC UTILITIES	CONSUMERS ENERGY	ACCOUNT STATEMENTS	221.34	73041
Total For Dept 000				1,258.44	
Total For Fund 581 AIRPOR				1,258.44	
Fund 590 WASTEWATER FUND					
Dept 000					
590-000-043.000	DUE FROM EARTH TECH	LOWELL LIGHT & POWER	ADDORIO/MAY ACCESS POINT	873.25	73030
590-000-043.000	DUE FROM EARTH TECH	LOWELL LIGHT & POWER	ACCESS POINT/BANNERS/ADDO	398.67	73031
590-000-043.000	DUE FROM EARTH TECH	LOWELL LIGHT & POWER	ELECTRIC BILLS	4,871.04	73052
590-000-043.000	DUE FROM EARTH TECH	MAG PLUMBING SERVICE LLC	28 BACKFLOR PREVENTION DE	69.34	73053
Total For Dept 000				6,212.30	
Total For Fund 590 WASTE				6,212.30	



User: SUE

POST DATES 06/28/2019 - 07/11/2019

DB: Lowell

BOTH JOURNALIZED AND UNJOURNALIZED

BOTH OPEN AND PAID

GL Number	Invoice Line Desc	Vendor	Invoice Description	Amount	Check #
Fund 591 WATER FUND					
Dept 000					
591-000-276.000	Water	ACKER, CODY	UB refund for account: 5-	53.04	73032
591-000-632.000	METERED SALES-TOWNSHIP	LOWELL CHARTER TOWNSHIP	WATER OVERPAYMENT JULY 20	5,103.33	73050
		Total For Dept 000		5,156.37	
Dept 570 TREATMENT					
591-570-740.000	OPERATING SUPPLIES	BERNARDS ACE HARDWARE	VARIOUS HARDWARE ITEMS	79.59	73033
591-570-740.000	OPERATING SUPPLIES	TRACTOR SUPPLY CREDIT PLA	VARIOUS GOODS AND SERVICE	69.22	73069
591-570-850.000	COMMUNICATIONS	LOWELL LIGHT & POWER	ADDORIO/MAY ACCESS POINT	873.08	73030
591-570-850.000	COMMUNICATIONS	LOWELL LIGHT & POWER	ACCESS POINT/BANNERS/ADDO	987.71	73031
591-570-920.000	PUBLIC UTILITIES	LOWELL LIGHT & POWER	ELECTRIC BILLS	4,092.98	73052
591-570-930.000	REPAIR & MAINTENANCE	MAG PLUMBING SERVICE LLC	28 BACKFLOR PREVENTION DE	69.34	73053
591-570-970.000	CAPITAL OUTLAY	DAVE COLE DECORATORS, INC	WTP PAINT & PRIME LIME TA	17,900.00	73027
591-570-970.000	CAPITAL OUTLAY	RS TECHNICAL SERVICES, IN	SCADA WATER TREATMENT PLA	71,730.30	73063
		Total For Dept 570 TREATM		95,802.22	
Dept 571 DISTRIBUTION					
591-571-740.000	OPERATING SUPPLIES	BERNARDS ACE HARDWARE	VARIOUS HARDWARE ITEMS	15.99	73033
591-571-920.000	PUBLIC UTILITIES	CONSUMERS ENERGY	ACCOUNT STATEMENTS	21.97	73041
591-571-920.000	PUBLIC UTILITIES	LOWELL LIGHT & POWER	ELECTRIC BILLS	1,254.48	73052
591-571-930.000	REPAIR & MAINTENANCE	BERNARDS ACE HARDWARE	VARIOUS HARDWARE ITEMS	30.64	73033
591-571-930.000	REPAIR & MAINTENANCE	MAG PLUMBING SERVICE LLC	28 BACKFLOR PREVENTION DE	104.01	73053
591-571-930.000	REPAIR & MAINTENANCE	TRACTOR SUPPLY CREDIT PLA	VARIOUS GOODS AND SERVICE	47.95	73069
591-571-955.000	MISCELLANEOUS EXPENSE	VERIZON WIRELESS	MAY 30 - JUNE 29	2.95	73071
		Total For Dept 571 DISTRI		1,477.99	
		Total For Fund 591 WATER		102,436.58	
Fund 636 DATA PROCESSING FUND					
Dept 000					
636-000-802.000	CONTRACTUAL	DIGITAL OFFICE MACHINES,	MONTHLY SERVICE ON RICOH	61.73	73044
636-000-986.000	COMPUTER DATA PROCESSING	DELL MARKETING L P	COMPUTER	822.61	73043
		Total For Dept 000		884.34	
		Total For Fund 636 DATA P		884.34	

07/11/2019 04:18 PM

## INVOICE GL DISTRIBUTION REPORT FOR CITY OF LOWELL

Page: 5/5

User: SUE

POST DATES 06/28/2019 - 07/11/2019

DB: Lowell

BOTH JOURNALIZED AND UNJOURNALIZED

BOTH OPEN AND PAID

GL Number	Invoice Line Desc	Vendor	Invoice Description	Amount	Check #
-----------	-------------------	--------	---------------------	--------	---------

## Fund Totals:

Fund 101	GENERAL FUND	22,249.50
Fund 202	MAJOR STREET FUN	1,553.13
Fund 203	LOCAL STREET FUN	2,560.03
Fund 248	DOWNTOWN DEVELOP	948.75
Fund 249	BUILDING INSPECT	3,656.70
Fund 260	DESIGNATED CONTR	130.00
Fund 581	AIRPORT FUND	1,258.44
Fund 590	WASTEWATER FUND	6,212.30
Fund 591	WATER FUND	102,436.58
Fund 636	DATA PROCESSING	884.34

---

141,889.77

User: SUE

POST DATES 06/28/2019 - 07/11/2019

DB: Lowell

BOTH JOURNALIZED AND UNJOURNALIZED

PAID - CHECK TYPE: PAPER CHECK

Vendor Code	Vendor Name Invoice	Description	Amount
REFUND UB	ACKER, CODY 07/05/2019	UB refund for account: 5-02440-6	53.04
TOTAL FOR: ACKER, CODY			53.04
00050	BERNARDS ACE HARDWARE 6/30/2019	VARIOUS HARDWARE ITEMS	1,354.97
TOTAL FOR: BERNARDS ACE HARDWARE			1,354.97
CREEKSID	BETTY JONKER CANCELLATION	DEPOSIT PAID FOR CREEKSID	125.00
TOTAL FOR: BETTY JONKER			125.00
10178	BHS INSURANCE AGENCY INC. 35526	PUBLIC OFFICIALS BOND	672.00
TOTAL FOR: BHS INSURANCE AGENCY INC.			672.00
00053	BIERI AUTO BODY INC. 07/03/2019	FORD INTERCEPTOR REPAIRS	827.60
TOTAL FOR: BIERI AUTO BODY INC.			827.60
02540	CAREY, JAMES 0711	REIMBURSEMENT DOG PARK SUPPLIES	130.00
TOTAL FOR: CAREY, JAMES			130.00
10493	COMCAST CABLE 7/2/2019	FINAL BILLING	40.01
	7/6 - 8/5/19	DPW CABLE	35.05
TOTAL FOR: COMCAST CABLE			75.06
00118	CONSUMERS ENERGY 07242019	AIRPORT LIGHTS	26.17
TOTAL FOR: CONSUMERS ENERGY			26.17
10509	CONSUMERS ENERGY 5/25 - 6/25	ACCOUNT STATEMENTS	1,291.89
TOTAL FOR: CONSUMERS ENERGY			1,291.89
01156	CURTIS CLEANERS 07012019	DRY CLEANING POLICE	297.25
TOTAL FOR: CURTIS CLEANERS			297.25
00109	DAVE COLE DECORATORS, INC. 8189-1	WTP PAINT & PRIME LIME TANK	17,900.00
TOTAL FOR: DAVE COLE DECORATORS, INC.			17,900.00
00139	DEJONG, DON 06/28/2019	REIMBURSEMENT FOR FLOWERS	51.87
TOTAL FOR: DEJONG, DON			51.87
01783	DELL MARKETING L P 10319481270	COMPUTER	822.61
TOTAL FOR: DELL MARKETING L P			822.61
02035	DIGITAL OFFICE MACHINES, INC. 18581	MONTHLY SERVICE ON RICOH MPC3500	61.73
TOTAL FOR: DIGITAL OFFICE MACHINES, INC.			61.73

User: SUE

POST DATES 06/28/2019 - 07/11/2019

DB: Lowell

BOTH JOURNALIZED AND UNJOURNALIZED

PAID - CHECK TYPE: PAPER CHECK

Vendor Code	Vendor Name	Invoice	Description	Amount
02089	DORNBOS SIGN, INC	INV44667	TRAFFIC SUPPLIES	3,070.30
TOTAL FOR: DORNBOS SIGN, INC				3,070.30
10536	FANDANGLED CUSTOM APPAREL & GIFTS	1789	MICHAEL GADULA PLANNING COMMISSIONER PLACQUE	23.00
TOTAL FOR: FANDANGLED CUSTOM APPAREL & GIFTS				23.00
10369	FLAT RIVER ELECTRIC LLC	I3265	OLD GARAGE LIGHT	212.75
TOTAL FOR: FLAT RIVER ELECTRIC LLC				212.75
01524	IIMC	06/24/2019	ANNUAL MEMBERSHIP THROUGH 09/30/2020 SUE ULLERY	195.00
		06242019	ANNUAL MEMBERSHIP THROUGH 09/30/2020 AMY BROWN	135.00
TOTAL FOR: IIMC				330.00
00301	KENT COUNTY HEALTH DEPT	LOWEC01.01.19.03.	DOG LICENSES JANUARY THROUGH MARCH 2019	236.00
TOTAL FOR: KENT COUNTY HEALTH DEPT				236.00
00303	KENT DISTRICT LIBRARY	6/1 - 6/15/2019	TAX DISBURSEMENT	1.96
TOTAL FOR: KENT DISTRICT LIBRARY				1.96
00347	LOWELL CHARTER TOWNSHIP	PAYMENT #5	WATER OVERPAYMENT JULY 2019	5,103.33
TOTAL FOR: LOWELL CHARTER TOWNSHIP				5,103.33
00330	LOWELL LEDGER	JUNE 2019	ACCOUNT STATEMENT	136.72
TOTAL FOR: LOWELL LEDGER				136.72
00341	LOWELL LIGHT & POWER	3287	ADDORIO/MAY ACCESS POINT	4,674.43
		3302	ACCESS POINT/BANNERS/ADDORIO	3,430.92
		5/26/2019-6/25/20	ELECTRIC BILLS	17,867.44
TOTAL FOR: LOWELL LIGHT & POWER				25,972.79
10251	MAG PLUMBING SERVICE LLC	1389	28 BACKFLOR PREVENTION DEVICES TESTED	1,040.00
TOTAL FOR: MAG PLUMBING SERVICE LLC				1,040.00
00405	MIDSTATE COMMUNICATION INC	JC2704	SALE AND INSTALLION OF CARD ACCESS CHANGE ORDER	1,330.45
TOTAL FOR: MIDSTATE COMMUNICATION INC				1,330.45
00426	MODEL COVERALL SERVICE, INC.	JUNE 2019	LIBRARY RUGS	255.92
TOTAL FOR: MODEL COVERALL SERVICE, INC.				255.92
02247	PITNEY BOWES INC.	1013348180	POSTAGE SUPPLIES	59.49
TOTAL FOR: PITNEY BOWES INC.				59.49
00512	PREIN & NEWHOF, INC.	85136	STONEY LAKESIDE TEST SAMPLES	330.00
TOTAL FOR: PREIN & NEWHOF, INC.				330.00

User: SUE

POST DATES 06/28/2019 - 07/11/2019

DB: Lowell

BOTH JOURNALIZED AND UNJOURNALIZED

PAID - CHECK TYPE: PAPER CHECK

Vendor Code	Vendor Name	Invoice	Description	Amount
10762	PROFESSIONAL CODE INSPECTIONS OF MI	6061	JUNE INSPECTIONS	3,656.70
TOTAL FOR: PROFESSIONAL CODE INSPECTIONS OF MI				3,656.70
02331	PROGRESSIVE HEATING COOLING, CORP.	2015880	SERVICE CALL	110.00
		2015890	SERVICE CALL LIBRARY	1,017.88
TOTAL FOR: PROGRESSIVE HEATING COOLING, CORP.				1,127.88
10820	R.E. RUEHS GARAGE INC.	07012019	POLICE REPAIRS	248.00
TOTAL FOR: R.E. RUEHS GARAGE INC.				248.00
CREEKSIDE	RAMONA LUCHTENBURG	6/23/19	CREEKSIDE DEPOSIT	50.00
TOTAL FOR: RAMONA LUCHTENBURG				50.00
10133	RED CREEK WASTE SERVICES INC.	96R00493	JUNE TRASH SERVICE	610.53
TOTAL FOR: RED CREEK WASTE SERVICES INC.				610.53
00827	RS TECHNICAL SERVICES, INC.	21301	SCADA WATER TREATMENT PLANT	71,730.30
TOTAL FOR: RS TECHNICAL SERVICES, INC.				71,730.30
10378	RUESINK, KATHIE	07/09/2019	CLEANING CITY HALL AND LIBRARY	510.00
TOTAL FOR: RUESINK, KATHIE				510.00
02575	SELF SERVE LUMBER	06/30/2019	VARIOUS LUMBER SUPPLIES	160.19
TOTAL FOR: SELF SERVE LUMBER				160.19
10616	SITEONE LANDSCAPE SUPPLY LLC	92576195-001	SUPPLIES	174.20
TOTAL FOR: SITEONE LANDSCAPE SUPPLY LLC				174.20
10341	STATE OF MICHIGAN	551-542931	FINGERPRINTS	259.50
TOTAL FOR: STATE OF MICHIGAN				259.50
02473	SUPERIOR ASPHALT, INC.	59769	ASPHALT	910.00
TOTAL FOR: SUPERIOR ASPHALT, INC.				910.00
10563	TRACTOR SUPPLY CREDIT PLAN	6/30/2019	VARIOUS GOODS AND SERVICES	530.93
TOTAL FOR: TRACTOR SUPPLY CREDIT PLAN				530.93
10069	TRUGREEN	105460257	REC PARK FOOTBALL FIELD	126.69
TOTAL FOR: TRUGREEN				126.69
02120	VERIZON WIRELESS	9833075246	MAY 30 - JUNE 29	2.95
TOTAL FOR: VERIZON WIRELESS				2.95
TOTAL - ALL VENDORS				141,889.77



**LOWELL CITY ADMINISTRATION**  
**INTER OFFICE MEMORANDUM**

**DATE:** July 11, 2019  
**TO:** Mayor DeVore and the Lowell City Council  
**FROM:** Michael T. Burns, City Manager *MTB*  
**RE:** City Income Tax Communication Plan

---

With the November election looming, the City needs to properly provide information regarding the ballot proposal. The City believes the 60 days prior to the election is the critical time to provide information. In order to have an effective informational campaign I am going to need assistance in implementing the communication efforts.

I have sought out a proposal from Sabo PR. Sabo PR handles our crisis communication through our City Attorney and they are experienced developing these communication plans throughout Kent County. They have been successful in ballot efforts in the City of Wyoming, City of East Grand Rapids and the Kent County Dispatch 911 efforts.

This proposal will develop media information, develop content, website information, possible digital advertising, and a social media campaign through these efforts.

I have attached a proposal from Sabo PR. The total cost of the project will not exceed \$12,000. This does not include a video if we were to choose to develop one. Funds are budgeted for this.

I should also mention that we cannot legally subsidize any material which can be used as an endorsement for the Income Tax. We can only provide educational content and all material will need to be approved by the City Attorney before distribution.

**I recommend the Lowell City Council enter into an agreement with Sabo PR to develop a communication plan for a cost not to exceed \$12,000.**



---

**To:** Mike Burns, Dick Wendt

**From:** Mary Ann Sabo, Brian Greenleaf, Hunter Zuk

**Re:** Education recommendations for income tax proposal

**Date:** June 25, 2019

---

We appreciate the opportunity to discuss education communications related to your income tax proposal. As we have shared, Sabo PR has extensive experience with municipal communications on ballot initiatives. During the past 10 years, we have led communication education on:

- Two successful public safety millage campaigns for the City of Wyoming
- The successful roads and sidewalk millage campaign for the City of East Grand Rapids
- The successful mobile phone surcharge for Kent County Dispatch Authority
- The successful parks millage campaign for the City of Wyoming

As we have seen with our other municipal clients, education and information are keys to the success of surcharge and millage requests. By their nature, income tax questions are tougher. Lowell is wise to structure its ask in the way you are doing:

- Focusing on streets
- Sunsetting in 2031
- Reducing property taxes

You've already begun to gather some of the information that will be important to give residents all the facts they need to make decisions. You received some great background documents from Nicole Bartell. It would be wonderful to talk with the communications team from East Lansing to see if they can add some color commentary.

We are pleased to share our thoughts on tactics to consider ensuring Lowell residents have the proper information they need to evaluate the income tax request on the November ballot. The following recommendations are focused solely on education. Should a Yes group emerge, we would be able to reach deeper into our tool box and provide additional communication initiatives.

**1. Foundational tools:**

- a. **Situational analysis:** We like to start with a brief situational analysis that will allow us to understand the issue, its stakeholders, potential opposition and other information that will be key to developing appropriate messaging.
- b. **Key messages:** We recommend developing a set of key messages that will be used in all communications. These should clearly and succinctly lay out what is being requested, what it will be used for and why it is needed.
- c. **Timeline:** We need to develop a timeline with key milestones, from now through Election Day this fall.

- d. **FAQs:** We also need to develop a series of FAQs that can be used as a handout for citizens, placed on the City's website, shared on social media, etc.
2. **Media relations:** We need to develop a series of **media opportunities** to showcase the need for the income tax along with a targeted **media list**. We would also look to secure **editorial endorsement** from *The Lowell Ledger* and, potentially, *Lowell's First Look*. We can submit an op-ed or letter to the editor to the above-mentioned media outlets as we are able.
3. **Content development:** We should develop a series of articles and news items highlighting the need for the income tax. These can live on the website and also be shared on social media. If there are community partners (i.e. Chamber of Commerce, Kent District Library branch, schools, etc.) who would be interested in spreading information, these can be shared with them for posting on their own platforms.
  - a. We should take advantage of the utility bills you mail for water and sewer, as well as the bills from Lowell Light & Power, to share content with residents.
4. **Website:** We should look at beefing up the content on the income tax proposal information section of your website. Many of the various tools and tactics we're developing can be repurposed on the website, especially any articles, infographics and FAQs. You had already discussed placing a calculator on the site.
5. **Social media campaign** – We recommend creating an information campaign to share across the City's social media channels. This is a great way to share the why and need behind the income tax on a continuous manner. From FAQs to informational stories, social media can be used to inform residents and stay top-of-mind. In addition to organic posting, we should utilize Facebook's paid advertising.
6. **Digital advertising:** In an effort to reach Lowell residents, we recommend working with Media Place Partners to develop and run a digital advertising campaign. MPP is a successful and cost-effective service that can reach a highly targeted audience by utilizing a variety of tactics including identifying habits of users, retargeting and appearing on pre-approved media websites and social media.

**Budget:** We recommend the following budget:

- Digital (estimate) \$2,000
- Social media (estimate) \$2,000
- SPR services \$6,000 to \$8,000

This would include foundational tools, media relations, website, content development, collateral development and related writing and design needs

Total estimate: \$10,000 to \$12,000

We can offer you do-not-exceed cap of \$12,000. If we are able to accomplish these tasks in less time, we will charge you accordingly.

Thanks for the opportunity to share our thoughts on the income tax ballot initiative. We look forward to discussing at your convenience.



**LOWELL CITY ADMINISTRATION**  
**INTER OFFICE MEMORANDUM**



**DATE:** July 12, 2019

**TO:** Mayor DeVore and the Lowell City Council

**FROM:** Michael T. Burns, City Manager *MB*

**RE:** Sidewalks

---

To update the City Council regarding the sidewalk efforts, I am disappointed to say this hasn't transpired as planned up to this point. Initially we itemized the eastside of the City. However, Rich LaBombard developed new sidewalk standards that were not as restrictive for maintenance. When our inspector went out and marked the sidewalks, the standards were not properly communicated and sidewalks that were itemized were done using a previously developed more restrictive standard. Eventually, this was corrected and letters were supposed to be issued. Because LaBombard did not believe we had the means to correct sidewalks if after a year residents didn't comply, letters were not issued.

In addition, the lack of staffing in the Public Works with the vacancy left by Jeff VanSetters last fall had staff focus on other issues of priority that needed to be addressed. Due to an injury, our sidewalk inspector has been out for many months, and he just returned this week. In addition, this hasn't been followed through due to LaBombard's departure.

In essence, we will need to reestablish our sidewalk standards most likely next spring when Dan Czarnecki is more up to speed in his position. If we receive requests to correct sidewalks, I have been waiving fees for the time being. Roger LaWarre has also provided information to the city for those in need to seek assistance. We will share that when the time comes. Also, the fact is we need to address our sidewalks before we address this with residents. This fall, Groundhawg will be pouring the sidewalks at the parks throughout the City. As for the sidewalk issues downtown, we have two issues of concern. One is over by Shell and Larkins, where Groundhawg can repour those in the fall. The other is on the bridge. I have contacted MDOT to see what needs to be done to maintain these as we need their permission to correct.

Furthermore, I would like to entertain with the City Council to consider the repeal of Section 19-86 of the ordinance which is the inspection of sidewalks, driveway approaches and retaining walls at the time of sale or transfer of abutting or adjacent property and issuance of certificate of compliance. The Police Department has never enforced this ordinance. It is very difficult to track sales in the City and we don't have a staff person who can adequately monitor this as our staff has other duties to attend to of higher priority. In addition, I am aware that some cities who have had this ordinance have repealed it due to the same concerns. I know the City of Grand Rapids had this ordinance in the past and I have been informed they do not presently.

Sec. 19-86. - Inspection of sidewalks, driveway approaches and retaining walls at time of sale or transfer of abutting or adjacent property and issuance of certificate of compliance.

(a) *Definitions.* For purposes of this section, the following words shall have the following meanings:

*Property* means any real property that is within the corporate limits of the city and abutting sidewalks, driveway approaches or retaining walls.

*Sale or transfer* means the conveyance of any interest in real property except by lease, mortgage, gift, divorce, devise, bequest, establishment of a family trust, government conveyance or lien foreclosure. The sale or transfer shall be deemed to occur upon the transfer of title or the execution of a land contract or other conveying instrument.

(b) *Violation.* Except as otherwise provided in this section, it shall be unlawful to sell or transfer property unless a valid compliance certificate is tendered to the purchaser or transferee at the time of the sale or transfer.

(c) *Exemptions.* The provisions of this section shall not apply to the following:

- (1) A sale or transfer which has occurred prior to the effective date of this section;
- (2) A sale or transfer where the seller or transferor and the purchaser or transferee have signed a purchase agreement prior to the effective date of this section; or
- (3) Property where no repairs are required and, in such case, any application and inspection fees will be refunded.

(d) *Issuance of compliance certificate and inspection fees.*

(1) The city manager or his/her designee shall issue a compliance certificate after:

- a. An inspection has been made and all fees have been paid;
- b. It is determined by the city that all applicable construction specifications and any established city sidewalk rules and regulations have been met; and
- c. The city has determined that the sidewalks, driveway approaches and retaining walls, as applicable, are reasonably safe and convenient for public travel.

(2) A compliance certificate may be issued:

- a. Immediately after inspection if no repairs are required;
- b. When the required repairs have been made and all applicable fees paid; or
- c. Upon payment to the city treasurer of an amount of money equal to the estimated cost of the repairs and inspection fees as determined by the city manager or his/her designee as provided in subsection (6) below.

(3) An application for a compliance certificate shall be available from, and shall be filed with, the city clerk. The city manager or his/her designee shall establish sidewalk rules and regulations and establish reasonable fees for the recovery of the direct and indirect costs of the city for inspections made pursuant to this section. The city manager shall provide the city council with any such fees.

(4) The property owner will be provided with either a notice to repair or a compliance certificate within thirty (30) days after an application is filed.

(5) It is the current property owner's responsibility to see that the applicable sidewalks, driveway approaches and retaining walls are in such condition that a proper inspection can be made. If an inspection is

requested and cannot be made because of an accumulation of snow and ice at the noticed scheduled time of the inspection, the inspection shall be rescheduled and the property owner shall pay a second inspection fee.

- (6) At the property owner's option, the property owner can deposit with the city treasurer an amount sufficient to cover the estimated costs of the repairs as determined by the city manager or his/her designee and applicable fees. A compliance certificate will then be issued within two (2) business days, after which the city will proceed to have the required repairs made. After the repairs have been made, inspected and approved, the property owner will be refunded within thirty (30) days any deposited unused monies not required to make the repairs and cover the applicable fees.
- (e) *Validity of compliance certificate; responsibility of city for defects.* A compliance certificate shall be valid for the earlier of one (1) year from the date of its issuance or the date the sale or transfer of the related property is finalized. A new compliance certificate must be obtained for each subsequent sale or transfer of the property. A compliance certificate is not a warranty by the city that the applicable sidewalks, driveway approaches and retaining walls are free of any defects.
- (f) *Circumstances when a property sale is not finalized.* When a property owner has requested an inspection, a notice of repair is issued as a result of the inspection and the sale or transfer of the property does not occur within six (6) months from the date of the inspection, the property owner shall make the repairs identified in the notice of repair within the time limit indicated in such notice. If the repairs are not made within such time limit, the city may cause the repairs to be made and the cost of such repairs shall be a lien on the abutting property and, if not reimbursed to the city by the property owner when due, shall be collected by the city in the same manner as the collection of delinquent ad valorem real property taxes.
- (g) *Emergency repairs.* If an inspection reveals that the condition of the applicable sidewalks, driveway approaches and retaining walls constitutes, in the opinion of the city, an imminent danger to public health and safety, the city may order the repairs be immediately undertaken or may, where appropriate, cause the repairs to be made and the cost of such repairs shall be a lien on the abutting property, and, if not reimbursed to the city by the property owner when due, shall be collected by the city in the same manner as the collection of delinquent ad valorem real property taxes.

(Ord. No. 11-06, § 1, 5-2-11)

3 July 2019

*Response to Request for Proposal:*



## **FIRE DEPARTMENT ORGANIZATIONAL AND OPERATIONAL REVIEW**

**LOWELL AREA FIRE & EMERGENCY SERVICES AUTHORITY, MI**

**LOWELL AREA FIRE DEPARTMENT, MICHIGAN**

*Prepared by:*



2901 Williamsburg Terrace #G ■ Platte City ■ Missouri ■ 64079

P: 816.431.2600 ■ F: 816.431.2653

[www.fitchassoc.com](http://www.fitchassoc.com)

# **CONSULTANT PROPOSAL**



3 July 2019

Jim Herb, Chairman  
Lowell Fire & Rescue Services Authority  
162 Bahala Drive, NE  
Lowell, MI 49331

Dear Chairman Herb:

Fitch & Associates (*FITCH*) is pleased to respond to your Request for Proposal for a *Fire Department Organizational and Operational Review*.

We have reviewed your request for proposal and have incorporated your specific needs into this submission and have organized the information requested for clarity. The *FITCH* team recognizes the importance of this project to the Authority, municipalities, and the Department. We will evaluate the effectiveness and efficiency of the current models and provide alternatives for enhancement or changes where appropriate.

Our firm is uniquely qualified to submit this response and perform the work required. Fitch & Associates has provided similar planning and analysis services for over 1,000 clients represented in every continent except Antarctica and in all 50 U.S. States throughout its 35-year history. Our team has wide ranging technical expertise and Michigan specific experience.

As proposed, Dr. Steven Knight, EFO will serve as the project manager for this project. Chief Knight retired from St. Petersburg Fire & Rescue, FL as the Assistant Chief. St. Petersburg is an ISO Class 1, and four-time accredited agency. In addition, Dr. Knight worked with the International City/County Managers Association prior to joining Fitch.

We appreciate the opportunity to submit this response and look forward to talking with you more about how we can provide you superior services and value.

Warm regards,

A handwritten signature in black ink that reads "Steven Knight". The signature is written in a cursive, flowing style.

Steven Knight, PhD  
Partner

# FIRE DEPARTMENT STUDY AND REVIEW LOWELL AREA FIRE & EMERGENCY SERVICES AUTHORITY, MI

## TABLE OF CONTENTS

<b>LETTER OF INTEREST</b>	<b>1</b>
<b>PROJECT STATEMENT</b>	<b>1</b>
<b>PROPOSAL DESCRIPTION OF SERVICES</b>	<b>2</b>
IDENTIFY STRENGTHS AND WEAKNESSES OF THE CURRENT MODEL	2
Figure 1: Description of Project Approach	2
<i>Project Initiation, Kickoff, and Acquisition and Review of Background Information</i>	2
<i>Overview of the Community Served</i>	3
<i>Overview of the Department and Currently Provided Services</i>	3
<i>Identifying Optimal Fire Station Locations and Utilization</i>	3
<i>Analysis of 3-Years of Historical Data by Station Response Area and Call Type</i>	4
Figure 2: Example of Historical Call Location Heat Map for Fire Incidents	4
<i>Risk Analysis for Each Station by Incident Type and/or Severity</i>	5
Figure 3: Example of Occupancy Level Risk Severity Matrix	7
Figure 4: Example of Station Fire Response Area Risk Concentration Matrix	8
Figure 5: Station 1 Risk Profile	8
Figure 6: Station 5 Risk Profile	9
<i>Analysis of Assigned Response Areas</i>	9
Figure 7: Example of Overall Workload by Station	10
Figure 8: Example of Unit Hour Utilization Analysis	10
Figure 9: Example of Number of Responses by Station Area and Call Type	11
Figure 10: Example of Department Workload by Station Area	11
Figure 11: Example of Response Time Continuum by Station and Unit	12
Figure 12: Example of Station Reliability Analysis	12
Figure 13: Example of Probability of Overlapping or Simultaneous Calls by Station Area	13
<i>Department Staffing, Fire Station Staffing, Structures, and Recruitment and Retention</i>	13
Figure 14: Example of Average Calls per Day by Hour of Day	14
<i>Analysis of Fire Apparatus and Resource Configuration to Meet Both Current and Future Needs</i>	14
<i>Analysis of Fire Dispatching Services</i>	15
BUDGETARY ANALYSES, OPERATING AND CAPITAL RESOURCES	15
RISK MANAGEMENT, COMMUNITY RISK REDUCTION, AND FIRE PREVENTION ANALYSES	16
NATIONAL BEST PRACTICE COMPARISONS	16
<i>Compare and Contrast with National and Regional Models</i>	16
RECOMMENDATIONS	16
PROJECT MANAGEMENT AND INTERACTION WITH AUTHORITY AND DEPARTMENT	17
Figure 15: FITCH Team Project Organizational Chart	17
<i>Identified Department Resources</i>	17
<i>Key Decision Points</i>	18
<i>Development of Alternatives and Potential Conflicts</i>	19
SERVICE ENHANCEMENTS	19
WORK PLAN	20

Figure 16: Proposed Timeline	20
<b>FITCH'S EXPERIENCE AND QUALIFICATIONS</b>	<b>21</b>
FITCH & ASSOCIATES' METHODOLOGY	22
Figure 17: Review Components	22
Figure 18: Fitch Client Locations	23
BEST PRACTICES UTILIZED BY FITCH & ASSOCIATES	24
<b>PROJECT PERSONNEL</b>	<b>25</b>
Talent	25
Time-Tested Methodologies	25
Teamwork	25
Timeliness	25
Tangibles	25
Figure 19: Projects and Team Members	26
EXPERIENCE	26
PROJECT TEAM MEMBERS	27
<b>REFERENCES</b>	<b>29</b>
Snohomish Fire District #7, Washington	29
City of Chico, California	30
City of St. Petersburg, Florida	30
<b>PROJECT BUDGET</b>	<b>31</b>
Figure 20: Proposed Fees and Expenses	31

# PROJECT STATEMENT

The Authority is seeking a consultant to perform an organizational effectiveness and efficiency evaluation of the Lowell Area Fire Department. Analyses will include evaluation of staffing, company deployment, apparatus utilization, station location(s), analysis of operating and capital resources, and authority structure.

The Authority's desired validation is to ensure that the Lowell Area Fire Department model is well aligned with generally accepted standards and benchmarks for safety and best practices while maintaining sound fiscal responsibility and sustainability.

FITCH is uniquely qualified to partner with the Authority on this study. The proposed consulting team members have spent their careers in municipal fire department leadership and have extensive knowledge in national best practices. Specifically, the consulting team has extensive knowledge in the Center for Public Safety Excellence (CPSE) and the Commission on Fire Accreditation International (CFAI). Chief Knight has served as a technical advisor, peer team leader, and assessor for the CFAI. Dr. Moeller has served as a fire chief, city manager, and assistant county administrator during his career. Finally, Chief BJ Jungmann currently serves as a fire chief for a similarly sized fire department in Minnesota and has experience with volunteer, combination, and paid-on-call systems.

*FITCH'S* consulting style is to rely on objective data-driven analyses to both validate and identify potential opportunities for improvement. Any alternatives will be fully evaluated with pros/cons and financial impacts in an effort to assist local policy decision-making. In other words, we have found our success in developing the decision tools, but we fully understand that policy is and should be made at the local level.

*FITCH* provides a well-rounded consulting team that will assist the Authority and Department in evaluating the effectiveness and efficiency in delivery models based on the unique local environment. At a high level, the following elements will be completed:

1. Identify strengths and weaknesses of the current model
2. Budgetary, operating, and capital resource analyses
3. Station location(s), relevance, and functionality
4. Optimize unit staffing, work schedules, and structures
5. Review of management and planning efforts
6. Review of fire department facilities and equipment
7. Conduct fiscal analysis of authority and department
8. Review external partnerships such as ems and mutual/automatic aid
9. Provide and present overview and recommendations for short and long-term planning

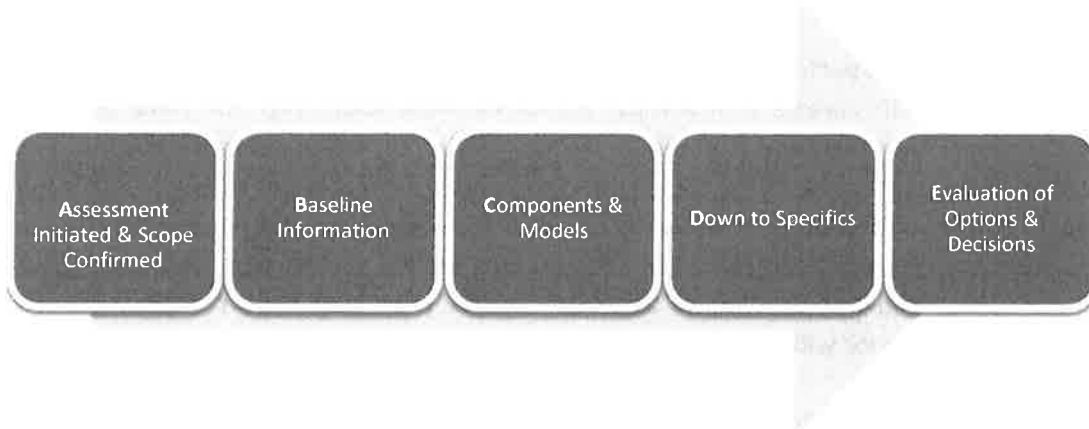


# PROPOSAL DESCRIPTION OF SERVICES

## Identify Strengths and Weaknesses of the Current Model

We have organized the engagement to allow the Authority and Department optimal flexibility to determine its best value as the project develops. The following figure graphically illustrates the project approach.

**Figure 1: Description of Project Approach**



### ***Project Initiation, Kickoff, and Acquisition and Review of Background Information***

The first step in the process is to conduct a kick-off meeting to finalize the work plan and timeline and is paramount to a successful study and the ability of *FITCH* to maximize the effectiveness of its work teams. At the kick-off meeting an overview to the approach of the project will be provided to stakeholders. Any final logistical issues will be resolved during this phase. It is in this phase that key representatives will review and prioritize items outlined in the RFP and provide an opportunity to refine any specific objectives related to each service area or objective.

During the project initiation and/or first on-site visit, personal interviews will be scheduled with the following key stakeholders (steering committee):

- Lowell Area Fire & Emergency Services Authority Board
- City Administrators that make up the Authority
- Fire Chief
- Fire Department Officers
- Labor Executive Board (If appropriate)
- EMS and Mutual Aid Partners

## ***Overview of the Community Served***

Within a risk-based schema, the first step in an analysis is to understand the individual or specific aspects to the Department. Therefore, a description of the community served by Department will be completed. Elements included in the community description may include:

- Legal Basis
- Governance and Lines of Authority
- Organizational Design
- Financial Basis, including Operating Budget, Funding, Fees, and Taxation
- Demographic Features

## ***Overview of the Department and Currently Provided Services***

The next step is to review the services that are provided within the existing deployment model and the associated baseline performance for the Department and mutual/automatic aid agencies. All of the currently provided service delivery programs will be evaluated in an effort to establish the current deployment strategy and to identify the current baseline performance. The deployment related service delivery programs to be evaluated include:

- Fire Suppression
- Rescue
- Emergency Medical Services (Fire Department and AMR)
- Hazardous Materials
- Specialized Services such as Technical Rescue, Swift-Water Rescue, Marine Rescue & Firefighting, Dive Rescue, and Wildland Firefighting (if appropriate)

In addition, the current deployment strategy(s) will be identified and described with regards to the number of fire stations, response territories or demand zones, and apparatus quantity and type.

## ***Identifying Optimal Fire Station Locations and Utilization***

Analyses at the station level will determine the appropriateness of the fire and EMS station locations in relation to the risk identified and the geographic limitations for travel time. Factors related to the distribution (station locations) such as geographic size, travel impedance, workload, and risk would be evaluated. Similarly, the station level analyses will also include elements of concentration such as the numbers of apparatus or personnel required at each level of distribution necessary to reliably respond to the demands for service. Elements evaluated for concentration may include the number of risks located in each demand zone or station territory and the capabilities to assemble an effective response force by program area. Station level performance and capabilities will be illustrated utilizing GIS and quantitative analyses presented in tabular form.

Our approach to optimizing the fire station locations and utilization is determined by the desired service level and capabilities from each of the facilities. Since an optimal number of facilities exist, some communities may be able to consolidate stations or redistribute resources to areas of need, some may currently have the optimal number of facilities, and some may need additional facilities to meet the desired service levels. However, this analysis is the only method to identify the diminishing return or marginal utility of resource allocation as quantitative analyses alone will not identify “overlapping” predetermined response areas.

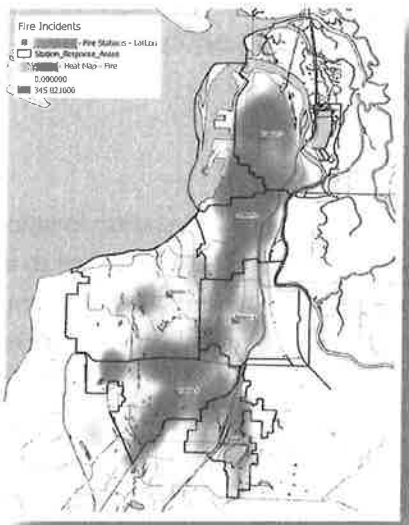
Finally, an evaluation of land use plans, annexation plans, and anticipated changes in community demographics, socioeconomic status, or population will be considered in determining the most appropriate allocation of resources to best meet the unique community profile.

*In all cases, potential alternatives will be balanced with best practices, national standards, and community expectations for service.*

### ***Analysis of 3-Years of Historical Data by Station Response Area and Call Type***

The analysis for this part of the scope of work is a continuation of previous quantitative work for the station locations and response areas as well as the GIS analysis of the location of historical incidents. Therefore, in addition to the previously presented tabular data, all incidents will be geocoded in GIS to generate heat maps as presented in the figure below. Each major call type will receive a specific analysis (fire, ems, hazmat, technical rescue, etc.).

***Figure 2: Example of Historical Call Location Heat Map for Fire Incidents***



In summary, the following elements will be evaluated while completing the review of 5-years of historical system performance for the Department and all mutual/automatic aid responses given or received:

- Number of calls
- Call frequency
  - Time of day
  - Day of week
  - Month of year
- Call type
  - Fire
  - Ems
  - Hazmat
  - Tech Rescue
- Elements of Time
  - Dispatch time
  - Turnout time
  - Travel time
  - Total response time
- Performance
  - Unit performance
  - Station performance
  - System performance
  - Reliability / Concurrent Calls
  - Workload
  - Call duration
  - Unit Utilization
  - Workload Distribution at Unit and Station levels
- Deployment Modeling
  - Effective Response Force (ERF) performance and capabilities
  - Distribution of Resources
  - Concentration of Resources
  - Automatic and Mutual Aid Capabilities
- Effectiveness / Outcome Measures
  - Call Type
  - Program Area

### ***Risk Analysis for Each Station by Incident Type and/or Severity***

FITCH utilizes two perspectives to evaluate community risks. One is the retrospective or historical community demand. As a continuation of the distribution and location of calls sorted by call type (severity) from the previous section, we will complete the review of historical demand and sort by station response area by each call type/severity.

In addition, we can utilize a prospective view to evaluate community risks. Utilizing available data from ISO or internal RMS data, we will create a risk matrix that will categorize risks as low, moderate, high, or special risks. This information will be utilized at the occupancy level for the commercial properties within the jurisdiction. **The Department will participate in the development of the risk matrices utilized; the following are only examples.** An example of an occupancy level risk matrix is provided below.

The capability to complete a comprehensive risk analysis may be variable based on available data from the Authority or Department. Information may be obtained from external sources such as ISO at the client's discretion.

**Figure 3: Example of Occupancy Level Risk Severity Matrix**

Risk Class	Fire Flow		Number of Stories		Square Footage		Basement Present (Yes/No)	Full Credit Sprinkler System (Yes/No)	Construction Class		Building Combustion Class		Total Risk Score
	Value	Scale	Value	Scale	Value	Scale			Value	Scale	Value	Scale	
High	3	≥ 1500 gpm	5	≥ 4	5	≥ 100k GPM	5/0	-10/0	5	Combustible or Frame	5	Quick Free and Rapid Burning	≥ 18
Moderate	2	> 499 and < 1500 gpm	3	> 1 and < 4	3	> 10k gpm < 100k GPM	5/0	-10/0	3	Joisted Masonry	3	Combustible	>8 and <18
Low	1	≤ 499 gpm	1	1	1	< 10k GPM	5/0	-10/0	1	Non-Combustible, Masonry Non-Combustible, Fire Resistive	1	Slow Non/Limited Combustible	≤ 8

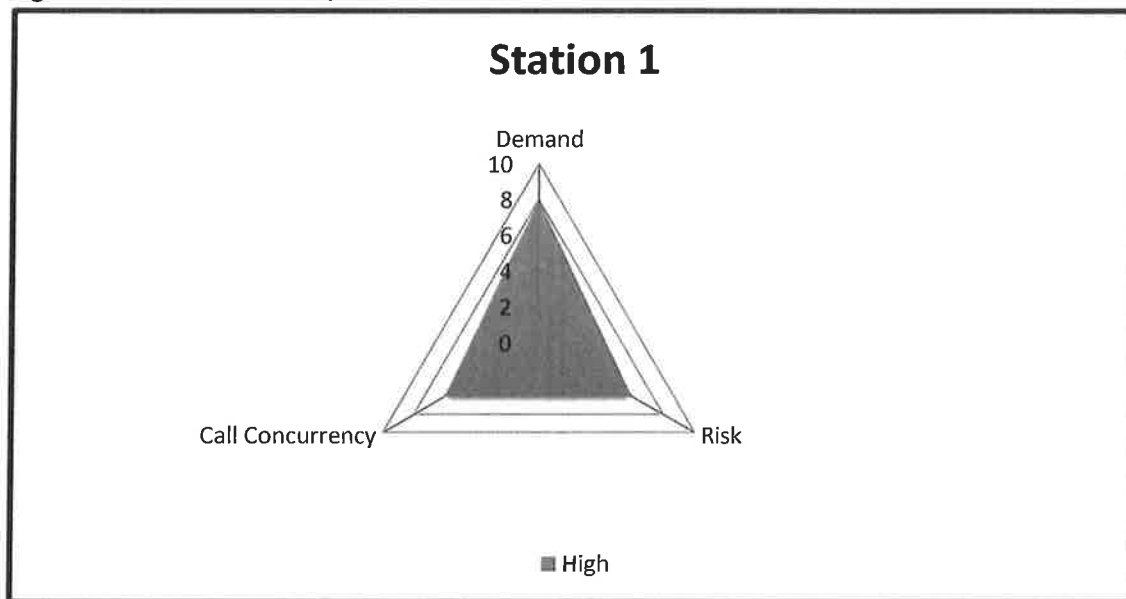
The combination of the prospective risk as defined (in this example) will generate risks that are mapped by station demand zone and quantitatively analyzed within the context of a station level risk matrix. An example of a station level risk matrix that incorporates both the historical demand (risk) and the prospective (potential) risk is utilized to determine the appropriate balance between the distribution and concentration of needed resources and is provided below.

**Figure 4: Example of Station Fire Response Area Risk Concentration Matrix**

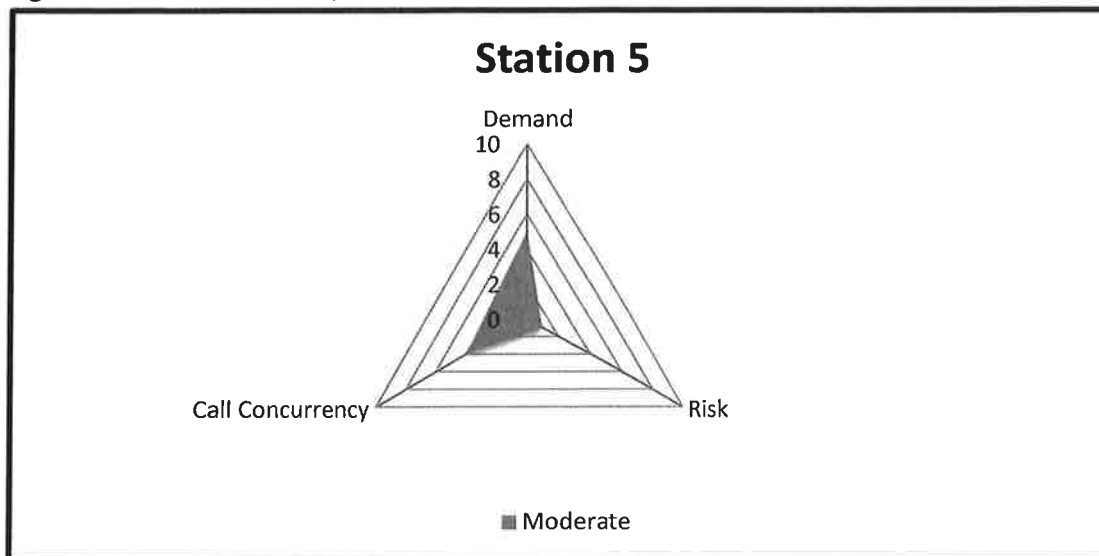
Risk Class	Community Demand (CD)		Call Concurrency (CC)		High/Moderate Risk Occupancies (RO)		Total Risk Score
	Value	Scale (Calls)	Value	Scale (%)	Value	Scale (Occupancies)	$\sqrt{\frac{(CD)^2 + (CC)^2 + (RO)^2}{2}}$
High	7 to 9	≥ 2,700	7 to 9	≥ 15	7 to 9	≥ 330	≥ 7
Moderate	4 to 6	≥ 1,350 and < 2,700	4 to 6	≥ 7.5 and < 15	4 to 6	≥ 165 and < 330	≥ 4 and < 7
Low	1 to 3	< 1,350	1 to 3	< 7.5	1 to 3	< 165	< 4

A three-dimensional model will also be utilized to also account for the Department's capabilities as the best balance is posited in a balance between potential risk, historical risk probability, and department capabilities. For example, a single residential house fire may have less/more of a community level impact in the Lowell Area model than another agency of much larger size. Examples of station level risk profiles are provided as in the figures below.

**Figure 5: Station 1 Risk Profile**



**Figure 6: Station 5 Risk Profile**



The advantage of this type of risk-based analysis across the participating agencies in the Authority, will assist in identifying the optimal location for the fire station(s) and ensure a balanced approach to call volume, call type, risk, and the fiscal relationship within the system.

### ***Analysis of Assigned Response Areas***

The assigned response area for each fire station will be evaluated utilizing a combination of GIS analyses previously discussed in this proposal as well as quantitative analysis from a combination of Computer Aided Dispatch (CAD) data and the Department's internal Records Management System (RMS) as utilized for reporting to the National Fire Incident Reporting System (NFIRS).

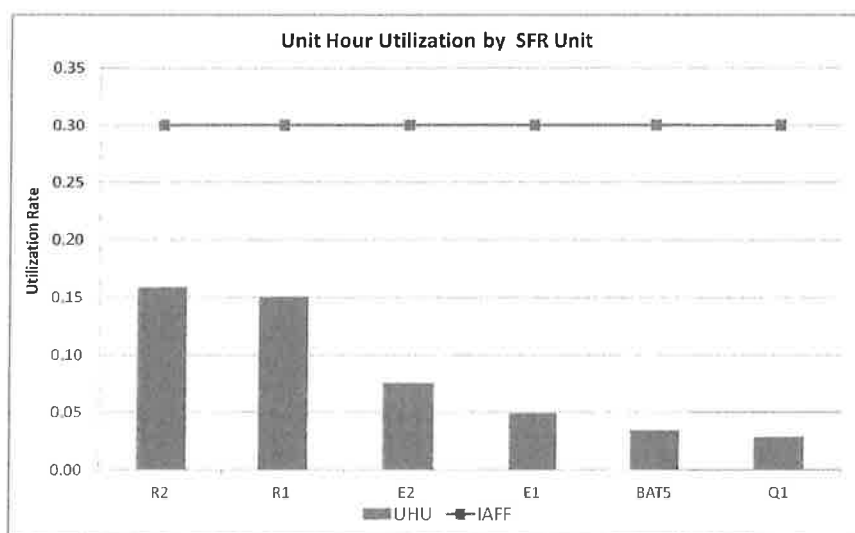
The assigned areas will be evaluated by workload, performance, system reliability, and call concurrency. Workload will be evaluated from multiple perspectives; total unit responses per station, time on task as measured by the Unit Hour Utilization (UHU) for each unit and/or station, workload distribution, and total responses by risk type. Examples of the total responses and annual busy hours and the UHU are provided below.



**Figure 7: Example of Overall Workload by Station**

Station	Avg. Busy Minutes per Unit Response	Annual Busy Unit Hours	Annual Total Unit Responses
1	68.9	136	118
2	35.1	943	1,613
3	35.2	2,217	3,776
4	37.8	1,658	2,630
5	35.3	2,832	4,818
6	43.9	1,817	2,482
7	31.9	2,189	4,120
8	48.7	1,722	2,120
9	31.5	2,600	4,952
10	38.8	1,545	2,387
11	36.5	2,152	3,540
12	27.1	62	137
13	43.4	899	1,243
14	29.9	1,749	3,510
<b>Total</b>	<b>36.1</b>	<b>22,519</b>	<b>37,446</b>

**Figure 8: Example of Unit Hour Utilization Analysis**



In addition, the type of historical demands for service are examined by each station response area in an effort to validate that the appropriate resources are provided to handle the unique risk profile of the fire station response area.

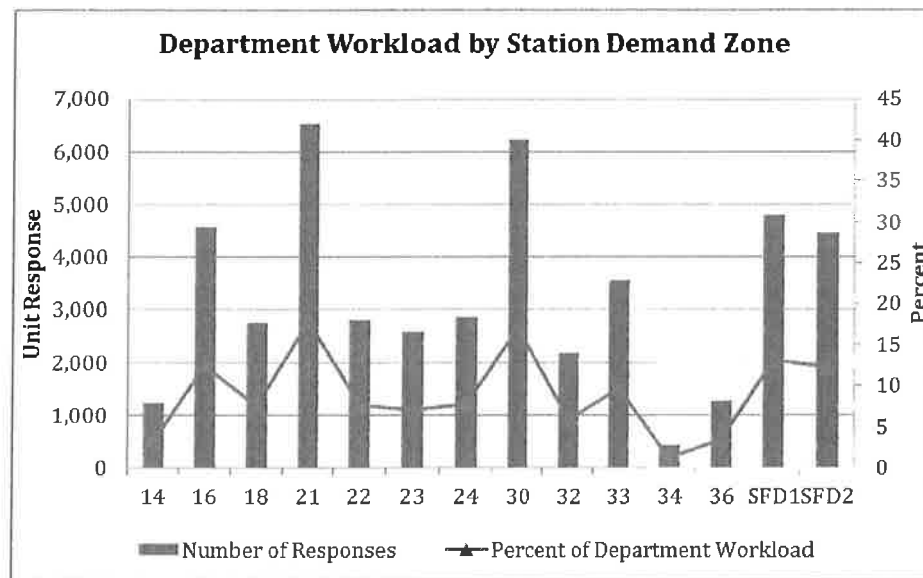
An example is provided below. Finally, workload is expressed in terms of the total percentage of department workload by each individual station. This is utilized to assist in determining the

appropriate staffing and apparatus resource allocation per optimized station. An example is provided below.

**Figure 9: Example of Number of Responses by Station Area and Call Type**

First Due Station	EMS	Fire	Rescue	Hazmat	Mutual aid	Canceled	Total
14	851	283	7	14	0	70	1,225
16	3,679	625	0	27	9	237	4,577
18	2,056	455	3	50	9	177	2,750
21	4,834	1,177	7	43	10	459	6,530
22	1,898	569	0	21	9	306	2,803
23	1,952	428	0	17	33	162	2,592
24	1,840	542	0	40	262	187	2,871
30	4,893	700	0	33	79	533	6,238
32	1,519	514	0	6	28	99	2,166
33	2,951	455	0	32	22	112	3,572
34	296	86	0	14	0	22	418
36	900	294	0	11	9	60	1,274

**Figure 10: Example of Department Workload by Station Area**



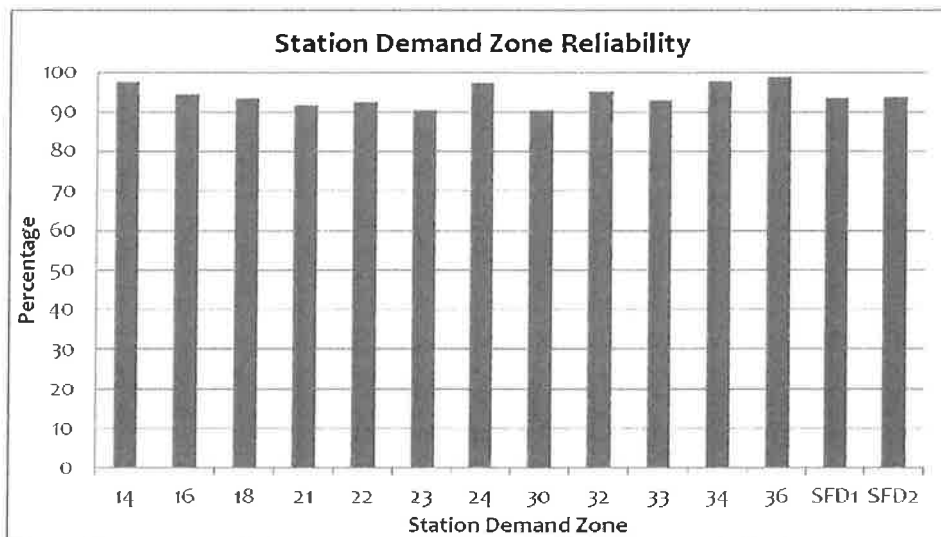
Each station's performance is evaluated by both their response time performance within their respective fire station first due area and the reliability/concurrency of the stations ability to answer the requests for service. An example of the response performance is provided below.

**Figure 11: Example of Response Time Continuum by Station and Unit**

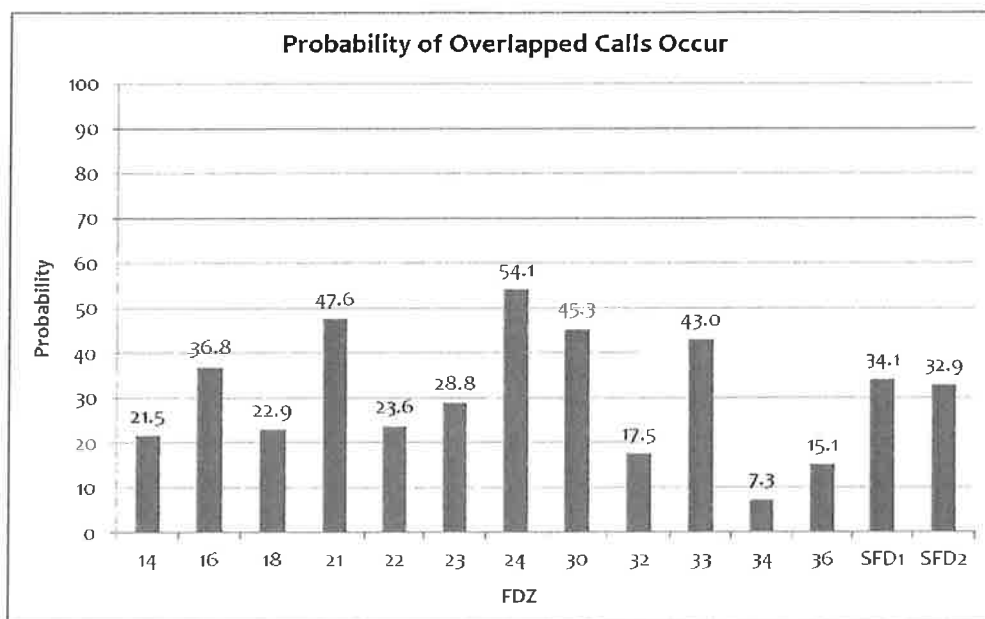
Station	Unit	Dispatch Time	Turnout Time	Travel Time	Turnout and Travel Time	Response Time	Sample Size
1	ALS3	1.9	1.8	9.0	10.2	11.5	1,488
	ALS6	2.0	2.1	9.4	10.7	12.0	1,364
2	ALS2	1.9	2.1	7.1	8.7	9.9	2,009
3	ALS4	1.9	2.0	8.1	9.3	10.5	2,421
4	ALS7	1.8	2.3	9.0	10.7	11.9	1,640
5	ALS5	1.9	2.2	11.5	12.9	14.2	2,048
6	ALS8	1.7	2.2	12.2	13.4	14.7	1,407
7	ALS1	1.7	2.0	12.1	13.5	14.6	1,530
NA	JAWS	3.0	1.8	9.8	10.8	12.6	73
Total		1.9	2.1	9.9	11.3	12.5	13,980

In addition, measures of reliability will be utilized to determine the effectiveness and validity of the current deployment strategies. Specifically, the percentage of calls that the primary station territory and/or unit was able to respond to when called will be evaluated. Another measure that may be useful is that of analyzing the frequency of concurrent or simultaneous calls. Examples of analyses for station reliability and call concurrency or overlapping calls are provided below.

**Figure 12: Example of Station Reliability Analysis**



**Figure 13: Example of Probability of Overlapping or Simultaneous Calls by Station Area**



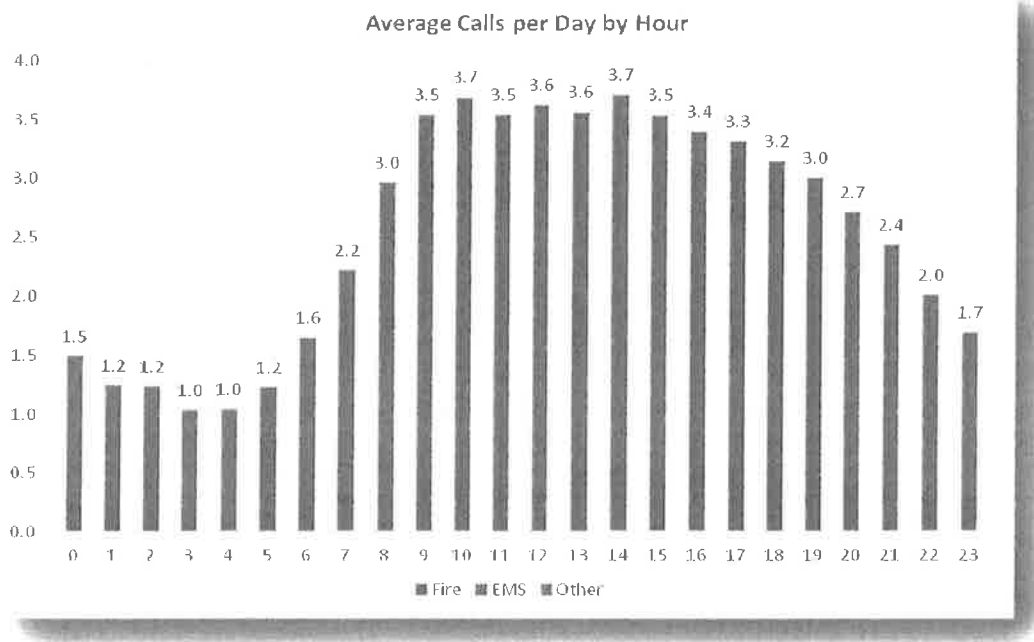
Collectively, these analyses, in conjunction with the GIS analyses previously discussed, will provide a robust assessment of the current station configurations, response areas, unit resource allocation, and the appropriate staffing for each fire station based on objective data specific to the community.

### ***Department Staffing, Fire Station Staffing, Structures, and Recruitment and Retention***

A comprehensive staffing analysis will be completed during this phase of the project with respect to the present staffing and deployment that will include an assessment of recruitment and retention. Recommendations for optimal staffing levels or strategies will naturally flow from a review of the unique community characteristics, response configurations, expectations for service, and historical demands for service.

In addition, this analysis takes into consideration the type of community service demands that the agency responds to. In this example, the demand for fire suppression related services is relatively low as compared to the community's demand for emergency medical services. Again, these analyses may demonstrate opportunities for considering alternative deployment strategies to best align resource allocation to historical demand and community risk. Please refer to the figure below.

**Figure 14: Example of Average Calls per Day by Hour of Day**



Recommendations for staffing and organizational structures, reporting relationships, etcetera will be included within this section that will include administrative and support staff recommendations. Structured interviews and stakeholder feedback will be utilized to provide an assessment of professionalism and any underlying evidence of, or concerns for, stress related disorders.

### **Considerations for Full-Time Staffing**

A specific assessment will be completed regarding transitioning to a full-time fire department. Therefore, a review of the Paid-on-Call system will be completed during the staffing assessment. The operational and fiscal data will drive the efficacy of transitioning to a full-time department.

However, this analysis may provide opportunities that translate to the EMS service provider and the mutual/automatic aid capabilities within the area. Finally, the Authority's structure and fiscal commitments will be re-visited within the context of a full-time department and alternatives will be discussed, if needed.

### **Analysis of Fire Apparatus and Resource Configuration to Meet Both Current and Future Needs**

Analyses completed during the earlier phases of this scope of work will be utilized to inform the *FITCH* team as to the optimal quantity of resources, staffing, and resource configurations to meet both

current and future demands for services. As proposed this will be accomplished in conjunction with the optimization of the station locations, staffing, and overall risk-based deployment model.

In addition, to direct observation and inspection of vehicles and equipment, *FITCH* will review maintenance practices, replacement schedules, funding strategies and policies, and utilization within the response configurations with respect to unique community service demands and risk profile.

### ***Analysis of Fire Dispatching Services***

The fire and EMS dispatch center will be evaluated as part of the overall response time continuum as previously described. In addition, direct observation, data analyses, and structured interviews will guide the *FITCH* team to identify areas for optimization or improvement. Assessment may include an evaluation of the following elements with respect to the fire dispatch where those activities impact fire response performance capabilities.

- Utilization Of Priority Dispatch Procedures In Fire And EMS
- Call Answering Time
- Call Processing Time
- Quality Assurance / Quality Improvement Efforts
- Utilization Of Emergency Medical/Fire Dispatching (EMD/EFD)
- Call Categorizations
- Ability To Differentiate Calls Based On Risk
- Ability To Record All Tactical Channels
- Integration And Capability Of Records Management System

### **Budgetary Analyses, Operating and Capital Resources**

A comprehensive summary analysis of the operating and capital resources allocated for the fire suppression and special operations functions will be completed. This will naturally flow from the work previously completed in evaluation of current services. Additionally, any early identification of gaps in the current model will be included as a stepping-stone to fully developing any potential alternatives and recommendations.

All prioritized alternatives and/or recommendations will be fully developed with pros, cons, projected fiscal impacts, and implementation strategies.

Analyses will be completed for both the Authority and the Department.

## **Risk Management, Community Risk Reduction, and Fire Prevention Analyses**

A review of the current efforts regarding passive mitigation strategies such as fire inspections, plans reviews, and code enforcement will be completed. It is recognized that passive mitigation strategies have the greatest return on investment and far outweigh the response efforts.

Additionally, a review of risk management practices associated with responses and operational practices will be completed with associated recommendations. Finally, efforts for broader scope community risk reduction efforts will be identified with associated recommendations.

## **National Best Practice Comparisons**

### ***Compare and Contrast with National and Regional Models***

Current and/or desired service levels will be compared with recommendations from the National Fire Protection Association (NFPA), the Commission on Fire Accreditation International (CFAI), and the Insurance Services Organization (ISO).

## **Recommendations**

A key component to exploring options or alternatives is to establish the desired service levels. This part of the process will incorporate several elements from stakeholder feedback to establish expectations for service as well as a brief review of the available evidenced-based research related to response times, national best practices, and regional comparators.

Alternatives will be provided and articulated in such a manner that policy can be transparently adopted with the specific implementation and recurring costs associated with the desired performance. For example, the financial impact will be provided comparing incremental adjustments to performance for both quicker responses as well as a more measured response. The impact to costs is significant and grows exponentially with the size of the system.

In addition, this type of analysis will be provided at the apparatus level. We will demonstrate the total cost for each station and/or apparatus and the corresponding marginal utility or contribution each apparatus provides to the success of the overall system.

To the extent that the data will support outcome measures, a series of outcome measures will be utilized to contextualize the system performance and to establish performance measurement strategies for future management.

All alternatives will be transparently discussed and evaluated through the lens of enhanced or diminished effectiveness against the current deployment model.

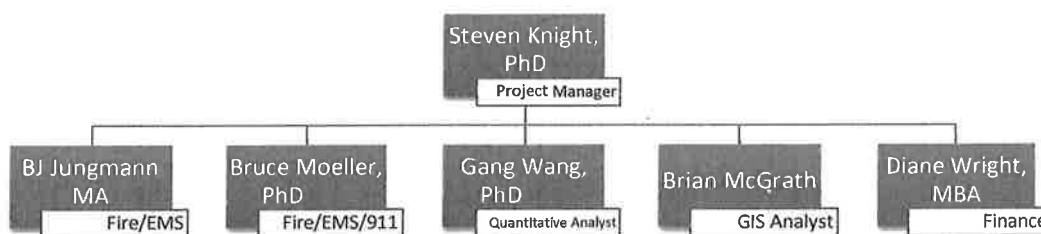
## Project Management and Interaction with Authority and Department

Our project management is a disciplined and structured process. Key activities are clearly outlined and logically organized to produce specific deliverables within the defined period of time. We will review our progress against the work plan on a regular basis (monthly) to ensure that we are progressing according to plan. Any deviations will be flagged immediately, and appropriate action taken, through discussion with you, to address issues.

As designed, this project will be transparent and highly collaborative. It is essential to the *FITCH* team that the key stakeholders have sufficient opportunity for input and guidance throughout the project. This proposal is assuming a kick-off meeting with the Authority and Department leadership. As proposed, the *FITCH* team will conduct a minimum of two onsite visits including a formal presentation of the findings. At a minimum, the *FITCH* team will meet with elected officials, fire department administration, and identified key stakeholders.

Dr. Steven Knight will be the project manager and the first line of communication between the client and *FITCH*. Further information about the proposed *FITCH* team is provided in subsequent sections. The *FITCH* team will be divided into the following project categories with each category having a specific lead based on areas of expertise:

**Figure 15: FITCH Team Project Organizational Chart**



### Identified Department Resources

As a data-driven analysis, the following sources of information have been pre-identified.

- Department RMS Data
  - Department Incident Reporting RMS
  - Department Patient Care Reports (if separate)



- Department Inspection/Permitting Records
  - Department Pre-fire Planning Records
- Public Safety Answering Point (PSAP)
  - Three Years of Raw CAD Data
- Economic Development / Planning
  - Identified Planning Areas
  - Projected Growth
  - Anticipated Annexations
  - Zoning
- Facilities and Apparatus
  - Access and Observation
  - RMS or Database with maintenance records
  - Replacement Schedules
- Fiscal Services
  - Agency Budgets
  - Capital Improvement Plans
  - Revenue and Taxing Information
  - Grants - Current or Anticipated
- Agency/Department GIS
  - Station Territories (Shape files)
  - Agency Boundaries
  - Major Transportation
  - Critical Infrastructures
  - Growth Boundaries
  - Water Distribution
- Agency/Department Human Resources
  - Payroll
  - Staffing
  - Scheduling
- Miscellaneous Documents
  - Automatic/Mutual Aid Agreements
  - Contractual Documents for External Services
  - Department Policies and Procedures

Finally, as proposed this project will require three on-site visits with the Department and staff. During these visits, access to staff for structured interviews and facilities for direct observation will be necessary as well as continued dialogue for clarification of information.

### ***Key Decision Points***

Utilizing our approach, the Authority/Department will have an opportunity to guide policy decisions at specific milestones throughout the project. For example, the fire system experts will assist in

developing the risk matrices that will be utilized to prioritize risk within the Authority, assist in developing the critical tasks assignments that will guide mitigation strategies for each risk category, and review and provide feedback on the Draft Data and GIS reports as well as the draft final summary report before it is widely distributed. Similarly, Authority staff and key stakeholders will provide guidance into the desired system performance objectives.

### ***Development of Alternatives and Potential Conflicts***

Alternatives for deployment, organization, and fiscal strategies may be developed. These alternatives will be fully developed, with associated costs, and an assessment of the cost and benefits of the alternatives. The process for articulating potential alternatives will allow policy to be adopted in a comprehensive and transparent manner that will foster a high degree of accountability and long-term sustainability within the context of the unique and specific environment.

In addition, potential exists that alternative conclusions may be derived from previous consulting work for station locations, standards of cover, etc. In all cases, areas where the *FITCH* team cannot validate previous findings or the conclusions are not aligned, differences will be brought forward confidentially and discussed with the Client on how best to proceed prior to any opportunity for public consumption.

### **Service Enhancements**

*FITCH's* station location and optimization program is a propriety GIS and Analytic process that provides considerable value to our client's in supporting policy decision processes. It is an elegant method of articulating in a very understandable and transparent manner the relationships between risk, service delivery, and costs.

In addition, *FITCH* has extensive experience in managing, building and implementing, and evaluating emergency communication centers. We will provide a value-added service by sharing observations on process, infrastructure, and performance during the completion of this project.

## Work Plan

The process identified in the previous sections will yield the desired results for this project. The proposed scope of work demonstrates that the consultant understands the desired outcomes and has proposed objectives and tasks to achieve that outcome. A table for each of the proposed objectives and time frames is included to describe the project more clearly.

**Figure 16: Proposed Timeline**

	Month 1	Month 2	Month 3	Month 4
Kick-Off Meeting, Refine Work Plan and Scope, and Meet with Steering Committee				
Overview of Community Served and Budget Analyses				
Overview of the Departments, Organizational Structure, and Currently Provided Services				
Stakeholder Input				
Fire Station Locations and Utilization				
Analysis of Assigned Response Areas				
Analysis of 3-Year Historical Data by Station Response Area and Call Type/Severity				
Conduct Risk Analysis of Each Station by Incident Type and/or Severity				
Analyze Need for New Stations or Identify Opportunities for Consolidation of Stations with Mutual/Auto-aid Partners				
Analysis of Fire Station Staffing				
Analysis of Fire and EMS Apparatus, Equipment, and Resource Configurations – Current and Future Needs				
Analysis of Fire and EMS Dispatching Services				
Maximizing Efficiencies, Reducing Duplication of Services, and Identifying Opportunities for Improvement				
Development of Recommendations, Draft Report, and Potential Implementation Schedules				
Final Presentation to Authority and Department				
Proposed Onsite Visits	#1	#2		#3

## FITCH'S EXPERIENCE AND QUALIFICATIONS

Fitch & Associates, LLC is a Limited Liability Company. *FITCH* was established as a corporation in 1984 and converted to a Limited Liability Company in 1996. The Firm is located in Platte City, Missouri, a suburb of Kansas City. As the founding partner, Dr. Jay Fitch is authorized to execute any agreement on behalf of the firm. Our physical mailing address and my contact information is:

Jay Fitch, PhD  
Fitch & Associates, LLC  
2901 Williamsburg Terrace  
Suite G, Box 170  
Platte City, Missouri 64079  
Telephone: (816) 431-2600  
Facsimile: (816) 431-2653  
[jfitch@emprize.net](mailto:jfitch@emprize.net)

This location is both the servicing office and the only office location for Fitch & Associates, LLC.

Throughout its 30-year history, *FITCH* has earned credibility by implementing innovative customized solutions in both the public safety and healthcare arenas. The Firm has consulted with nearly 1,000 communities in all 50 U.S. states and in 12 countries.

Projects have ranged from objective reviews, analysis and system design issues, communications system design, productivity, and enhancement studies to detailed operational, financial, and transition management services including standards of covers and consolidation studies.

These combined resources provide expertise on matters as diverse as organizational psychology, accounting, economics, healthcare administration, public information and education, marketing research, emergency medicine, fire service administration, law enforcement, safety management and "Just Culture" concepts.

## Fitch & Associates' Methodology

Recognizing that each community is unique - our analysis of the Department's fire service functions, operations, finances and community expectations must be completed with due regard for local characteristics.

**Figure 17: Review Components**



This local awareness is balanced with a comprehensive review methodology that incorporates recognized objective benchmarks and international best practices. That information is turned into actionable recommendations incorporating both pros and cons of service delivery changes.

Fitch & Associates (*FITCH*) has over 30 years consulting experience and is internationally recognized as a leader in emergency services development. The project team's leadership has direct municipal fire and city leadership experience. The proposal describes why *FITCH* is best suited to tackle the issues and objectives requested.

*FITCH* is pleased to present a robust response to the Authority's request for proposals. In over three decades of consulting, our experience spans the globe in evaluating and developing emergency service agency plans. We have worked with over 1,000 clients across all 50 states and 12 countries.

**Figure 18: Fitch Client Locations**



This evaluation will include a review of community risk, fire department operations, staffing, structure, dispatching, apparatus and equipment, performance, and develop future oriented options.

Local governments throughout the country, including the state of Michigan, are facing a new reality in the provision of public services. Fiscal resources may be challenged to sustain the traditional methods and scope of providing services to the community. Concurrently, taxpayers are increasingly unwilling to increase their contributions to fund the status quo. In this environment, it is incumbent on government to assess efficiency and explore options for the delivery of essential services so that policy is established in a transparent environment that links community expectations and industry best practices.

This proposal is designed to investigate implementable options for the Authority that incorporate best practices, account for, and maintain, the current excellence provided by the Lowell Area Fire

Department. These elements will be of high consideration as the Authority and Department plan to meet both current and expected future growth.

We propose a team of experts in municipal leadership, fire protection, and emergency medical services to assess performance and explore options for the Department to operate within funding limitations while preparing for the agencies' future service delivery in an operationally effective, efficient, and sustainable manner that is aligned with the specific community risks.

## **Best Practices Utilized by Fitch & Associates**

*FITCH* remains on the cutting edge of best practices in the fire and emergency medical services. Our consultants are intimately involved with many state and national associations and are frequent presenters at international conferences:

- Fire Rescue International by the International Association of Fire Chiefs (IAFC)
- Firehouse World
- EMS World
- Excellence Conference by the Center for Public Safety Excellence and the Commission on Fire Accreditation International (CPSE/CFAI)
- Volunteer Chiefs Association (VCOS)
- Canadian EMS Chiefs Conference
- Ontario Fire Chiefs Association
- International City/County Management Association (ICMA)
- Navigator - International Academies of Emergency Dispatch (IAED)

Additionally, your proposed team has presented at the following state associations in the last five years:

- Florida Fire Chiefs Association
- Louisiana Fire Chiefs Association
- Texas Fire Chiefs Education Conference
- Illinois Fire Chiefs Association
- Washington Fire Chiefs Association
- Nevada Fire Chiefs Association (Nevada Fire Show)
- Connecticut Fire Chiefs Association
- Georgia EMS Conference

Finally, *FITCH* hosts its own conference on Fire/EMS best practices titled Pinnacle Leadership. All of these efforts assist *FITCH* in maintaining our best practices approach to consulting and advising. For example, a proprietary process is utilized to develop a temporal and demand based geographic marginal utility model that is leading edge in designing fire and EMS systems in a manner that best articulates and describes both return on investment of resource allocation and the assumption of risk by the community.

## PROJECT PERSONNEL

*FITCH's* specific strengths for this project are centered in the ability to objectively conduct research, manage multiple project priorities and blend both expert and local resources while building support for the outcome. Our key strengths include talented and experienced consultants, time-tested methods, quality teamwork, timeliness, and the ability to provide tangible results.

**Talent** – Each project is managed by a *FITCH* partner who is responsible for bringing together the specific resources necessary to meet the client's needs. Staffing for this project involves six team members. Team members have been selected for their specific areas of expertise that match the requirements of this project.

**Time-Tested Methodologies** – *FITCH's* experience and that of the individual consultants involved represents an unparalleled base for the tasks at hand. We have worked with more than 1,000 clients including local, state and federal government agencies; municipal and volunteer fire departments; ambulance services and hospitals.

**Teamwork** – Throughout its history, *FITCH* has stayed true to its core values by accomplishing projects using a collaborative approach. This approach offers high levels of involvement for system participants without compromising the independent or objective nature of the project.

**Timeliness** – *FITCH* is known for producing its work on or before the scheduled completion date and within budget. Timeliness also involves consultant access and response times. Both are as important in consulting, as they are in emergency services.

**Tangibles** – Tangible results in consulting mean developing solutions addressing the client's needs and providing recommendations that are implemented. *FITCH* is well known for developing innovative solutions to complex issues. Our recommendations and tangible work products have been implemented with greater frequency than those of any other national public-safety consulting firm.

Members of the *FITCH* project team are highly qualified academically with some serving as faculty members at leading educational institutions. Most importantly, *FITCH* has real-world experience managing emergency services across the nation and a track record of content-specific consulting. Each of the firm's partners and the project director proposed for this project has extensive emergency services management experience. The commitment of top-level resources underscores the importance *FITCH* places on this project team.

*FITCH* has routinely undertaken projects over the last three decades similar in scope to that proposed by the Authority. *FITCH* has reviewed systems and processes for nations, states, provinces, regions, and individual departments. Most of our recommendations are implemented due to our real-world approach, matching both the desired outcome with the clear realities in each system.



FITCH proposes an expert group of consultants that are selected specifically for their expertise within this scope of work. All of the consultants work exclusively for Fitch & Associates and no subcontractors are utilized. All of our consultants have direct experience leading municipal fire and EMS agencies.

A project with this level of complexity requires a focused approach by each member of its team. The partner responsible for this project will be Dr. Steven Knight. Dr. Knight will ensure the coordination of teams and provide overall leadership resulting in a comprehensive study, completed on time and within budget.

The FITCH team will be divided into the following project categories with each category having a specific lead based on areas of expertise:

**Figure 19: Projects and Team Members**

PROJECT CATEGORIES	TEAM MEMBERS
<b>Project Lead</b>	Chief Steven Knight, PhD
<b>Fire and Special Operations</b>	Chief Steven Knight, PhD Chief BJ Jungmann, MPA Chief Bruce Moeller, PhD
<b>Emergency Communications/Dispatch</b>	Chief Bruce Moeller, PhD
<b>Finance</b>	Dianne Wright, MBA
<b>Quantitative Analyses</b>	Gang Wang, PhD
<b>Geographic Information Systems</b>	Brian McGrath President and CEO of CAD North

## EXPERIENCE

FITCH'S proposed team has considerable expertise in all facets of the standards of response coverage process and fire/ems resource allocation and deployment. For example, Dr. Steven Knight was the accreditation manager for the City of St. Petersburg Fire & Rescue's, FL department for two successful rounds of accreditation. While the accreditation manager, Chief Knight developed and managed the standards of coverage plan and objectives, many of which were incorporated into a performance-based contract with the County. In addition, Chief Knight has served as a peer team leader and assessor for more than a dozen agencies while assisting the Center for Public Safety Excellence (CPSE) and the Commission on Fire Accreditation International (CFAI).

Finally, all of FITCH's fire service consultants have spent a career in the field and management of fire and rescue services providing specific understanding and insight into the challenges and complexities of managing emergency services within a dynamic and changing environment. In addition to Chiefs' Knight and Jungmann, Dr. Bruce Moeller provides specific insight from a City/County manager's perspective to balance operational assessments and to be sensitive to the political, fiscal, and

environmental realities that often exist. Additionally, Chief Moeller served as fire chief for the City of Sunrise, FL and Broward County, FL.

The blend of operational, administrative, and leadership capabilities coupled with our expertise in the accreditation model offered by the CFAI, *FITCH* is pleased to introduce a brief summary of each of our proposed team members.

## **Project Team Members**

**Chief Steven Knight (Ret.), PhD, Partner – Project Lead.** Dr. Knight has nearly 25 years of experience and recently retired as the Assistant Fire/EMS Chief for the City of St. Petersburg, Florida. He is a subject matter expert for both the National Fire Academy and the Center for Public Safety Excellence (CPSE). He has also served as a team leader and peer assessor for the Commission on Fire Accreditation International (CFAI) and has held multiple faculty appointments in Fire Science and EMS. Dr. Knight previously served the International City and County Management Association (ICMA), as the Senior Manager for Fire and EMS.

Dr. Knight holds a PhD from the University of South Florida in curriculum and instruction and a minor in research and measurement, a master's degree in public administration from Troy University and a bachelor's in Fire & Safety Engineering from the University of Cincinnati. Chief Knight is also a graduate of and faculty for the Executive Fire Officer Program (EFO) through the U.S. Fire Administration, Federal Emergency Management Agency. Knight is an accredited Chief Fire Officer (CFO) through the Center for Professional Credentialing. Knight also served as an adjunct professor at St. Petersburg College and the State College of Florida in their Fire Science and Public Safety Administration Programs, is the former program director for Emergency Medical Services at the Manatee Technical Institute, and is an affiliate faculty with the University of Central Florida's College of Medicine.

**Bruce J. Moeller, PhD – Senior Consultant.** Dr. Moeller joined the firm last year. He most recently served as Executive Director for Safety & Emergency Services in Pinellas County, Florida and as Interim Chief of Staff for the County. Pinellas County is a community of almost 1 million residents; his areas of responsibility include 9-1-1, EMS & Fire Administration, Justice & Consumer Services, Radio & Technology, Emergency Management and Animal Services. Prior to his current role, Dr. Moeller served as city manager in Sunrise, Florida. Moeller's background includes 30+ years of public safety service, culminating as Chief of Department for several fire-rescue agencies, including Broward County, Florida.

Dr. Moeller is active in fire service and public management organizations, having served in committee and leadership roles for the International City County Management Association (ICMA), National Fire Protection Association (NFPA), and International Association of Fire Chiefs (IAFC). He is also an active member of the International Chiefs of Police (IACP).

**Chief BJ Jungmann, MPA – Senior Consultant.**

BJ Jungmann brings over 16 years of Fire and EMS expertise with experience in career, combination and volunteer fire departments. He currently holds the position of Fire Chief for the City of Burnsville, Minnesota. He has experience as a front line staff member up through an agency administrator in both public and private EMS service delivery models. BJ has also shared his knowledge and talents through a variety of teaching and regional collaborative opportunities.

BJ earned an Associates Degree from Century College in Paramedic Technology. He then earned his Bachelor of Science from American Military University in Fire Science Management. He has also earned an MPA from Hamline University in St. Paul, Minnesota. He is currently completing the Executive Fire Officer Program through the National Fire Academy.

**Gang Wang, PhD – Senior Consultant-Data Analyst.** Dr. Wang has completed more than sixty emergency service operational analyses using data-driven analytical techniques to determine the most efficient organizational and operational structures. Gang has a PhD in Industrial Engineering from Wayne State University and a Master's degree in Management Information Systems from Chongqing University. Previously, Dr. Wang worked for the Center for Public Safety Management and the International City/County Management Association.

**Dianne G. Wright, MPA – Governmental Financial Project Coordinator.** Ms. Wright is the former Assistant Director of Fire-Rescue Services in Miami-Dade County, Florida. In that capacity for 10 years, she was the senior staff executive and Chief Financial Officer for one of the nation's largest and progressive fire-rescue departments. Ms. Wright enjoyed a 17-year career with Metro-Dade County. Her previous assignments were as the Division Chief for Finance/Public Services in the Public Works Department and as a Budget Analyst for the Office of Management and Budget.

In January 1998, Ms. Wright began consulting on a full time basis and has been affiliated with FITCH for fire and EMS projects since that time. She also independently served as a consulting staff member to the Governor's Financial Oversight Board for the City of Miami and consults in the area of business processes and performance improvement.

**Brian McGrath – Senior Consultant – GIS and Mapping Analyst.** Brian McGrath serves as President of CAD North Inc. His responsibilities include Administration, Marketing, Software Development and Business Analysis/Requirements Documentation. He brings over 18 years' experience in Information Systems management and development in the public safety industry including 10+ years Business and Systems Analysis in public safety software development. He has exceptional ability at requirements capture, analysis and documentation and is fully conversant with all aspects of the software product development and implementation life-cycle. He is an experienced software developer of public safety dispatch applications including software development using TriTech's RAPTOR API. He possesses excellent communications and interpersonal skills, is comfortable at all organizational levels and has a solid base of operational experience in public safety communications.

## REFERENCES

In addition to the intuitive strengths derived from leadership in the emergency services field and more than three decades of consulting, *FITCH* also offers specific expertise gained from multiple projects that required similar expertise to the one proposed. *FITCH* has evaluated numerous communities' needs and provided leadership in a variety of projects that involved collaboration by many different agencies for the common good. We have an ability to keep focused on the final result while keeping the planning process moving.

*FITCH* is uniquely qualified to conduct the Authority's project. For example, *FITCH* recently assisted agencies that were transitioning from paid-on-call and part-time employees to full-time in Maplewood, MN and Brooklyn Park, MN.

The following are recent references for similar work.

### ***City of Maplewood Fire Department, Maplewood, MN***

*FITCH* was retained to complete a review of the City's Fire Station Locations, Staffing, and Operations. Analyses provided alternatives to migrate to a full-time fire department staffed for the appropriate risk and demand for services. Recommendations for optimized staffing configurations and organizational structure were provided for consideration.

The contact for this project is Chief Michael Mondor. He can be reached at 651-249-2822 or Michael.mondor@maplewoodmn.gov.

The relevance of the Maplewood project is the engagement demonstrates the breadth of our consulting practice, familiarity with the regional environment and our ability to work with our clients to develop highly transparent and implementable solutions.

### ***Snohomish Fire District #7, Washington***

*FITCH* was contracted to complete a Standards of Cover process for the Fire District. *FITCH* was retained to facilitate the establishment and adoption of risk-based deployment strategies. The review identified and quantified risks and provided the operational and fiscal impacts to alternatives to the current service delivery model that best aligns risk, demand, and resource allocations.

In addition, the original contract was amended to conduct an independent management and administrative services assessment. In January 2017, the District once again contracted with *FITCH* to update the SOC with the most recent years' worth of data and include a newly merged neighboring District.

The contact for the Fire District is Battalion Chief Ryan Lundquist, project manager/accreditation manager. He can be reached at [rlundquist@snofire7.org](mailto:rlundquist@snofire7.org).

The project demonstrates the firm's experience with Standard of Response Coverage Development, Management Assessments, and working within the State of Washington.

### ***City of Chico, California***

The City of Chico contracted with the firm to complete a Standards of Cover and Strategic Planning process. *FITCH* was retained to facilitate the establishment and adoption of risk-based deployment strategies. The review identified and quantified risks and provided the operational and fiscal impacts to alternatives to the current service delivery model that best aligns risk, demand, and resource allocations. This project has been completed and the recommendations went before City Council in early February 2017.

The contact for this project is Fire Chief William Hack. He can be reached at 530-897-3400 or [William.hack@rocklin.ca.us](mailto:William.hack@rocklin.ca.us).

The project demonstrates the firm's experience with Standard of Response Coverage and Strategic Planning Development with similarly sized agencies.

### ***City of St. Petersburg, Florida***

The City of St. Petersburg contracted with the firm to assist the agency with an update of their Standards of Cover as they prepare for their 4<sup>th</sup> re-accreditation. *FITCH* completed comprehensive data and GIS analyses that the Department could utilize to update their existing standards of coverage document. In addition, St. Petersburg Fire & Rescue received the SAFER Grant designed to open a 14<sup>th</sup> station in the NW area of the City. *FITCH* assisted with recommendations for optimized station locations as well as reviewed multiple sites identified by the City. The review assisted the City while maintaining consideration for the internationally accredited status and ISO PPC of 1. This project was completed in January 2017.

The contact for this project is Division Chief Ian Womack. He can be reached at 727-893-7664 or [ian.womack@stpete.org](mailto:ian.womack@stpete.org).

The project demonstrates the firm's experience with Standard of Response Coverage Development, comprehensive quantitative data analyses, station location studies, and GIS analyses that balance local policy with NFPA, CFAI, and ISO guiding documents within the local fiscal and political environment.

Nearly every study has some common elements of assessment of risk, comprehensive data analyses, deployment, station locations, and resource allocation. Therefore, if you would like any additional references we would be more than happy to provide them. For purposes of brevity our references were restricted to recent standards of cover studies.

## PROJECT BUDGET

As proposed the total project will require 175 consultant hours. A total of \$5,000 has been budgeted for travel and other expenses. This proposal encompasses the development and delivery of a *Fire Department Organizational and Operational Review*, and includes three on-site visits, including a formal presentation of the final results. This pricing includes all scope points and each of the deliverables identified in the RFP “Fire Board Consultant Objectives”. This proposed pricing is an all-inclusive fixed cost fee that is not to exceed \$34,995.

**Figure 20: Proposed Fees and Expenses**

Project Activity	Costs
Professional Service Fees	\$29,995
Travel and Other Expenses	\$5,000
<b>All Inclusive Project Total</b>	<b>\$34,995</b>

There are no ongoing or recurring costs, software costs, or software maintenance costs. All costs for insurance, documentation reproduction, communication, travel, and per diem costs are wholly accounted for within the fixed costs pricing. All consultants are billed at a blended services rate of \$200 per hour.

If any additional services are requested, additional work will be completed on a per diem hourly rate and/or a negotiated flat fee amenable to both parties. The final report deliverable will consist of an executive summary report, a PowerPoint slide deck, and a quantitative data analysis report and a GIS analysis report.

**FITCH**  
A ASSOCIATES

**www.fitchassoc.com**

# ***Proposal To Explore***

***Audit/Assessment & Future Staffing Methodology***

*for the*

***Lowell Area Fire &  
Emergency Services Authority***



*Submitted by*



**June 2019**





June 24, 2019

Mr. Jim Herb, Chairman  
Lowell Area Fire & Emergency Services Authority

Dear Mr. Herb,

McGrath Consulting Group, Inc. is pleased to submit a proposal to conduct a comprehensive fire/rescue assessment; including future staffing methodology study for the "Authority" representing three municipalities. We are confident we can develop and provide a quality report which not only addresses the current and future staffing methodology; but conducts an audit of the delivery of fire/rescue services provided by the Lowell Area Fire Department. This proposal outlines the project plan, methodology, consulting team assigned to this project, and other information.

McGrath Consulting Group, Inc. utilizes consultants who are highly skilled individuals with both educational credentials and work experiences in the areas outlined in this proposal. Our consultants have an extensive understanding of the Fire/EMS service and utilize proven study methodologies.

Changing staffing methodology from volunteer/paid-on-call to a career department is a very expensive endeavor. The consulting team will provide options for future staffing utilizing proven staffing methodology between volunteer/paid-on-call and career. Our firm will partner with our subsidiary company McGrath Human Resources Group to address opportunities/issues related to Human Resource matters. Dr. Victoria McGrath brings her expertise in dealing with the human element of the project, federal and state compliances, and compensation issues. Dr. Victoria McGrath has been involved in past fire/EMS studies since the inception of our corporation.

Our consulting team focuses on identifying areas of service excellence and organization's opportunity for improvement identified in the audit/assessment department; which should improve services, while ensuring cost-effective delivery of such services. Our project manager will communicate regularly with your designated individual to ensure a timely response to issues, questions, or requests you might have; as well as meetings during site visits. Our project team will remain intact during the duration of this project. We understand the importance of this project and look forward to the opportunity of working with the "Authority" officials, fire department leadership, and other identified stakeholders.

Sincerely,

*Tim McGrath Ph.D.*

Dr. Tim McGrath, CEO

## Table of Contents

<b>General Information .....</b>	<b>4</b>
Firm Identification & Qualifications .....	4
<b>Understanding the Project .....</b>	<b>4</b>
<b>Study Methodology .....</b>	<b>5</b>
<b>Stakeholders Input.....</b>	<b>5</b>
<b>Unique Approach.....</b>	<b>6</b>
<b>Scope of Study Objectives .....</b>	<b>6</b>
Objective - Development of Project Work Plan.....	6
Objective - Review of Background Information and Data .....	6
Objective - Governance & Management Component .....	6
Objective – Fire Department Overview/Operations.....	7
Objective - Fire Suppression/Prevention and EMS System Operations .....	7
Objective - National Standards Comparison.....	7
Objective – Communications/PSAP/Dispatch .....	7
Objective - Staffing.....	8
Objective - Personnel Management .....	8
Objective - Facilities .....	8
Objective - Apparatus/Vehicles/Equipment .....	8
Objective - Training /Certifications .....	8
Objective - Public Safety Education .....	9
Objective - Mutual Aid / Automatic Aid.....	9
Objective - Fiscal/Capital Analysis .....	9
Objective - Draft Master Plan Report .....	9
Objective - Final Review/Assessment Study Plan .....	9
<b>Consultants Organization Chart .....</b>	<b>10</b>
<b>Project Consulting Team Members .....</b>	<b>10</b>
Fire Department Consulting Team.....	10
Dr. Tim McGrath – Project Manager.....	10
Chief Don Markowski – Lead Fire/EMS Consultant .....	11
Chief Christopher Garrison, CFO.....	Error! Bookmark not defined.
BC. Larry Pieniazek – Fire/EMS Consultant.....	12
Fiscal/Administration Consultant.....	13
Mr. Robert Harrison – Fiscal Analysis/Administration.....	13
Human Resources Consulting Team .....	14
Dr. Victoria McGrath – Human Resources.....	Error! Bookmark not defined.
<b>References.....</b>	<b>15</b>
<b>Proposed Project Schedule .....</b>	<b>15</b>
<b>Service Expected from the Fire Department.....</b>	<b>16</b>
Sub-contractors.....	17
<b>Study Costs .....</b>	<b>17</b>
<b>Insurance.....</b>	<b>17</b>
<b>Final Word.....</b>	<b>17</b>

## General Information

McGrath Consulting Group, Inc. is an Illinois based organization that specializes in public sector consulting predominately in the field of fire, EMS, and human resource management. The principals of the company have over 50 years of public sector experience.

**Company:** McGrath Consulting Group, Inc.  
P.O. Box 190  
Wonder Lake, IL 60097  
**Office:** Wonder Lake, IL  
**Contact:** Phone: (815) 728-9111  
Fax: (815) 331-0215  
Web: [www.mcgrathconsulting.com](http://www.mcgrathconsulting.com)  
Email: [tim@mcgrathconsulting.com](mailto:tim@mcgrathconsulting.com)

**Federal Tax I.D. #:** 01-0774070

**CEO:** Dr. Tim McGrath – McGrath Consulting Group, Inc.

**CEO:** Dr. Victoria McGrath – McGrath Human Resources Group

## Firm Identification & Qualifications

The principals of the company have over 50 years of public sector experience. McGrath Consulting Group, Inc. has approximately 400 clients in 40 states. Our firm currently employs 27 fulltime or independent contractors to assist in projects. It is the corporate policy that one of the principals of the firm actively participates in each awarded study.

McGrath Consulting Group, Inc. has conducted a number of organizational audits and staffing methodology for similar size fire/EMS organizations. Our company prides itself on its innovative recommendations to maximize service in the most fiscally sound manner. This proposal outlines the project work plan, study methodology, consulting team assigned to this project, and other study objectives.

## Understanding the Project

The "Authority" submitted sheet of 15 objectives they would seek to have addressed within a study. Initially, the first correspondence discussed the consideration of moving staffing methodology for volunteer/paid-on-call to career. However, the 15 objectives are more inline with an assessment/audit of the Lowell Area Fire Department. Therefore, the main focus of the study will combine within the audit future staffing methodology and the human and fiscal significance of this change.

*Note: Exceptions to RFP*

1. *Post Trauma Stress Disorder (PTSD) – the consultants are not qualified to diagnose and/or address PTSD issue. Dialogistic of PTSD would require a licensed Psychologist or Psychiatrist*

2. *The RFP indicates that a Skype interview will occur on July 5, 2019. Unfortunately, the author if this proposal is not available that day inasmuch as they will be returning from overseas in a 14-hour flight. If rescheduling is not an options we understand this proposal will not be considered.*

## **Study Methodology**

Our study methodology involves immersing a highly skilled team of consultants with expertise in the fire/EMS profession on site to conduct interviews, make observations, measure performance, determine expectations, and most importantly – listen to the stakeholders. McGrath Consulting also utilizes a GIS mapping program to illustrate and evaluate response times and station facility location(s).

McGrath Consulting Group, Inc. believes that it is important to meet with the “Authority” officials (elected, appointed and administrative), fire department leadership, staff and other key decision-makers to gain a clear understanding of current operations, as well as the provide future direction of the Lowell Area Fire Department. The outcome of the data analysis, interviews, and comparison with industry standards and practices is presented in a comprehensive fire/rescue assessment report identifying any issues and opportunities to address issues of concern. Our recommendations are prioritized in order to assist in planning for the fiscal impact of implementation.

This document will provide the Authority with an independent non-biased assessment of the current fire/rescue services as well as future needs.

## **Stakeholders Input**

Stakeholder meetings will provide the consulting team the ability to identify the current issues and insight into the overall emergency services provided. Included in the study will be an analysis of resources needed, certification licensing requirements, organizational chart, and fiscal implications for recommendations.

The consulting team will schedule interviews, but not limited to, with the following stakeholders:

- *Lowell Area Fire & Emergency Services Authority*
- *Fire Department Leadership*
- *Fire Department officers & members*
- *Dispatch Center aka: Public Safety Answering Point (PSAP)*

Stakeholder input is critical to the project’s success; therefore, considerable amount of time will be dedicated to this endeavor. These meetings and interviews will provide the consulting team the ability to identify the culture of the organization, opportunities to improve existing services, identify service delivery options; and explore opportunities for the future. All stakeholder’s interviews will be kept confidential with the consultants recapping the major themes discovered without the identification of a specific stakeholder.

## **Unique Approach**

Our firm does not utilize a cut-and-paste approach to our clients; rather, we take the time needed to learn the culture of the service area. Learning the culture of the services providers sounds nice, but what does it mean and why does it make a difference in the outcome of a study?

Basically, organizational culture is the personality of the organization(s) comprised of the assumptions, values, norms, and tangible signs (artifacts) of organization members and their behaviors. Each department has its own culture, most often both an espoused culture and an enacted culture; which might or might not align with the perceived culture of those who govern and its leadership. Our firm believes that understanding the culture is essential to identifying opportunities for change. We seek to understand the culture by viewing it at different levels.

## **Scope of Study Objectives**

The study will address the following objectives/topics which are briefly described below that align with the 15 objective submitted in the "Authority" Request For Proposal. Each objective has considerable depth and this outline is intended to illustrate the scope of work – not the breadth of the topic. These objectives will be addressed in all three service provider organizations.

### ***Objective - Development of Project Work Plan***

- Develop a project work plan based on the scope of work
- Conduct an initial meeting with the "Authority" and the Fire Chief
- Gain an understanding of the organization's background, goals and expectations for the project
- Establish working relationships, make logistical arrangements, determine communication process and finalize contract arrangements

### ***Objective - Review of Background Information and Data***

- Review and analyze pertinent information, data, maps and previous studies
- Assess and evaluate the information provided to the consultant by the "Authority", Fire Chief, and dispatch
- Utilize the appropriate information, data, maps and other information in the development of the fire/EMS service delivery plan

### ***Objective - Governance & Management Component***

- Assess the functionality of the governance of the Fire Department
- Assess and evaluate the functionality of the department's Organizational Structure
- Examine fire department's leadership effectiveness
- Determination of the managerial leadership philosophy:
  - Alignment of the governing board 's strategic initiatives with the fire department
  - Best practices to ensure a unified department team in providing services
- Review and evaluate the fire departments critical issues and future challenges

### ***Objective – Fire Department Overview/Operations***

- Assess the current overall fire department operations for efficiency and effectiveness – information used as the basis for recommendations
- Gain an understanding of the history and culture of the organization
- Assess the current department operation including fire, EMS, fire prevention, and safety education activities
- Evaluate the department's operations for compliance with commonly accepted standards

### ***Objective - Fire Suppression/Prevention and EMS System Operations***

- Determine trends using data collection for the last three years to determine trends in:
  - Emergency responses
- Analyze current emergency operations:
  - Types of emergency incidents
  - Response times
  - Time of emergency alarms
  - Day of the week of emergency
  - Calls by month
  - Simultaneous call data
  - Location of responses
- Assess existing department strategic plan
- Evaluate emergency medical services delivery and support functions
- Assess current mutual aid and automatic response agreement(s) with surrounding jurisdictions

### ***Objective: Service Goals For The Future***

- What is the vision for future service needs?
- What demographic changes can be expected within the "Authority" service area and correlation to long-range planning
- What fire/rescue model will be best suited for "Authority" in the future?

### ***Objective - National Standards Comparison***

- Evaluate significance of national, state, and local fire service standards:
  - National Fire Protection Association (NFPA)
  - Insurance Service Offices, Inc. (ISO) rating significance to the community
  - Insurance Advisory Organization
  - Center for Public Safety Excellence (CPSE) – formerly the Commission of Fire Accreditation International (CFAI)
- Assessment of the department's compliance with industry standards

### ***Objective – Communications/PSAP/Dispatch***

- Assess the Public Safety Answering Point (PSAP) capabilities and methods
- Review Dispatch Center staffing
- Review of quality assurance/quality improvement mechanisms in place

### ***Objective - Staffing***

- Review and evaluate administration and support staffing levels
- Review and evaluate operational staffing levels
- Review staff scheduling methodology
  - Career
  - Part time: Paid-on-Premise
  - Part time: Paid-on-Call
  - Contractual
  - Volunteer
- Assess staffing deployment in station, on apparatus, and ambulance service including distribution, concentration and performance for incidents
- Assess span of control of officers

### ***Objective - Personnel Management***

- Audit of fire department's human resource policies and practices
- Assessment of employees record management systems
- Examination of compensation practices as it relates to the Fair Labor Standards Act
- Review existing ranks and titles of the leadership team

### ***Objective - Facilities***

- Evaluate the current facility location and distribution – utilizing GIS mapping
- Illustrate travel time/distance utilizing GIS mapping from the current stations
- Assess compliance of existing facility to industry safety standards (i.e. ADA)
- Analyze the potential for consolidation of the facilities based on concentration, distribution, reliability and cost benefit
- Evaluate current facilities for safety, efficiency and environmental issues

### ***Objective - Apparatus/Vehicles/Equipment***

- Assess and evaluate the current condition and limitations of apparatus/vehicles/equipment
- Assessment of types of apparatus/vehicle, age, and appropriateness for the department
- Evaluation of the apparatus replacement plan – if needed develop a replacement plan
- Identification of the department's current and future vehicle/apparatus and equipment needs; including reduction of apparatus/equipment if warranted

### ***Objective - Training /Certifications***

- Evaluate training/certifications records for the past three years
- Assess the training program and professional development opportunities
  - Facilities
  - Resources
  - Programs/Curriculums

- Schedules
- Records
  - Certificates
  - Record keeping procedures
- Evaluate the department's Safety Program and develop recommendations as determined

***Objective - Public Safety Education***

- Evaluate the fire department's public safety education activities
- Assess the department's cooperative efforts in public safety education
- Review the department's public safety data

***Objective - Mutual Aid / Automatic Aid***

- Does the department maximize the benefits of mutual/automatic aid
- What opportunities exist to enter into additional partnerships both from an emergency and non-emergency perspective with other area service providers?

***Objective - Fiscal/Capital Analysis***

- Analyze the department's current fiscal condition
- Evaluate the operational and capital areas of the budget
- Review historical data (3-years) of the department's revenue and expenses
- Identify potential savings and costs both short and long term

***Objective - Draft Master Plan Report***

- Develop draft report and produce a PDF document for review by the project team, who will provide feedback
- The report will include:
  - Detailed narrative analysis of each report component structured in easy-to-read sections and accompanied by explanatory support to encourage understanding by both staff and civilian readers
  - Clearly designated recommendations highlighted by easy reference and cataloged as necessary in a report appendix
  - Supportive charts, graphs and diagrams where appropriate
  - Supportive maps, utilizing GIS analysis as necessary

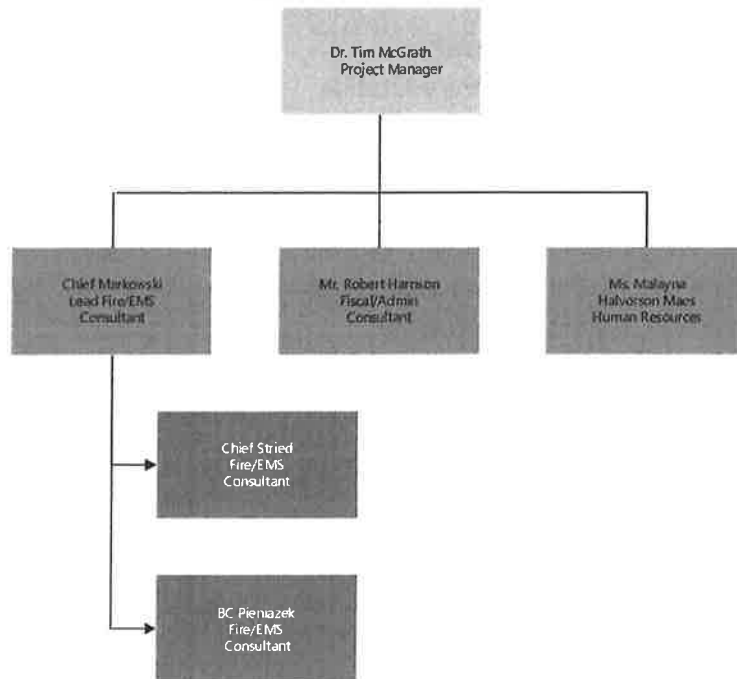
***Objective - Final Review/Assessment Study Plan***

- Revise draft report as necessary and provide a PDF disk copy of the final versions of the report. Conduct a formal presentation for elected officials, staff and/or general public as necessary
- Assure that the formal presentation includes the following
  - Summary of the nature of the report, the methods of analysis, the primary findings and critical recommendations
  - Supportive audio-visual presentation



- A review and explanation of primary supportive charts, graphs, diagrams and maps
- Provide an opportunity for questions and answers
- Provide all materials, files, graphics and written material to the department at the conclusion of the presentation

## Consultants Organization Chart



## Project Consulting Team Members

McGrath Consulting Group, Inc. employs approximately twenty-seven staff members (principals, consultants, and clerical). The following consultants will be assigned throughout the duration of this project.

### Fire Department Consulting Team

#### ***Dr. Tim McGrath – Project Manager***

As CEO of McGrath Consulting Group, Inc. Dr. Tim McGrath is the visionary of the organization. His 33 years of experience in Fire and EMS as well as his ability to develop innovative solutions makes McGrath Consulting different than other firms. Dr. McGrath started his career as a volunteer firefighter and went through the transition of an informal group of civic minded individuals to an integral department within the Village of Gurnee, IL. During his tenure with Gurnee, the Village rapidly grew from a small bedroom community to one that hosts a Six Flag Great America, and at the time, the world's largest shopping center – 2.2 million square feet under one roof. Dr. McGrath was in administrative positions during both of the ventures, so he understands the opportunities and challenges growth brings to the fire service.

Dr. McGrath was part of the first paramedic pilot program in the State of Illinois. Through his leadership, he brought in the first non-education-based paramedic training program in the City of Brookfield fire department. Thus, the City of Brookfield Fire Department became a profit center training all paramedic personnel for Waukesha County, WI.

Dr. McGrath's passion is in consolidation of services. This can entail a wide range of relationships from simply sharing resources to full consolidation and integration of services. Thus, conducting an analysis of each department, Dr. McGrath is able to identify the areas for greater cooperative efforts that continue to provide quality services in a cost-efficient manner.

Through his experience and innovative mind set, Dr. McGrath is able to identify and address key issues – current and future. It is through this combination of education and work experience, as well as working with over 170 organizations in 21 states, he brings a vast amount of first-hand knowledge to the assessment of emergency services.

#### ***Education Background***

Walden University

Doctorate – Administrative Management

Dissertation: Attitudes on Consolidation in the Fire Service

Webster University

Master of Arts – Public Administration & Management

University of Wisconsin – Stout

Bachelor of Science – Industrial Education

College of Lake County

Associate Degree – Fire Science Technology

#### ***Chief Don Markowski – Lead Fire/EMS Consultant***

Chief Don Markowski is a senior consultant with McGrath Consulting Group, Inc. he has forty years of fire and EMS service experience and Chief of two large Fire Protection Districts in suburbs of Chicago. He has moved through the ranks from firefighter/EMT to Fire Chief/Administrator having experienced numerous service growth challenges.

Chief Markowski, has worked with volunteer, paid-on-call and career firefighters/paramedics during his tenure with the fire districts. He has developed and managed budgets in excess of 13 million dollars. He has been very successful with organized labor having completed union contracts on-time and without mitigation or arbitration. Prior to joining McGrath Consulting Group, Inc. he has served as a consultant with another firm which conducted fire/EMS studies and executive searches.

Chief Markowski, was a founding member and president of an Insurance COOP, a self-insurance pooling group for fire districts: medical, dental, prescription, vision, and life insurance for 18 area fire districts representing 15 million dollars in annual premiums.

Chief Markowski has been successful in obtaining a number of FEMA, state, and private grants. He has developed fire/EMS training curriculums including competency documentation. In addition, he has been involved in all stages of facility renovation and new satellite facilities. Chief Markowski has been very active on the board of the Mutual Aid Box Alarm System (MABAS) of which Minnesota is interested in adopting. The Chief continues to present programs related to fire/EMS issues nationwide and was awarded Fire Chief of the Year in 2016. He remains active with the National Fallen Fire Fighters Foundation and other civic groups.

***Educational Background:***

- National-Louis University
  - Master Degree in Business Management
- Southern Illinois University
  - Bachelor Degree in Fire Science Management
- College of DuPage
  - Associates Degree in Fire Science
- Center for Public Safety Excellence
  - Accredited Chief Fire Officer

***Chief Mike Stried – Fire/EMS Consultant***

Chief Stried has been with McGrath Consulting Group for more than ten years and has been a tremendous asset to all our public safety fire/EMS studies. Chief Stried has over 37 years in the fire service, starting as a volunteer firefighter/EMT and joining a career department while he continued to serve as the Chief of a volunteer fire/EMS department. Thus, Chief Stried brings an advantageous perspective of a volunteer/combination department as well as a career department.

During his career in the fire service, Chief Stried has worked in a variety of positions – firefighter/paramedic, rescue diver, safety officer, fire prevention director, and fire inspector as well as many officer level positions. He has worked on a referendum to establish a paramedic program, has written and obtained grants, and developed budgets, policies and procedures. Chief Stried brings a unique perspective in understanding all of the fundamentals of sound policies, procedures and best practices in volunteer and career fire and EMS organizations.

Chief Stried has served as an adjunct instructor for the National Fire Academy teaching in a number of courses and has served as a field instructor for the Illinois Fire Service Institute. He is a graduate of the National Fire Academy's Executive Fire Officer Program and earned the Chief Fire Officer Designation. He is also a member of the Illinois Firefighters Association, Metropolitan Fire Chiefs Association of Illinois, and International Association of Fire Chiefs.

***Education Background***

- National Fire Academy
  - Executive Fire Officer
- Southern Illinois University
  - Bachelor of Science – Fire Science Management

College of Lake County  
Associates Degree – Fire Science Management

***BC. Larry Pieniazek – Fire/EMS Consultant***

Battalion Chief Pieniazek has been with McGrath Consulting Group almost since its inception. He has been a critical component to all of our studies, specializing in the development and analyzing of data; station and apparatus evaluation, and assessment of the department's training program. Battalion Chief Pieniazek has spent over 33 years in the fire service starting as a paid-on-call firefighter and working up the ranks to a career Battalion Chief. Thus, Battalion Chief Pieniazek brings the perspective of a volunteer/combination department as well as a career, unionized department.

Battalion Chief Pieniazek specialized in fire prevention, instructing and ensuring compliance with inspections, pre-plans and all associated records; and was instrumental in achieving an ISO review and ISO class 2 rating, as well as preparing for accreditation through the International Fire Chief Certification Program. Thus, he brings a unique perspective in understanding all of the fundamentals of sound policies, procedures, and best practices.

Battalion Chief Pieniazek was actively involved in the training division for 30 years being the training coordinator for six years. This included training with career, paid on call, and combination departments. He was responsible to ensure appropriate training to auto aid departments. Battalion Chief Pieniazek has been the coordinator of EMS disaster drills; coordinator of interdepartmental training at O'Hare International Airport regarding fuselage spill firefighting and passenger rescue.

He was also a team of three which oversaw maintenance of apparatus and equipment in the department; ISO preparation consultant; and coordinator of a multi departmental high-rise firefighting scenario. He is also an active member of the Illinois Firefighters Association and the Metropolitan Fire Chiefs Association of Illinois.

***Educational Background:***

National Louis University  
Masters of Business Administration  
Southern Illinois University  
Bachelor of Fire Science  
College of DuPage  
Associate in Applied Science

**Fiscal/Administration Consultant**

***Mr. Robert Harrison – Fiscal Analysis/Administration***

Mr. Harrison is a consultant with McGrath Consulting that brings an Administrator/Fiscal perspective to our studies. Mr. Harrison has over 20 years of experience in municipal management. Mr. Harrison is currently the City Administrator of Issaquah, WA which is a full-service City that has grown from 4,000 population 15 years ago to 31,500 today. He served as City Manager of Wyoming, Ohio for 12 years,

which is a full service residential suburban city on the border of Cincinnati, Ohio. In addition, he has served in City management positions with the City of Mosinee, WI and City of Wauwatosa, WI.

Through introduction of the Balanced Score Card evaluation, Mr. Harrison has effectively developed strategic plans that have resulted in economic growth to the community, as well as accountability within the organization. He has received GFOA awards as well as the State Auditors Award for excellence in financial reporting. He has implemented a successful LEAN initiative in the City of Issaquah directed at improving service and reducing costs.

***Educational Background:***

University of Wisconsin-Milwaukee  
Master of Arts – Public Administration  
Marquette University  
Bachelors of Arts

## **Human Resources Consulting Team**

***Ms. Malayna Halvorson Maes – Human Resources Consultant***

Malayna Halvorson Maes is a full-time consultant for our subsidiary company McGrath Human Resources Group. She previously has served as a human resource professional, in both the private and public sectors, having worked in health care, and most currently as the Human Resources Director for a large county in northern Wisconsin. Thus, she has dealt with the many challenges facing municipal employers, including challenges by former unions as to their negotiation status.

Over the past year, Ms. Maes has completed a complete evaluation of the compensation system for the county which included a rewrite of all job descriptions, and the implementation of a pay for performance evaluation system. This system was created through the work of a combined employee – manager committee and included the implementation of a performance management software system to streamline the 360-evaluation process. She therefore brings a practical understanding to the development and implementation of compensation systems.

As a Human Resources Director, she is knowledgeable of all facts of local government, including fire/EMS, police, public works, engineering, health services, etc. She is active in a number of professional organizations including SHRM, Chippewa Valley Society of Human Resource Management; WIPFLE Senior HR Forum; Wisconsin Association of County Personnel Directors, and the National Public Employer Labor Relations Association. In addition, she serves on the WACPD training Committee, Chair of the Legislative Affairs, a Board of Director and member of the Services Committee for WPELRA; thus, she takes an active role in defining the profession.

**Education**

Luther College, Iowa

## References

### Coopersville/Polkton, MI

**Contact:** Polkton Township – Mr. David Busman (cell) (616)-502-8319; City of Coopersville – Mr. Ken Buch (home) (616)-837-9205

**Project:** Comprehensive fire department audit/master plan with special emphasis placed on leadership opportunities.

### City of Sun Prairie, WI

**Contact:** Mr. Aaron Oppenheimer, City Administrator – office (608) 825-1193, fax (608) 825-6879, email: [aoppenheimer@cityofsunprairie.com](mailto:aoppenheimer@cityofsunprairie.com)

**Project:** Fire Department Review/Assessment (Master Plan)

### City of O'Fallon, IL

**Contact:** Ms. Pamala Funk – Assistant City Administrator Ret. – (618) 971-8662 email:

[pamalafunk@charter.net](mailto:pamalafunk@charter.net)

**Projects:** (multiple projects) Comprehensive fire department audit and master plan; fire station location master plan; executive search Fire Chief; master plan EMS (3<sup>rd</sup> service).

### Allendale Charter Township, MI

**Contact:** Fire Chief Michael Keefe (616) 895-4544 email: [afdkeefe@altelco.net](mailto:afdkeefe@altelco.net) . The Township Supervisor at the time of the study is no longer with Allendale (Jim Beelen)

**Project:** Fire department audit and master planning document

### Cloquet Area Fire District, MN

**Contact:** Kevin Schroeder, Fire Chief, CFO, (218) 499-4274, [kschroeder@cloquetafd.com](mailto:kschroeder@cloquetafd.com).

**Project:** Multiple projects. Comprehensive Fire Department Master Plan, emphasis placed on facilities, resource deployment, staffing, and training. Assessment of progress (one-year) of Master Plan. Officer training.

### South Shore Fire Department, WI

**Contact:** Chief Robert Stedman (262) 995-1210 Email: [rstedman@mtpleasantwi.gov](mailto:rstedman@mtpleasantwi.gov). A Full Consolidation of the Mt. Pleasant Fire Department and the Sturtevant Fire Department, both municipal City departments.

**Project:** The State of Wisconsin does not allow consolidated departments to become their own taxing authority; therefore, a funding and governance model had to be developed and implemented. The consolidation has been very cost effective with the closing of one fire station and a significant decrease in overtime.

## Proposed Project Schedule

Task	Month				
	1st.	2nd.	3rd.	4th.	5th.
Contract Completion/Signing					
Data Request to Service Provider					

Task	Month				
	1st.	2nd.	3rd.	4th.	5th.
(allow 2 - 3 weeks)					
<b>First Site Visit</b>					
Data Review on Site					
Key Stakeholder Interviews					
"Authority" Board					
Fire Leadership					
Other Stakeholders					
On Site Assessments					
Data Analysis					
<b>Second Site Visit</b>					
Stakeholder Interviews					
Assessment Service Providers					
PSAP (Dispatch)					
National Standards Comparison					
Develop Report Components					
Develop Options					
<b>Third Site Visits (optional)</b>					
Clarification Questions					
Address Unique Challenges					
<b>Off-Site</b>					
Review Notes					
Analyze Data					
Write Draft Report					
Submit Draft Report					
Address Draft Input					
Compose Final Report					
Proofreader					
Submit Final Report					
<b>On-Site</b>					
Report Presentation					

## Service Expected from the "Authority" & Fire Department

The consultant team anticipates cooperation with fire departmental personnel in obtaining the necessary data. A list of the type of data will be sent to the appropriate individual(s) well in advance of the first site visit by the consulting team. In almost all cases, the data requested is readily available from department's computerized data/reports or activity logs.

Minimum help is required in the initial identification of stakeholders, including phone numbers and/or addresses to reach those parties. Further some assistance may be required in scheduling interviews.

***Sub-contractors***

McGrath Consulting Group, Inc. will not utilize any sub-contractors on this project.

**Study Costs**

The total cost for the items/objectives outlined in the proposal is \$20,250.00 which includes professional staff time, transportation and expenses, PDF draft reports for review, PDF disk copy of the report. The study cost is guaranteed not to exceed the above quoted figure.

The "Authority" will be invoiced in three (3) payments: 15% (\$3,037.50) upon receipt of a signed contract; 75% (\$15,187.50) upon completion and submission of the draft report; and the balance of 10% (\$2,025.00) upon submission of the final report and presentation. The proposal price is good for 60 days from submittal. Payment is due within 30 days of receipt of invoice.

**Insurance****Professional Liability**

Admiral Insurance Company

**General Liability**

State Farm Insurance

**Worker's Compensation**

State Farm Insurance

**Final Word**

Our company will develop recommendations that ensure high quality services of the Lowell Area Fire Department. We approach each project as a new opportunity to identify opportunities for both the "Authority" and the Fire Department to improve services and prepare for long-range future service needs.

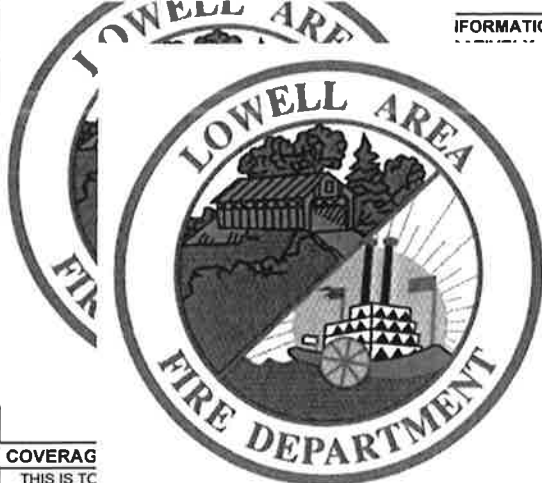
Please feel free to contact us if you have any questions regarding this proposal.

Sincerely,

A handwritten signature in cursive script that reads "Tim McGrath".

Tim McGrath, Ph.D. CEO





INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS  
MEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES  
STITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED  
IER.

0, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to  
e an endorsement. A statement on this certificate does not confer rights to the

CONTACT  
NAME: **Christie Montero**  
PHONE  
(A/C, No, Ext): 541-284-5855 FAX  
(A/C, No): 541-342-3786  
E-MAIL  
ADDRESS: cmontero@whainurance.com  
PRODUCER  
CUSTOMER ID #: 22934

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A: Philadelphia Indemnity Ins Co	
INSURER B: SAIF Corporation	36196
INSURER C:	
INSURER D:	
INSURER E:	
INSURER F:	

#### COVERAGE

THIS IS TO  
PERIOD IN  
WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT  
TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

166079

#### REVISION NUMBER:

AVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY  
CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<b>GENERAL LIABILITY</b> <input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO- JECT <input type="checkbox"/> LOC		PHSD1110578	1/1/2016	1/1/2017	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$50,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$1,000,000 PRODUCTS - COMP/OP AGG \$1,000,000 \$
A	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS		PHSD1110578	1/1/2016	1/1/2017	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
A	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE  DEDUCTIBLE <input checked="" type="checkbox"/> RETENTION \$10,000		PHUB527573	1/1/2016	1/1/2017	EACH OCCURRENCE \$2,000,000 AGGREGATE \$2,000,000 \$ \$
B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	776036	1/1/2016	1/1/2017	<input checked="" type="checkbox"/> WC STATU- TORY LIMITS <input checked="" type="checkbox"/> OTH- ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
A	Professional Liability		PHSD1110578	1/1/2016	1/1/2017	Each Claim 2,000,000 Annual Aggregate 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

\*Umbrella coverage does not apply to Professional Liability\*  
Fire Protection and Paramedic Services Strategic Plan

#### CERTIFICATE HOLDER

City of Yucaipa  
34272 Yucaipa Boulevard  
Yucaipa CA 92399

#### CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED  
BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED  
IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

© 1988-2009 ACORD CORPORATION. All rights reserved.

ACORD 25 (2009/09)

The ACORD name and logo are registered marks of ACORD

**ESCI** Emergency Services  
Consulting International

Providing E

**ESCI** Emergency Services  
Consulting International

*Providing Expertise and Guidance that Enhances Community Safety*

June 27, 2019

Jim Herb, Chairman  
Lowell Fire & Rescue Services Authority  
315 S Hudson Street  
Lowell, Michigan 49331  
616-897-4986  
jamesherb@rocketmail.com

REF: AGENCY EVALUATION STUDY PRICE QUOTE

Chairman Herb:

Thank you for your interest in an Agency Evaluation Study for the Lowell Fire and Rescue Services Authority. ESCI is well positioned to assist you with this important project. ESCI has worked with many communities within Michigan and across the country; our project team has significant experience in the development and delivery of Agency Evaluations, Community Risk Assessments, Standards of Cover, Strategic Plans, and similar planning studies and reports.

Established in 1976, ESCI specializes in high quality, professional consulting services to public safety and emergency management organizations throughout the United States and Canada. Considered by many to be the nation's leader in public safety consulting, the ESCI team brings first-hand experience and subject matter experts in emergency planning, mitigation, response, and recovery, with active involvement in highly visible and responsible leadership positions. ESCI operates on the principles of honesty, integrity, and service. You can count on us to understand your issues, challenges, and responsibilities, and to provide proven, community-driven solutions and best practices designed to meet your specific needs, on time and within budget.

ESCI is pleased to submit this recommended Scope of Work and cost proposal. We thank you for the opportunity to submit this response and are looking forward to working with you on this project. Should you have any questions, please don't hesitate to contact me or your Project Manager: James Angle at: [james.angle@esci.us](mailto:james.angle@esci.us) or by phone at 727.639.4399.

Sincerely,



Andrea D. Hobi, Business Manager  
Esci.us  
503.570.7778  
[Andrea.hobi@esci.us](mailto:Andrea.hobi@esci.us)



## Table of Contents

Letter of Transmittal .....	2
Profile of Proposing Firm .....	5
ESCI Capabilities .....	5
ESCI Experience .....	6
ESCI Offices .....	6
Disclosure Statements & Employment Practices .....	7
Project Understanding & Methodology .....	9
Understanding .....	9
Methodology .....	9
On-site Visits .....	9
Standards & Best Practices .....	10
Deliverables .....	10
Agency Evaluation Study Scope of Work .....	11
Project Objectives .....	11
Phase I: Project Initiation .....	12
Phase II: Fire Department Agency Analysis .....	13
Phase III: Development, Review, and Delivery of Evaluation Report .....	17
Price Quote .....	19
Project Completion Timelines .....	19
Project Team Assignments .....	20
Project Team Experience Summary .....	21
References .....	30
Appendix A: ESCI Examples of GIS Maps & Images .....	34

## Profile of Proposing Firm

### ESCI CAPABILITIES

Emergency Services Consulting International (ESCI) is an international firm providing specialized, high-quality and professional consulting services to public safety organizations—fire, emergency medical services (EMS), law enforcement, communications, and emergency management—throughout the United States and Canada. ESCI has been meeting the needs of emergency services agencies since 1976, and is considered by many to be the nation's leader in emergency services consulting.

ESCI has extensive experience in evaluating emergency communication systems, having specific expertise in emergency communication regionalization efforts. For this project, ESCI will serve as a domain expert conducting the interviews and completing the Dispatch Study.

Utilizing both full-time staff and over 50 field consultants nationwide, ESCI provides consulting services to municipalities; fire, ambulance, and hospital districts; non-profit organizations; and the industrial and commercial community.

ESCI is recognized as an expert in the field by the emergency services community. This is confirmed by our ongoing relationship with the *International Association of Fire Chiefs* (IAFC), the *Western Fire Chiefs Association*, the *National Fallen Firefighters Foundation*, the *National Volunteer Fire Council*, and the hundreds of clients we have served from coast to coast.

Since the beginning, ESCI has operated on the principles of honesty, integrity, and service. ESCI's philosophy is to maintain an active involvement within emergency service disciplines and related fields, staying ahead of the rapid changes and issues facing our clients.

The mission of ESCI is to *provide expertise and guidance that enhances community safety*. We will accomplish this by providing the highest value of consulting services and educational programs. ESCI utilizes a team of professionals committed to offering highly beneficial programs covering current and anticipated fire, police, communications, emergency management, and EMS issues and needs.

We provide a wide array of services, including organization audits and evaluations; cooperative effort and consolidation; health and safety evaluations; master and strategic plans; deployment planning; hazard mitigation planning; executive searches; assessment centers; and customized consulting. ESCI has helped improve emergency services in hundreds of communities throughout the country. Our innovative training programs are improving the way organizations and people work.

ESCI encourages creative solutions to complex system dilemmas. The firm recognizes the cultural, economic, operational, legal, and political realities of the local environment. ESCI avoids pre-conceived biases in order to develop and implement imaginative and long-lasting solutions. In addition, ESCI equips its clients with the background, understanding, and confidence to tackle future problems as they arise.

**ESCI EXPERIENCE**

ESCI's advantage begins with our technical expertise and capability, extends to our experienced and highly qualified staff, and concludes with a product that will enable your organization to meet the challenges of emergency services into the future.

All ESCI's field associates have been active practitioners in their respective fields, with many involved in highly visible and responsible national leadership positions in fire/rescue services, EMS, and law enforcement. Team members have first-hand experience in the process of analyzing emergency service providers and recommending an array of opportunities that are economically, culturally, and operationally feasible. Each team member is a specialist in fire, rescue, law enforcement, EMS, or related fields. The team will work collaboratively to create the best possible strategies and options for your organization. The *ESCI Advantage* includes:

A clear understanding and appreciation of the complexity of the local and regional environment.

Over 40 years of public safety consulting experience with successful completion of similar projects.

The ability to deliver a high-quality product on time and on budget.

Knowledge of contemporary issues associated with the delivery of emergency services.

Experience with a variety of jurisdictions including municipalities, counties, and state government.

A knowledgeable team of professionals with the skill-sets necessary to meet your expectations.

**ESCI OFFICES**

In order to better serve our clients, ESCI maintains two regional offices. The following is the contact information for each office, along with a complete organization chart.

**Corporate Headquarters**

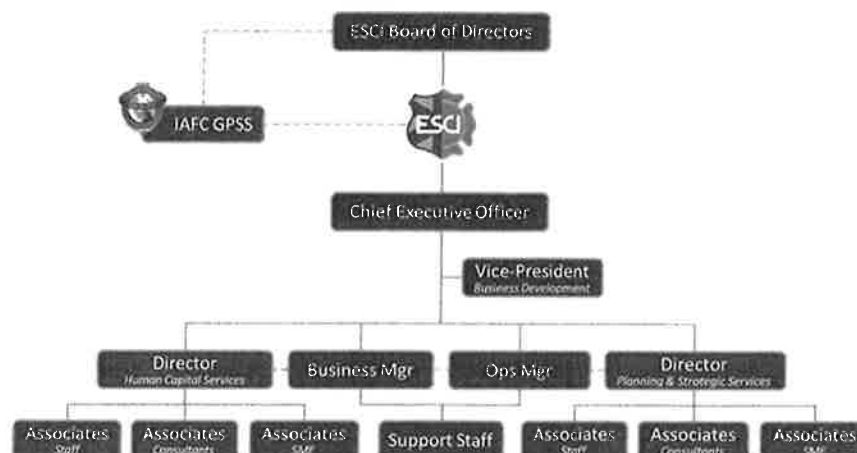
**Andrea Hobi, General Manager**

**Mike Roth, Operations Manager**

4795 Meadow Wood Lane, Chantilly, VA 22033

Andrea—Phone: 800.757.3724 • Email: [info@esci.us](mailto:info@esci.us)

Mike—Phone: 703.506.9400 • Email: [mike.roth@esci.us](mailto:mike.roth@esci.us)



## DISCLOSURE STATEMENTS & EMPLOYMENT PRACTICES

### ***Conflict of Interest Statement***

ESCI has neither directly nor indirectly entered into any agreement, participated in any collusion or collusion activity, or otherwise taken any action which in any way restricts or restrains the competitive nature of this solicitation, including but not limited to the prior discussion of terms, conditions, pricing or other offer parameters required by this solicitation. ESCI is not presently suspended or otherwise prohibited by any government from participation in this solicitation or any other contracting to follow thereafter. Neither ESCI nor anyone associated with ESCI has any potential conflict of interest because of or due to any other clients, contracts, or property interests in this solicitation or the resulting project. In the event that a conflict of interest is identified in the provision of services, ESCI will immediately notify the client in writing.

### ***Employment Practices***

ESCI is an equal opportunity employer. The company is guided by recognized industry standards, policies, and procedures. ESCI offers a wide range of employee benefits and ongoing training opportunities that has enabled ESCI to attract and retain quality consultants who are recognized as experts in emergency service organization, management, and service delivery. ESCI will not refuse to hire, discharge, promote, demote, or otherwise discriminate in matters of compensation against any person otherwise qualified, because of age, race, creed, color, sex, national origin, ancestry, or handicap.

### ***Insurance***

ESCI is insured in excess of \$2,000,000. A copy of our liability insurance certificate is included in the Appendices.

### ***Litigation***

ESCI has no past and/or pending litigation or unresolved lawsuits.





## Project Understanding & Methodology

### UNDERSTANDING

ESCI understands that Lowell Fire and Rescue Services Authority (LFRSA) is requesting consultant services to conduct an Agency Evaluation Study. The primary objective of the study is to provide an independent and comprehensive analysis, along with benchmark comparisons and recommendations intended to assist the Authority in its efforts to evaluate agency operations throughout the Authority service area. When complete, the findings and recommendations of this study can provide a valuable planning resource to assist the Authority to strengthen emergency service delivery based on logical efficiencies and comparison to industry standards and best practices, both operational and financial.

### METHODOLOGY

ESCI's methodology reflects our understanding of your expectations and our experience in working with emergency services organizations in communities of similar size and character throughout North America. Key elements of ESCI's methodology include:

- A clear understanding of the project background, goals and objectives, and the complex issues that must be addressed.

- A comprehensive, well designed, and practical scope of work (SOW) and work plan that provides opportunities for ample stakeholder input.

- The utilization of the latest web-based communications technology, computer modeling, and geographic information systems (GIS).

- The commitment of sufficient professional resources, and an ability to complete the project successfully by meeting or exceeding the outlined scope of work and deliverables within the desired period at a reasonable cost.

- The production of final reports that provide systematic observation, analysis, and recommendations for all components and organizational systems.

ESCI's project methodology is augmented by the utilization of web-based communication technology. We will utilize the Dropbox® application to create a secure online project site that enables the client and project team members to collaborate and communicate throughout nearly every phase of the project.

### ON-SITE VISITS

ESCI will conduct on-site visits as needed with representatives of the Authority in order to adequately assess expectations and needs, to review current service delivery, and provide recommendations to address any identified service gaps. ESCI may also conduct virtual meetings via web conferencing software and collect information via online surveys. This capability allows the project team to display and review documents in real-time and provides the Authority with

the opportunity to give immediate feedback to the project team. In addition to creating a more efficient work environment, the Authority will benefit from convenience and lower travel costs.

#### STANDARDS & BEST PRACTICES

ESCI will apply relevant local, state, and federal regulations, along with applicable standards, health and safety requirements, and best practices for fire/EMS emergency services. Appropriate sources may include:

<b>ANAB</b>	ANSI-ASQ National Accreditation Board
<b>APCO</b>	Association of Public Safety Communications Officials
<b>CAAS</b>	Commission on Accreditation of Ambulance Services
<b>CPSE/CFAI</b>	Center for Public Safety Excellence/Center for Fire Accreditation International
<b>GFOA</b>	Government Finance Officers Association
<b>IAED</b>	International Academy of Emergency Dispatch
<b>IAS</b>	International Accreditation Service
<b>ISO</b>	Insurance Services Organization

#### DELIVERABLES

For this project, ESCI will provide a final report, accompanied by a project conclusion meeting and presentation to distribute and review the plans with interested stakeholders as defined by the Authority. The final report and presentation will include:

An executive summary describing the purpose of the study, along with key findings and recommendations;

A detailed description of functional elements, recommendations, implementation strategies, and timelines;

Educational materials on emerging trends and best practices; and

Supportive charts, graphs, diagrams, and support documentation as appropriate.

This methodology has been developed specifically for this project based on our understanding of your expectations. ESCI will utilize approaches, tools, and techniques proven through experience to provide the kind and quality of information needed to make objective, informed decisions. The proposed methods, procedures, and anticipated deliverable items of this project have been organized into phases. Each project phase is described in detail on the following pages.

## Agency Evaluation Study Scope of Work

The Agency Evaluation is designed to assess where a fire or EMS agency is today. The project takes a “snapshot in time” of the study organization, reviews the configuration, programs, service delivery, and response performance in detail, and compares the conditions found to national standards, best practices, and the experience of ESCI consultants.

The Agency Evaluation is detailed and comprehensive. The scope of work involves the same content as is found in the early phases of the Long-Range Master Plan and Cooperative Efforts Feasibility studies but is limited to the Evaluation of Current Conditions elements of those scopes of work.

ESCI will strive to have the project completed and delivered to the department within six months, contingent on receipt of an executed contract and all requested data and information.

### PROJECT OBJECTIVES

- Evaluate monthly incident logs and recommend staffing requirements and utilization.

- Review the department's and authority's demographic service area.

- Assess recruitment and firefighter retention.

Review department personnel including officers and support staff. Evaluate the level of utilization, structure, professionalism and any evidence of Post-Traumatic Stress Disorder. Provide any recommendations or concerns.

- Review current department capabilities and mutual aid resources as they may impact department resources.

- Provide analysis for paid on-call fire fighters for both current operations and if operating as a full-time department. Recommend any applicable staffing alternatives.

- Recommend potential cost reduction initiatives.

- Evaluate the Fire Authority and any possible changes that could result from going to a full-time department or in its current role.

- Determine current station functionality at present incident levels and for predicted incident levels in the future. Compare and contrast current operations with full-time staffing.

- Provide fiscal analysis of the authority and department.

- Review current coordination with the EMS affiliate and provide any recommendations.

- Evaluate equipment utilization and capabilities based on incident types, demand and demographics.

- Recommend staffing structure and type in consideration of future service demands.

- Present any potential opportunities not currently pursued.

- Present overview and recommendations of the fire and rescue services for the community as envisioned currently and into the future.

To meet the project objectives above, details of each project phase are explained in detail as follows.

#### PHASE I: PROJECT INITIATION

##### ***Task 1-A: Project Initiation & Development of Work Plan***

ESCI will develop a project work plan based on the scope of work and converse with the Authority's project team to gain a comprehensive understanding of the Authority's background, goals, and expectations for this project. This work plan will be developed identifying:

- Primary tasks to be performed, person(s) responsible for each task, and resources to be utilized

- Timetable for each task to be completed and method of evaluating results

- Possible obstacles or problem areas associated with the accomplishment of each task

This exchange will also help to establish working relationships, make logistical arrangements, determine an appropriate line of communications, and finalize contractual arrangements.

##### ***Task 1-B: Acquisition & Review of Background Information***

ESCI will request pertinent information and data from the Authority's assigned project manager. This data will be used extensively in the analysis and development of the study document. The documents and information relevant to this project will include, but not be limited to, the following:

- Past or current fire department studies or research

- Community Comprehensive Plan documents, including current and future land use information

- Local census and demographics data, zoning maps and codes

- Financial data, including debt information, long-range financial plans and projections

- Department administrative policies and procedures, SOPs/SOGs, and service delivery practices

- Current service delivery objectives and targets

- Station locations and apparatus inventories

- Existing agreements: for example, automatic / mutual aid.

- Incident records data from records management and computer-aided dispatch systems

- Local Geographic Information Systems (GIS) data, where available

##### ***Task 1-C: Stakeholder Input***

The ESCI project team will conduct interviews with and gather information from key personnel including:

- Elected or appointed officials
- Fire department managers and other key staff
- Finance function managers
- Community planning staff
- Human resource function coordinator
- External Fire and EMS agencies within the region
- Medical facilities, medical director for regional or community EMS, if applicable
- Employee and volunteer groups as appropriate
- Others as they may contribute to this project

The project team may interview key stakeholders of any organization associated with this study. At a minimum, members of the project team will interview appropriate community officials, fire department officials, volunteer association leaders, and others that the project team deems necessary.

From these interviews, ESCI will obtain additional perspective on operational, economic, and policy issues facing the agency. In addition, the project team will learn more about availability of data necessary to meet projected goals.

#### PHASE II: FIRE DEPARTMENT AGENCY ANALYSIS

The study will provide a baseline assessment of the current conditions and current service performance of the Authority. ESCI will conduct an organizational analysis of the department based on the elements included in the following objectives. The purpose of this evaluation is to assess the Authority's operations in comparison to industry standards and best practices, as well as to create a benchmark for which future improvements can be measured.

#### ***Task 2-A: Governance and Administration***

ESCI will provide a review of the Authority's legal basis to exist and operate, and the Authority's administrative structure, to include:

- History, formation, and general description of the Authority
- General description of the current service delivery infrastructure
- Enabling legislation, rules, regulations, and foundational policy documents
- General description of the governing body
- Communication and lines of authority between the governing body and the staff
- Review of the Authority's administrative structure and organizational design; and
- Review of the Authority's purpose, mission, vision, and values

#### ***Task 2-B: Assessment and Planning***

ESCI will provide a review of the Authority's processes to understand and address the community's needs with regard to fire protection services. It will include an evaluation of

community characteristics; identification of critical infrastructure, hazard vulnerabilities and risks; and an analysis of the agency's current performance, to include.

Documentation of area characteristics: community location, size, population and demographics of the service area

All-hazard risk assessment and response strategies: hazard vulnerability in terms of potential likelihood and significance or consequence—life safety, economic, social, cultural, economic, and environmental, desired outcome and resource requirements.

Current deployment and performance: service delivery in terms of efficiency and effectiveness, with consideration of overall response, consistency, reliability, and resiliency to include:

1. Service Demand Study: Analysis and geographic display of current service demand by incident type and temporal variation
2. Resource Distribution Analysis: Overview of the current facility and apparatus deployment strategy, analyzed through Geographical Information Systems software, with identification of service gaps and redundancies
3. Resource Concentration Study: Analysis of response time necessary to achieve full effective response force for common response types
4. Response Reliability Review: Analysis of current workload, including unit hour utilization of individual companies; actual or estimated failure rates of individual companies; and call concurrency and impact on effective response force assembly
5. Response Performance Summary: Analysis of actual system reflex time performance, analyzed by individual components

Plan for maintaining and improving response capabilities: documentation and review of activities and conditions that deviate from the desired end state, and the recommended corrective actions.

### ***Task 2-C: Goals and Objectives***

ESCI will provide a review of the Authority's processes for general organizational goals, short-range operational plans, and long-term strategic and capital improvement plans to include:

Review and evaluate the adequacy of the current planning process

Internal assessment of critical issues and future challenges

Review elements of tactical and operational planning within the Authority

Review elements of strategic and master planning within the Authority

Goals and objectives

Implementation of goals and objectives

Measurement of organizational progress

**Task 2-D: Financial Resources**

ESCI will provide a review of the Authority's financial plans, resources, and practices to include:

Financial Planning: identification of the resources needed to fund and sustain operational priorities.

Financial Practices: sound budgeting, financial controls, proper recording, reporting, and auditing.

Resource Allocation: support for the mission, operational priorities, and long-term sustainability

**Task 2-E: Programs and Staffing**

ESCI will provide a review of the Authority's primary programs as defined by the Authority's purpose, mission, goals, and objectives to include a detailed review of:

Community risk reduction, pre-planning, code enforcement, plans review, and field inspections

Public outreach and education

Fire investigation, origin and cause

Domestic preparedness, planning, response, and recovery

Fire suppression services

Emergency Medical Services (EMS)

Special Operations: Technical Rescue, Hazardous Materials, Other

The ESCI project team will review the Authority's staffing levels for each of the listed programs to include an:

Evaluation of administration and support staffing levels

Evaluation of operational staffing levels

Review of staff allocation to various functions and divisions

Evaluation of staff scheduling methodology

Analysis of current deployment methods and staffing performance for incidents

Evaluation of the utilization of career and volunteer personnel

Evaluation of the responsibilities and activity levels of personnel

**Task 2-F: Physical Resources**

ESCI will provide a review of the Authority's physical, or capital, resources to include:

Physical resources plan: a systematic and phased approach to design, procure, operate, maintain, and replace physical resources

Fixed facilities, to include a review of design, code compliance, construction, staff facilities, safety, efficiency, environmental compliance, security, and future viability



Apparatus and vehicles, to include age, condition, and serviceability; distribution and deployment, regulations compliance; and future needs

Apparatus maintenance

Tools, supplies, and small equipment

Safety equipment

***Task 2-G: Human Resources and Personnel Management***

ESCI will provide a review of the Authority's human resources function, to include:

Human resources administration

Recruitment, selection, retention, and promotion

Personnel policies, procedures rules, regulations, manuals, and handbooks

Position classification and professional development

Compensation

Certifications and licensing

Disciplinary process

Counseling services

Testing, measuring, and promotion processes

Occupational health, safety, and risk management

Wellness/fitness

Evaluation of what respondents consider to be high stress incidents

Evaluation of how much internal stress respondents attach to high stress incidents

Evaluation of how long the internal stress felt from high stress incidents lasts (e.g., days, weeks, months)

Evaluation of existing programs to assist members with high stress incidents

Evaluation of the respondent's knowledge about internal stress mitigation

***Task 2-H: Training and Competency***

ESCI will provide a review of the Authority's training and professional competency of personnel to include:

Training and education requirements, to include general training competencies, program goals and objectives

Training and education performance, to include training schedules, certifications, and of demonstration of job performance requirements (JPRs)

Training and education resources, to include training facilities, administration, procedures and manuals, recordkeeping, and administrative support

***Task 2-I Essential Resources***

ESCI will provide a review of the Authority's ability to provide essential resources—those systems that are necessary for the Authority to function to include:

**Water Supply:** Centralized, fixed and mobile where needed

**Communications:** Reliable and capable of receiving, dispatching, and monitoring emergency calls for service; system and processes for emergency back-up communications; internal and external communications processes; and adequate command and control operations in all parts of the service area.

**Administrative Support:** Reports and recordkeeping, records management systems, statistical collection and analysis, document control and security, inventory control systems, information technology systems, and other office systems and technology.

***Task 2-J: External Systems***

ESCI will provide a review of the Authority's ability to connect and integrate the performance of one system with another.

External Authority Relationships

External Authority Agreements, including automatic and mutual aid

**PHASE III: DEVELOPMENT, REVIEW, AND DELIVERY OF EVALUATION REPORT*****Task 3-A: Development and Review of Draft Project Report***

ESCI will develop and produce an electronic version of the draft report for review by the Authority and its representatives. Client feedback is a critical part of this project and adequate opportunity will be provided for review and discussion of the draft report prior to finalization. The report will include:

Detailed narrative analysis of each report component structured in easy-to-read sections and accompanied by explanatory support to encourage understanding by both staff and civilian readers

Clearly designated recommendations with consideration of recognized standards and industry best practices, grouped and highlighted for easy reference

Supportive charts, graphs, and diagrams where appropriate

Supportive maps, utilizing GIS analysis, as necessary

***Task 3-B: Delivery and Presentation of Final Project Report***

ESCI will complete any necessary revisions of the draft and produce five publication-quality bound, final versions of the written report, along with an electronic version in PDF file format. A formal presentation of the project report will be made by ESCI project team member(s) to staff, elected officials, and/or the general public as necessary and will include the following:

A summary of the nature of the report, the methods of analysis, the primary findings, and critical recommendations

Supportive audio-visual presentation

Review and explanation of primary supportive charts, graphs, diagrams, and maps

Opportunity for questions and answers, as needed

All presentation materials, files, graphics, and written material will be provided to the Authority at the conclusion of the presentation(s)

## Price Quote

Emergency Services Consulting International is pleased to present the following quote for this project, including all out-of-pocket expenses.

Total Price Agency Evaluation Study for LFRSA..... \$ 31,500

***Proposed Payment Schedule***

10% payment due upon signing of the contract.

Final invoice upon completion of project.

***Information Relative to Cost Quotation***

Pricing is valid for 90 days.

ESCI Federal Employer Identification Number: 23-2826074.

The client will provide all requested data, information, and materials required for the completion of the objectives outlined in the Scope of Work submitted in this proposal.

ESCI estimates a project completion time of six months following award of project.

## Project Completion Timelines

The timeline for the proposed project is anticipated to be 150 days. It is noted that the timing starts once the contract is executed and any requested information is received from the Authority in response to ESCI's data or document requests.

Project Phase	Month 1	Month 2	Month 3	Month 4	Month 5
<b>Phase I:</b> Project Initiation					
<b>Phase II:</b> Fire Department Agency Analysis					
<b>Phase III:</b> Development, Review, And Delivery of Evaluation Report					

## Project Team Assignments

Emergency Services Consulting International has assigned the following associates to the project. All team members will be available for the duration of the project. Along with the project team, ESCI's full-time staff will be available to assist on the project as needed. Detailed information on the background and qualifications of each member of the team is provided.

The selection and experience of the project manager is important to the success of this project. ESCI is offering a project manager who will:

Assist in the development and coordination of a project work plan.

Have the ability to work closely with your representatives.

Facilitate project team meetings to share project findings and ideas.

Provide direction based on experience in similar situations, and knowledge of organizational staff analyses.

Team Member	Project Assignments
<b>Stuart McCutcheon</b> Eastern Regional Manager	Project Oversight GIS/Mapping
<b>James Angle</b> Project Manager	Project Management Governance and Administration
<b>Adam Poirrier</b> Associate Consultant	Programs and Staffing Human Resources and Personnel Management Essential Resources
<b>Rick Talbert</b> Associate Consultant	Physical Resources Training and Competency
<b>Otto Drozd</b> Associate Consultant	Assessment and Planning Goals and Objectives External Systems
<b>M. Stuart McElhaney, Director</b> Planning & Strategic Services	Financial Resources Cost Projections

## Project Team Experience Summary

### **Stuart McCutcheon, *Eastern Regional Director, Project Oversight***

Stuart has served as a Fire Chief for 8 years in municipal fire departments in Florida. His service began at Clermont Fire Department, then on to Reedy Creek Fire Rescue at Walt Disney World where he served as a Lieutenant. In 2009, he became Fire Chief in the City of Davenport, FL Fire Department from 2009 to 2013, at which time he became Fire Chief in Auburndale, FL. He currently serves as the Fire Chief and Emergency Manager for the Haines City Fire Department, FL. Chief McCutcheon brings a combination of education, experience, and technical expertise to ESCI. With experience in both combination and career departments, he has a demonstrated record of professionalism and a commitment to excellence. In addition, Chief McCutcheon has substantially contributed to the Institution of Fire Engineers and Florida State Fire College through the development of GIS analytic tools and maps to support the missions of both organizations.

### **Educational Background**

- University of West Florida, Master of Graphic Information and Science Administration, Pensacola, FL – in progress
- University of Central Florida, Master of Public Administration, Orlando, FL
- University of Central Florida, Graduate Certificate in Emergency Management and Homeland Security, Orlando, FL
- Executive Fire Officer Program, Emmitsburg, MD 2013
- University of Central Florida, Bachelor of Science Psychology, Orlando, FL
- Polk Community College, Associate of Arts, Winter Haven, FL
- Polk State College, Associate of Science in Fire Science, Winter Haven, FL
- Commission on Professional Credentialing, Chief Fire Officer and Fire Marshal Designation
- Pro Board Fire Officer IV

### **Professional Experience**

- Consultant, Emergency Services Consulting International
- Fire Chief and Emergency Manager, City of Haines City Fire Department, FL
- Fire Chief, City of Auburndale, FL
- Fire Chief, City of Davenport, FL

### **Relevant Experience**

- Past Chair, Executive Fire Officers' Section, Florida Fire Chiefs Association
- Membership Committee, Institution of Fire Engineers, USA Branch
- Past Vice President, Polk County Fire Chiefs' Association
- Past Chair, Polk County GIS Users' Group
- Designated Emergency Manager in Haines City
- Commission on Professional Credentialing Peer Reviewer

### **Associated Professional Accomplishments**

- Developed material for use in Community Risk Reduction courses for National Fire Academy
- Published author, several articles published in Florida Fire Chiefs Association magazine
- Lead management representative in numerous labor negotiations
- Development of emergency management response plans, full-scale and table top exercises

**James Angle** *MBA, B.S., EFO, CFO, MIFireE*  
**Associate Consultant/Project Manager**



Experience in Data Collection and Analysis, evaluation of processes, planning skills, presentation skills, very familiar with computers and software for publishing and data analysis, research and evaluation of applicable standards regulations and best practices as they apply to organizational programs. Specific experience and expertise related to the governance and operation of special fire districts. Working in a team environment requiring strong collaboration and communication skills. Critical thinking and problem solving are strengths.

### **Educational Background & Certifications**

- Master's Degree in Business Administration - Nova University
- Bachelor of Science Degree in Fire Science and Safety Engineering – University of Cincinnati
- Executive Fire Officer
- Chief Fire Officer Designate
- Institute of Fire Engineers, US Branch – Member Grade

### **Professional Experience**

- Fire Commissioner - Palm Harbor Special Fire Control and Rescue District
- Program Director (Retired) - St. Petersburg College, Fire and Public Safety Training Center
- Fire Chief (Retired) - Palm Harbor Special Fire Control and Rescue District
- Battalion Fire Chief - South Trail Special Fire Control and Rescue District
- Fire Department Training/Safety Officer - South Trail Special Fire Control and Rescue District

### **Associated Professional Accomplishments**

- Author - Occupational Safety and Health in the Emergency Services 4th Edition Textbook, Jones and Bartlett Publishers
- Co-Author – Firefighting Strategies and Tactics 3rd Edition Textbook, Jones and Bartlett Publishers

- Served as President and as the Executive Director of the Florida Association of Special Districts
- Florida Fire Chief's Fire Chief of the Year 2010
- Palm Harbor Chamber's Palm Harbor Citizen of the Year 2012
- Awarded the Paul Harris Fellow by the Palm Harbor Rotary

*Complete CV available upon request*



**Adam Poirrier** *B.S., EFO*  
**Associate Consultant**



Results oriented, hands-on professional with a successful record of accomplishments in municipal government fire and emergency medical service environment. Strong background and experience in budgeting, purchasing, personnel affairs, training, resource management, customer service, visioning, labor relations and negotiations, incident command, emergency management, fire prevention and inspections, and emergency response with a focus on effective relationships, results, and accuracy. Major strengths include strong leadership, relationship and employee development and mentoring, excellent communication skills, critical thinking, problem solving, competent, strong, team-player, with dutiful respect for compliance in all regulated environments.

**Educational Background & Certifications**

- Master's Degree in Public Administration – Troy University (Completion October 2019)
- Bachelor of Applied Science Degree in Public Safety Administration – St. Petersburg College
- Executive Fire Officer (EFO) – National Fire Academy
- Firefighter 1 & 2, Fire Officer 4, Instructor 3, Inspector 2, Investigator 1, Live Fire Instructor 2
- ACE / IAFC / IAFF Fire Service Peer Fitness Trainer

**Professional Experience**

- District Fire Chief – City of St. Pete Beach Fire Department
- Fire Instructor – St. Petersburg College, Fire and Public Safety Training Center
- Lieutenant (Shift Supervisor)/Paramedic (Retired) – City of Gulfport Fire Department

**Relevant Affiliations**

- Member – International Association of Fire Chiefs
- Member – Florida Fire Chiefs Association
- Former Local 747 Executive Vice President – International Association of Firefighters

**Published Material (Topics)**

- Leadership
- Overtime Reduction
- Post Incident Analysis
- Community Risk Reduction (Fall Prevention)
- Strategic Planning

*Complete CV available upon request*

**Rick Talbert****Associate Consultant****Summary of Qualifications**

Rick Talbert is a forty-one-year veteran of the fire service. A second-generation firefighter, he most recently served as the Fire Chief/Administrator for the South Walton Fire District (SWFD).

The South Walton Fire District serves and protects 84 square miles of Northwest Florida's Emerald Coast, its 26,000 full-time residents and visitors, who bring the population to over 150,000 during the spring and summer. Operating out of five fire stations, SWFD is a career fire and rescue service, consisting of one-hundred-eighty-members that provide fire suppression, fire-based advanced life support EMS transport, Beach Safety Lifeguards, Fire and Life Safety and E-911 Communications.

Chief Talbert has served in leadership positions in municipal government, private industry as well as his most recent role in an independent fire district.

**Professional Experience**

- 11 years with the South Walton Fire District; served as Fire Chief/Administrator
- Served 8 years as Fire Chief for the City of Titusville, FL; a 38-sq. mile municipality with 4 fire stations, sixty-eight full-time members providing fire suppression and Advanced Life Support (ALS) non-transport response
- Served 2 years as Deputy Fire Chief for the City of Titusville Fire Department
- Served 2 years as a Battalion Chief of Training
- Served 5 years as Training Officer and 2 as Operations Chief for Kennedy Space Center Fire and Rescue
- Developed and trained NASA department members, DOD fire rescue personnel and foreign military personnel on rescue procedures and operations, supporting 26 Space Shuttle missions in the US and abroad
- Served 6 years on the State of Florida Governor's Domestic Oversight Council
- Served 5 years as a Technical Advisor to the International Association of Fire Chiefs Intrastate Mutual Aid Initiative

**Educational Background & Certifications**

- Associates Degree in Fire Science, Eastern Florida State College
- University of Maryland's Staff and Command Program graduate
- Graduate Managing Effective Fire Prevention Programs, National Fire Academy, 1997
- Graduate Executive Development, National Fire Academy, 1998
- Graduate Executive Leadership, National Fire Academy, 1996

**Associated Professional Accomplishments**

- Florida Certified Emergency Medical Technician (1979-present)
- Chief Officer Designation, Center for Public Safety Excellence (2007-present)
- Florida Fire Chiefs' Association President, 2006-2007
- Florida Fire Service Fire Chief of the Year, 2009

**M. Stuart McElhaney, Director - Planning & Strategic Services**

Mr. McElhaney joined Marion County (FL) as Fire Chief in March of 1994 and was appointed Assistant County Administrator for Public Safety in April 2009 serving in a dual capacity. Mr. McElhaney's post-secondary educational experiences included the U.S. Merchant Marine Academy followed by the College of William and Mary where, in 1979, he received a B.S. in Geology.

He attended the University of Tennessee earning an M.S. in Geology in 1981. For the next thirteen years, he worked for Shell Oil Company as an exploration geologist in different regions around the world. While working for Shell in Houston, he volunteered for almost ten years with a large combination fire department where he served as Assistant Chief, earning a B.S. in Fire Administration from the University of Maryland in 1992.

**Professional Experience**

- Professional Consultant (Individually and with Almont Associates)
- Assistant County Administrator, Marion County, Ocala, Florida
- Fire Chief, Marion County Fire-Rescue Department, Ocala, Florida
- Adjunct Instructor, University of Florida, Gainesville, Florida
- Assistant Fire Chief, Cy-Fair Volunteer Fire Department, Houston, Texas
- Staff Geologist, Pecten International (Shell Oil Company subsidiary)
- Senior Geologist, Shell Oil Company, Houston, Texas

**Educational Background**

- Bachelor of Science, Fire Service Administration, University of Maryland, 1992
- Master of Science, Geology, University of Tennessee, 1981
- Bachelor of Science, Geology, College of William & Mary, 1979
- Executive Fire Officer Program, U.S. Fire Academy, 1998

**Major Accomplishments and Achievements**

- Led successful effort to consolidate city, county, and sheriffs' dispatch/communications operations
- Consolidated countywide ambulance service under fire-rescue department in order to reduce annual ambulance operating deficit from \$8 million to less than \$2 million, while improving level of service
- Negotiated agreement with Level I trauma center to bring air medical program to Marion County
  - Successfully authored and implemented 10-year fire rescue master plan
  - Authored and implemented 5-year master plan following ambulance service integration with fire rescue
  - Built 11 new fire stations and renovated 5
  - Consolidated multiple dependent fire districts and developed countywide fire

assessment program

- Implemented a fire service impact fee program
- Published twelve articles for the Florida Fire Service Today
- Multiple successful deployments for hurricane and wildfire response with State of Florida IMT

**Otto Drozd III** *MSM, B.S., EFO, CFO*

**Associate Consultant**



Otto Drozd III has a diverse background spanning over 30 years, most recently serving as Fire Chief to three organizations over the last 18 years. His experience includes the collection, analysis, evaluation, and use of information to promulgate data driven planning and systems improvements. He has extensive experience in planning processes, presentation, accreditation, ISO Public Protection Classification, and is very familiar with industry best practice across the public safety landscape. Expertise includes leadership and governance of all hazards fire

and emergency medical service organizations in an innovative, collaborative, and inclusive manner accounting for the needs of internal and external stakeholder groups.

#### **Educational Background & Certifications**

- Master's Degree in Public Management – St. Thomas University
- Bachelor of Science Degree in Public Management – Florida Atlantic University (Magna Cum Laude)
- Executive Fire Officer
- Chief Fire Officer Designate
- Harvard Fire Service Fellowship

#### **Professional Experience**

- Fire Chief (Retired) – Orange County Fire Rescue Department (FL)
- Fire Chief – El Paso Fire Department (TX)
- Fire Chief – Hialeah Fire Department (FL)
- Commissioner – Commission of Fire Accreditation International

#### **Associated Professional Accomplishments**

- Author – Various Fire Service Publications
- Speaker – Frequently presents on a variety of fire service topics – Fire Rescue International, NFPA Expo, Congressional Fire Services Institute, Metropolitan Fire Chiefs Conference, Fire Rescue Medical, Indian Fire Conference
- International Fire Chiefs Association 2nd Vice President
- Past President Metropolitan Fire Chiefs Association
- Past President Florida Fire Chiefs Association
- Inducted into the Miami Dade College Hall of Fame

*Complete CV available upon request*

## References

City of Dearborn (Michigan)		
<b>Project:</b>	Hazard Analysis/Master Plan	<b>Contact:</b>
<b>Project Manager:</b>	Mike Tucker	<b>Title:</b>
<b>Population:</b>	111,900	<b>Phone:</b>
<b>Completed:</b>	June 2018	<b>Email:</b>
<b>Project Description:</b> <p>The City of Dearborn engaged ESCI to conduct a Hazard Analysis and Master Plan for the City's fire department. The project entailed conducting a systematic review of the fire department's organizational structure, analyzing current and future risks, analyzing the effectiveness of current facilities, determining the department's ability to achieve current and future service demands, and providing specific recommendations for additions and improvements.</p>		
<b>Key Recommendation(s):</b> <p>ESCI provided the City with specific recommendations focusing on the administrative structure of the organization designed to increase the department's effectiveness in supporting the department's operational response and service to the citizens of Dearborn. ESCI also conducted an extensive station location analysis of the department's existing facilities and made recommendations relative to future station placement to address the City's increasing call volume. Additional recommendations were made to address the department's current data collection procedures and improvements to better position the department to achieve its goal of earning international accreditation.</p>		

Yreka Fire Department (California)		
<b>Project:</b>	FD Organizational Assessment	<b>Contact:</b>
<b>Project Manager:</b>	John Stouffer	<b>Title:</b>
<b>Population:</b>	7,600	<b>Phone:</b>
<b>Completed:</b>	February 2019	<b>Email:</b>
<b>Project Description:</b> ESCI was retained by the City of Yreka to conduct a fire department organizational analysis, with a particular emphasis on the lack of volunteers and a growing demand for service. ESCI did a complete analysis of all components of the department, including a confidential survey of the firefighters. ESCI recommended a re-organization of the department, including hiring a paid fire chief and some career firefighters. These also included a detailed list of short-term, mid-term, and long-term improvement goals necessary for the department to meet their growing demands, improve the quality of service, and ensure organizational sustainability.		

Brighton Area Fire Authority (Michigan)		
<b>Project:</b>	Fire Service Master Plan	<b>Contact:</b>
<b>Project Manager:</b>	Mike Tucker	<b>Title:</b>
<b>Population:</b>	46,042	<b>Phone:</b>
<b>Completed:</b>	December 2017	<b>Email:</b>
<b>Project Description:</b>		



The Brighton Area Fire Authority engaged ESCI to conduct a Fire Services Master Plan. As part of the master plan development, ESCI was tasked with evaluating the services provided by Brighton Area Fire Authority to the citizens of Brighton, Brighton Township, and Genoa Township. In conducting the master plan, ESCI compared the services provided to industry and nationally accepted standards. The project entailed conducting a comprehensive fire services system analysis that resulted in specific recommendations to support cost effective, efficient, and sustainable fire services. ESCI evaluated the current conditions, future growth and development, and service demands within the Authority's jurisdiction. ESCI also conducted several internal and external stakeholder meetings intended to gather a representative understanding of the expectations of the Authority's various constituent groups.

**Key Recommendation(s):**

ESCI provided the Authority with specific recommendations focused on existing and future station locations, training programs, fire and life safety programs, and capital assets. ESCI also made specific recommendations as to processes and procedures intended to improve data collection and analysis in support of the Authority's efforts to eventually achieve international accreditation. ESCI also provided the Authority with cost projections associated with recommendations impacting capital assets and personnel where applicable.



**Indianola Fire Department (Iowa)****Project:** Fire Department Staffing Study**Project Manager:** Robert Graff**Population:** 15,785**Completed:** May 2018**Project Description:**

The City of Indianola Fire Department contracted with ESCI to conduct an emergency services staffing study. The City of Indianola Fire Department (IFD) was initially organized as a fire department in 1885. Today IFD is a combination career/full-time, part-time, and paid-on-call department that provides fire and emergency medical services to 125 square miles of Warren County. The department was rated by the Insurance Service Organization (ISO) as a 4 three years ago based on the department's non-county wide coverage.

IFD operates from one headquarters fire station, a logistics warehouse building, and a shared training/storage facility. Headquarters houses the main administrative components of the department. Logistics, supplies, and storage for the department is housed in an older building. The fire department provides a full array of services, including advanced life support ambulance transport, structural fire suppression, and wildland firefighting.

ESCI's major recommendations include the implementation of differing daytime peak activity units to augment shift response assets and conversion of part-time staffing to full time staffing. This was to assist with call concurrency and assembling the effective firefighting force in accordance with NFPA 1720. Recommendations for company officers to address span of control as staffing increased were also offered.

**Campbell County (Wyoming)****Project:** Staffing Needs Assessment**Project Manager:** Robert Graff**Population:** 48,116**Completed:** March 2019**Project Description:**

CCFD traces its initial roots to a formed fire brigade in 1891. The City of Gillette, Wyoming, marked the formalization of the department in 1904 with the donation of a fire bell by James Morgan and became the Gillette Fire Department. The bell is still on display today at the Alan Mickelson Fire Training Center. Allan Mickelson suffered a line-of-duty death in 1989 while operating at a church fire. The City and the County both operated independently until 1975 when the Joint Powers Fire Board (JPFb), consisting of both City and County officials, was created. The JPFb still governs the CCFD today. Currently, CCFD is a combination career and part-time/paid-on-call department that provides fire and emergency medical services. The Department was rated by the Insurance Service Organization (ISO) as a class 4 in the City of Gillette, a class 6 within five miles of a firehouse, a class 5 in the Town of Wright, and a class 9 in the rest of the County.

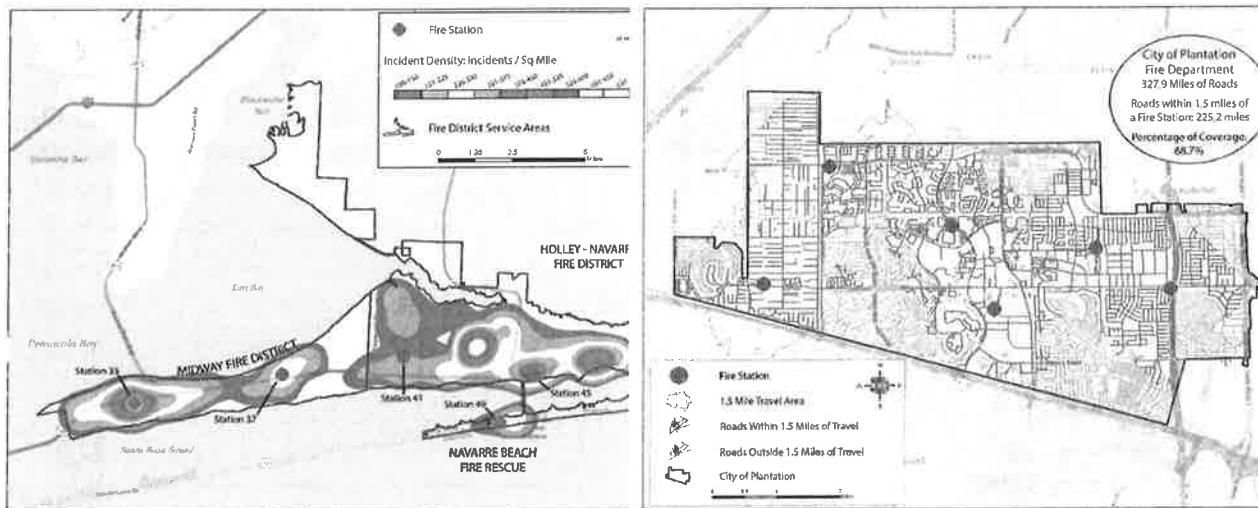
CCFD operates from one headquarters building, 10 fire stations, a fleet maintenance facility, a training center, rural storage buildings for wildland apparatus and a single engine air tanker reload base. Headquarters houses the main administrative components of the Department. Logistics for the Department is housed in an older previous fire station.

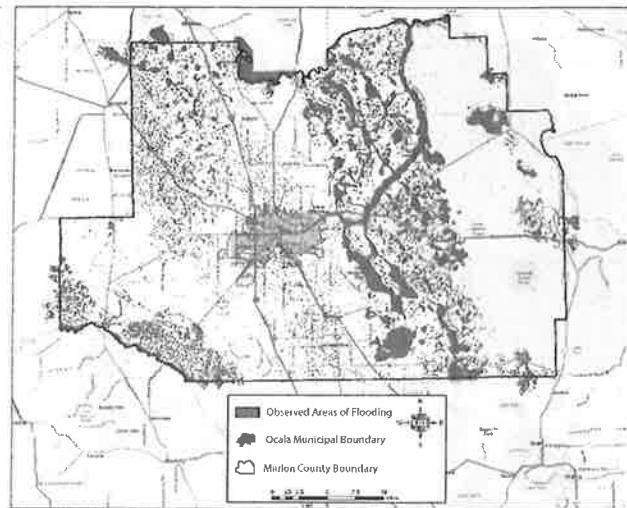
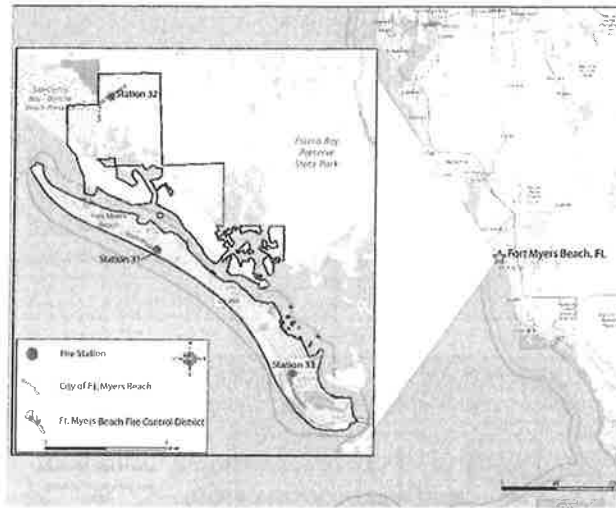
**Key Recommendations:**

ESCI's major recommendations include the implementation of additional staffing during daytime peak activity to augment shift response assets with long term conversion of part-time staffing to full time staffing. This was to assist with call concurrency and assembling the effective firefighting force in accordance with NFPA 1720. Recommendations for additional Battalion Chief officers to address span of control as staffing increased were also offered.

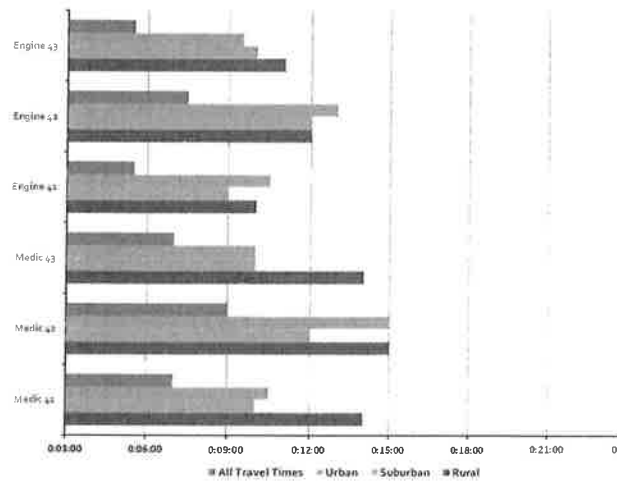
## Appendix A: ESCI Examples of GIS Maps & Images

The following represents examples of GIS maps and other images created by ESCI for previous projects.

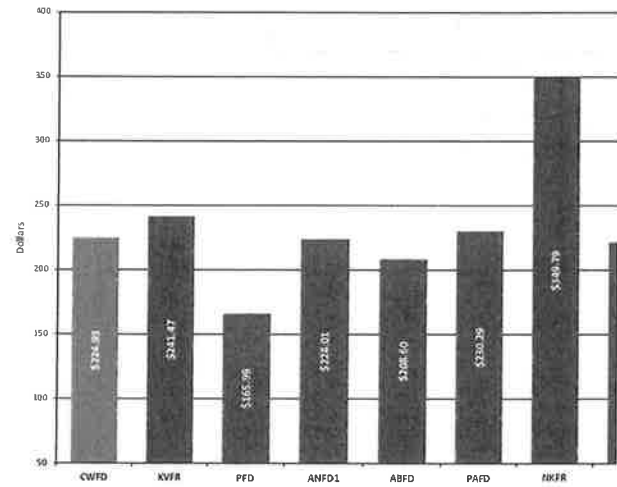




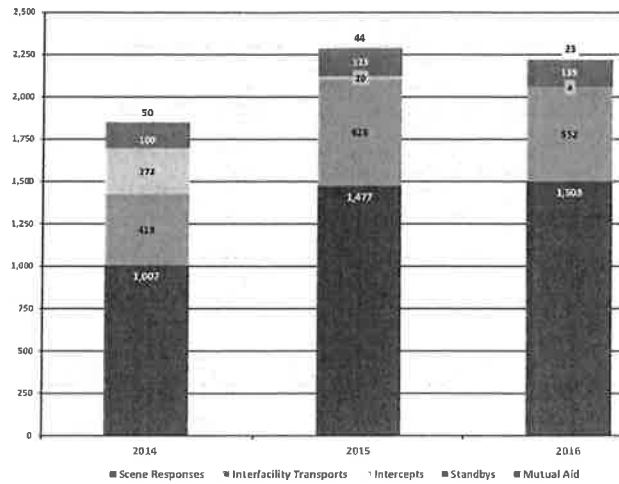
Travel-Time Chart Example



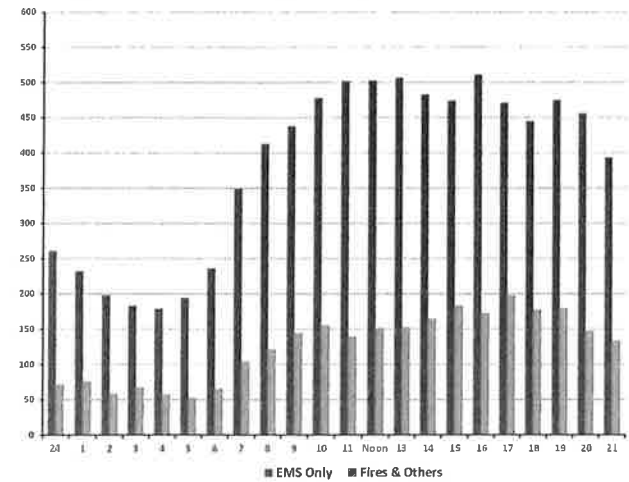
Cost Per-Capita Chart Example



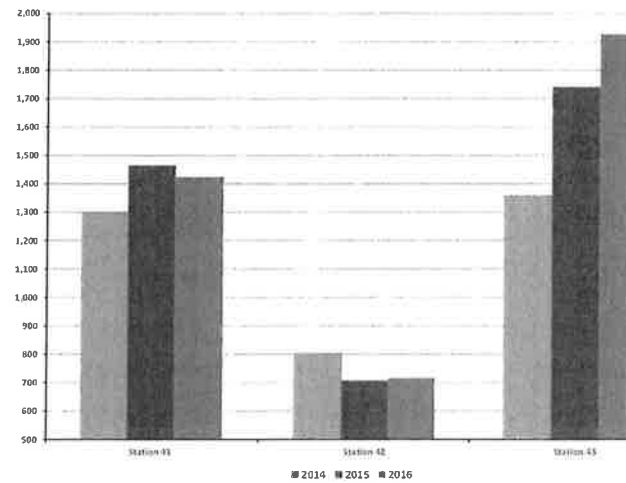
Incident Types Chart Example



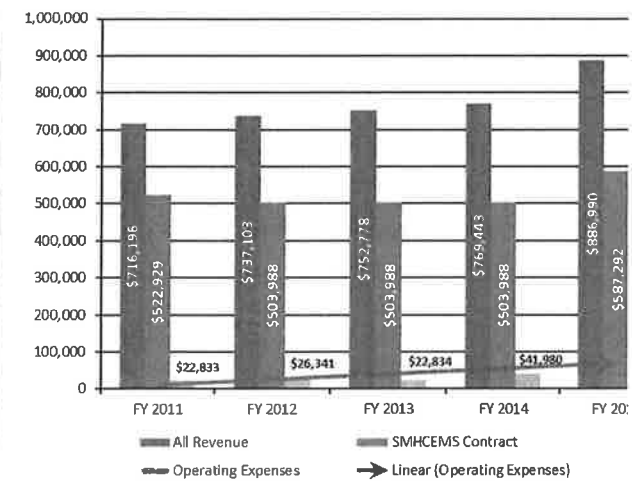
Call Types by Hour-of-Day Example



Service-Demand by Fire Station &amp; Year



Budget Analysis Example



**APPENDIX B: ESCI CERTIFICATE OF INSURANCE****CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)

12/2/2016

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Wilson-Heirgood Associates 2930 Chad Drive PO Box 1421 Eugene OR 97440-1421	<b>CONTACT NAME:</b> Christie Montero <b>PHONE (A/C, No, Ext):</b> 541-284-5855 <b>FAX (A/C, No):</b> 541-342-3786 <b>E-MAIL ADDRESS:</b> cmontero@whainsurance.com <b>PRODUCER CUSTOMER ID #:</b> 22934
<b>INSURED</b> Emergency Services Consulting International 25200 SW Parkway Avenue #3 Wilsonville OR 97070	<b>INSURER(S) AFFORDING COVERAGE</b> <b>INSURER A:</b> Philadelphia Indemnity Ins Co <b>INSURER B:</b> SAIF Corporation <b>INSURER C:</b> <b>INSURER D:</b> <b>INSURER E:</b> <b>INSURER F:</b>
	<b>NAIC #</b> 36196

**COVERAGES****CERTIFICATE NUMBER:** 1104766079**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<b>GENERAL LIABILITY</b>		PHSD1110578	1/1/2016	1/1/2017	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$50,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$1,000,000 PRODUCTS - COMP/OP AGG \$1,000,000 \$
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC					
A	<b>AUTOMOBILE LIABILITY</b>		PHSD1110578	1/1/2016	1/1/2017	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
	<input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS					
A	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b>	<input checked="" type="checkbox"/> <b>OCCUR</b>	PHUB527573	1/1/2016	1/1/2017	EACH OCCURRENCE \$2,000,000 AGGREGATE \$2,000,000 \$ \$
	<input type="checkbox"/> EXCESS LIAB DEDUCTIBLE <input checked="" type="checkbox"/> RETENTION \$10,000	<input type="checkbox"/> CLAIMS-MADE				
B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b>		776036	1/1/2016	1/1/2017	<input checked="" type="checkbox"/> WC STATUS <input checked="" type="checkbox"/> OTH- TORY LIMITS: ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below: Professional Liability	Y/N <input type="checkbox"/> N/A				Each Claim 2,000,000 Annual Aggregate 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

\*Umbrella coverage does not apply to Professional Liability\*  
 Fire Protection and Paramedic Services Strategic Plan

**CERTIFICATE HOLDER****CANCELLATION**

City of Yucaipa 34272 Yucaipa Boulevard Yucaipa CA 92399	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
--	---

© 1988-2009 ACORD CORPORATION. All rights reserved.

ACORD 25 (2009/09)

The ACORD name and logo are registered marks of ACORD





**LOWELL CITY ADMINISTRATION**  
**INTER OFFICE MEMORANDUM**

**DATE:** July 12, 2019  
**TO:** Mayor DeVore and the Lowell City Council  
**FROM:** Michael T. Burns, City Manager *MB*  
**RE:** Monroe St

---

While the Police Department has tried to step up their efforts on enforcing trucks from traveling on Monroe Street, this is a never ending battle. The fact of the matter is, with one patrol officer on duty for most shifts, it is very difficult to enforce when the officer is tied up on other matters. Quite honestly, it's logistically impossible to stop every truck who travels down Monroe rather than the appropriate truck route, which is Jefferson St.

Chief Bukala, Rich LaBombard and I have tried to address this issue. We believe a traffic island on Monroe at E. Main would resolve this issue of trucks traveling down Monroe. From our experience, we realize trucks don't like these islands as it is difficult for them to maneuver around. The other issue we see at this intersection, are left hand turns for vehicles going south on Monroe to go west on Monroe. Each of us believe, the left hand turn at this location is unsafe.

This year the Downtown Development Authority budgeted a \$100,000 for bump outs and a traffic island at this location. Before we move forward and look into this, I would like to see if the City Council is on board, so City staff can look into this more and implement.

I anticipate Dan Czarnecki will have opinions on how to improve this as well. If the City Council is receptive to the City looking into this, we will do so once he arrives.

# Memorandum



To: Lowell City Council  
From: Steve Donkersloot  
Date: July 11, 2019  
Re: Amended LL&P MERS 457 Participation Agreement

---

In May of 2016, the LL&P Board and City Council adopted a MERS 457 Plan for LL&P employees. Included in your packet is a copy of the original Agreement signed by then City Manager Dave Pasquale.

Since that time, there has been a growing interest amongst a handful of LL&P employees to make Roth contributions within the MERS 457 Plan. However, when the plan was initially adopted, Section V, "Roth Deferral Contributions", was marked as "shall not be permitted". It is unknown why this box was checked instead of the "shall be permitted" box; in all honesty, it was likely an oversight by yours truly.

Because of this, the LL&P Board, at their July 10<sup>th</sup> Board Meeting, moved to recommend that the City Council amend the LL&P MERS 457 Participation Agreement to permit Roth Deferral Contributions. Included in your packet is the proposed Amended LL&P MERS 457 Participation Agreement. As a reminder, the City currently allows for Roth Deferral Contributions under their 457 Plan, there is no cost for the City or LL&P to allow this Roth deferral option, and there are no employer contributions.

It is the LL&P Board's recommendation for the City Council to adopt the Amended LL&P MERS 457 Participation Agreement included in your packet.

# MERS 457 Participation Agreement



1134 Municipal Way Lansing, MI 48917 | 800.767.2308 | Fax 517.703.9711

www.mersofmich.com

The Employer, a participating municipality or participating court within the state of Michigan, hereby agrees to adopt and administer the MERS 457 Program provided by the Municipal Employees' Retirement System of Michigan, in accordance with the MERS Plan Document, as both may be amended, subject to the terms and conditions herein.

I. **Employer Name:** Lowell Light and Power  
(Name of municipality or court)

**Municipality Number:** 410402 **Division Number (if amendment):** \_\_\_\_\_

If new to MERS, please provide your municipality's fiscal year: \_\_\_\_\_ Month through \_\_\_\_\_ Month

II. **Effective Date:** The MERS 457(b) Program will be effective as follows (choose one):

☒ **Original Adoption.** The MERS 457(b) Program will be effective \_\_\_\_\_, (Month and year) with respect to contributions upon approval by the Program Administrator.

☐ To establish a new plan or replace current 457 carrier with the MERS 457 Program.

☒ To add the MERS 457 Program in addition to another 457 carrier.

Plan Name(s) and Provider(s):

Axa, Equatable

**VERY IMPORTANT:** All eligible programs of a Participating Employer are considered to be a single plan for purposes of compliance with Code Section 457(b). Thus, if a Participating Employer has more than one eligible 457 (or additional investment options under a 457(b) arrangement with more than one vendor), the Participating Employer is responsible for ensuring that all of its arrangements, treated as a single program, comply with the 457(b) requirements. In order to fulfill its responsibility for monitoring coordination of multiple programs, the Participating Employer must carefully review the Master Plan Document provisions.

☐ **Amendment and Restatement.** The amended and restated MERS 457(b) Program will be effective \_\_\_\_\_, (Month and year) with respect to contributions upon approval by the Program Administrator. The MERS 457(b) Program was originally effective \_\_\_\_\_, (Month and year)

III. **Eligible Employees:** Only Employees as defined in the Program may be covered by the Participation Agreement. Subject to other conditions in the Program, this Agreement, and Addendum (if applicable), the following Employees are eligible to participate in the Program:  
Light and power employees

IV. **Contributions will be remitted (check one):**

- ☐ Weekly
- ☒ Bi-Weekly (every other week)
- ☐ Semi-Monthly (twice each month)
- ☐ Monthly
- ☐ Other (must specify) \_\_\_\_\_

## MERS 457 Participation Agreement

- V. **Roth Deferral Contributions:** ☐ shall be permitted ☒ shall not be permitted

If Roth Deferral Contributions are elected, the Program will allow Roth rollover contributions from other designated Roth 457(b), 401(k), or 403(b) Plans. Roth in-plan rollovers will also be allowed. Roth in-plan rollovers allow a participant who has reached 70½ or who has incurred a severance from employment to elect to have all or a portion of his or her pre-tax contribution account directly rolled into a designated Roth rollover account under the plan if the amount would otherwise be permitted to be distributed as an eligible rollover distribution. Any amounts that are rolled to the Roth rollover account are considered to be irrevocable and may not be rolled back to the pre-tax account.

- VI. **Loans:** ☒ shall be permitted ☐ shall not be permitted

If Loans are elected, please complete and attach the *MERS 457 Loan Addendum*.

- VII. **Automatic Enrollment:** ☐ shall be permitted ☒ shall not be permitted

If selected, please complete and attach the *MERS 457 Eligible Automatic Contribution Arrangement (EACA) Addendum*.

- VIII. **Employer Contributions:** ☐ shall be permitted ☒ shall not be permitted

If selected, please complete and attach the *MERS 457 Employer Contribution Addendum*.

- IX. **Modification of the Terms of the Participation Agreement**

If the employer desires to amend any of its elections contained in the Participation Agreement, including attachments/addendums, the Governing Body or Chief Judge, by resolution or official action accepted by MERS, must adopt a new Participation Agreement. The amendment of the new agreement is not effective until approved by MERS.

- X. **Enforcement**

1. This Participation Agreement, including attachments/addendums may be terminated only in accordance with the Master Plan Document
2. The Employer hereby agrees to the provisions of the *MERS 457 Supplemental Retirement Program and Trust Master Plan Document*.
3. The employer hereby acknowledges it understands that failure to properly fill out this Participation Agreement may result in the ineligibility of the program.

- XI. **Execution**

### Authorized Designee of Governing Body of Municipality or Chief Judge of Court

The foregoing Adoption Agreement is hereby approved by City of Lowell on  
the 16 day of May, 2016. (Name of Approving Employer)

Authorized signature: David M. Pasquale

Title: Interim City Manager

Witness signature: Susan Ulery - City Clerk

### Received and Approved by the Municipal Employees' Retirement System of Michigan

Dated: May 2th, 2016 Signature: Kevin Latoré  
(Authorized MERS Signatory)

# MERS 457 Participation Agreement



1134 Municipal Way Lansing, MI 48917 | 800.767.2308 | Fax 517.703.9707

www.mersofmich.com

The Employer, a participating municipality or participating court within the state of Michigan, hereby agrees to adopt and administer the MERS 457 Program provided by the Municipal Employees' Retirement System of Michigan, in accordance with the MERS Plan Document, as both may be amended, subject to the terms and conditions herein.

I. **Employer Name:** Lowell Light and Power  
(Name of municipality or court)

**Municipality Number:** 410402 **Division Number (if amendment):** 400407

If new to MERS, please provide your municipality's fiscal year: \_\_\_\_\_ through \_\_\_\_\_.  
Month Month

II. **Effective Date:** The MERS 457(b) Program will be effective as follows (choose one):

- ☐ **Original Adoption.** The MERS 457(b) Program will be effective \_\_\_\_\_, with respect to contributions upon approval by the Program Administrator.  
(Month and year)
- ☐ To establish a new plan or replace current 457 carrier with the MERS 457 Program.
- ☐ To add the MERS 457 Program in addition to another 457 carrier.

Plan Name(s) and Provider(s): \_\_\_\_\_

**VERY IMPORTANT:** All eligible programs of a Participating Employer are considered to be a single plan for purposes of compliance with Code Section 457(b). Thus, if a Participating Employer has more than one eligible 457 (or additional investment options under a 457(b) arrangement with more than one vendor), the Participating Employer is responsible for ensuring that all of its arrangements, treated as a single program, comply with the 457(b) requirements. In order to fulfill its responsibility for monitoring coordination of multiple programs, the Participating Employer must carefully review the Master Plan Document provisions.

- ☒ **Amendment and Restatement.** The amended and restated MERS 457(b) Program will be effective July 2019, with respect to contributions upon approval by the Program Administrator. The MERS 457(b) Program was originally effective May 2016.  
(Month and year) (Month and year)

*Note:* You only need to mark **changes** to your plan throughout the remainder of this Agreement.

III. **Eligible Employees:** Only Employees as defined in the Program may be covered by the Participation Agreement. Subject to other conditions in the Program, this Agreement, and Addendum (if applicable), the following Employees are eligible to participate in the Program:

Light and Power employees

IV. **Contributions will be submitted (check one):**

Contributions will be remitted according to Employer's "Payroll Period" which represents the actual period amounts are withheld from participant paychecks, or within the month during which amounts are withheld.

- ☐ Weekly ☐ Semi-Monthly (twice each month)  
☒ Bi-Weekly (every other week) ☐ Monthly

## MERS 457 Participation Agreement

- V. Roth Deferral Contributions:** ☒ shall be permitted ☐ shall not be permitted

If **Roth Deferral Contributions** are elected, the Program will allow Roth rollover contributions from other designated Roth 457(b), 401(k), or 403(b) Plans. Roth in-plan rollovers will also be allowed. Roth in-plan rollovers allow a participant who has reached 70½ or who has incurred a severance from employment to elect to have all or a portion of his or her pre-tax contribution account directly rolled into a designated Roth rollover account under the plan if the amount would otherwise be permitted to be distributed as an eligible rollover distribution. Any amounts that are rolled to the Roth rollover account are considered to be irrevocable and may not be rolled back to the pre-tax account.

- VI. Loans:** ☒ shall be permitted ☐ shall not be permitted

If Loans are elected, please complete and attach the *MERS 457 Loan Addendum*.

- VII. Automatic Enrollment:** ☐ shall be permitted ☒ shall not be permitted

If selected, please complete and attach the *MERS 457 Eligible Automatic Contribution Arrangement (EACA) Addendum*.

- VIII. Employer Contributions:** ☐ shall be permitted ☒ shall not be permitted

If selected, please complete and attach the *MERS 457 Employer Contribution Addendum*.

- IX. Modification of the Terms of the Participation Agreement**

If the employer desires to amend any of its elections contained in the Participation Agreement, including attachments/addendums, the Governing Body or Chief Judge, by resolution or official action accepted by MERS, must adopt a new Participation Agreement. The amendment of the new agreement is not effective until approved by MERS.

- X. Enforcement**

1. This Participation Agreement, including attachments/addendums may be terminated only in accordance with the Master Plan Document
2. The Employer hereby agrees to the provisions of the *MERS 457 Supplemental Retirement Program and Trust Master Plan Document*.
3. The employer hereby acknowledges it understands that failure to properly fill out this Participation Agreement may result in the ineligibility of the program.

- XI. Execution**

**Authorized Designee of Governing Body of Municipality or Chief Judge of Court**

The foregoing Participation Agreement is hereby approved by City of Lowell  
on the \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_. (Name of Approving Employer)

Authorized signature: \_\_\_\_\_

Title: \_\_\_\_\_

Witness signature: \_\_\_\_\_

**Received and Approved by the Municipal Employees' Retirement System of Michigan**

Dated: \_\_\_\_\_, 20\_\_\_\_ Signature: \_\_\_\_\_  
(Authorized MERS Signatory)

**LOWELL POLICE DEPARTMENT  
MONTHLY REPORT SUMMARY  
CALENDAR YEAR 2019**

<b>Complaint Book Total</b>	<b>167</b>	<b>331</b>	<b>523</b>	<b>693</b>	<b>885</b>	<b>1073</b>							
<b>Activity</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>TOTAL</b>
<b>Total Arrests</b>	21	14	13	16	12	10							86
<b>Alcohol (MIP/Open Intox)</b>	0	1	0	1	1	0							3
<b>Drug Law Violations</b>	1	1	0	2	1	0							5
<b>Drunk Driving</b>	1	2	2	2	1	1							9
<b>Suspended License</b>	2	1	2	2	0	1							8
<b>Warrant Arrest</b>	8	7	6	4	6	4							35
<b>Other Arrests</b>	9	2	3	5	3	4							26
<b>Assault</b>	2	0	3	1	1	0							7
<b>Assault (Civil/Verbal)</b>	2	1	5	2	4	6							20
<b>Assault (Domestic)</b>	0	0	2	1	2	1							6
<b>Assist from Other Agency</b>	6	3	12	10	10	18							59
<b>Assist to Other Agency</b>	12	13	13	6	16	13							73
<b>Assist to Citizen</b>	36	42	43	18	38	21							198
<b>Breaking &amp; Entering</b>	3	2	0	1	0	3							9
<b>Disorderly Conduct</b>	5	2	2	3	4	3							19
<b>Dog/Animal</b>	2	1	4	2	6	4							19
<b>Larceny</b>	9	4	9	2	8	9							41
<b>Malicious Destruction</b>	0	1	4	2	4	2							13
<b>Motorist Assist</b>	14	8	9	15	10	5							61
<b>Ordinance Violations</b>	2	1	2	2	5	8							20
<b>Accident Total</b>	12	10	12	3	7	6							50
<b>{Property Damage}</b>	12	10	12	2	5	6							47
<b>{Personal Injury}</b>	0	0	0	1	2	0							3
<b>Citations Issued</b>	29	13	33	37	31	17							160
<b>Traffic Stops: Warned</b>	88	58	90	107	96	77							516
<b>Total # of Traffic Stops</b>	113	63	113	126	116	88							619

**MONTHLY COMPARISON TOTALS  
JUNE 2018 AND 2019**

ACTIVITY	JUNE	2018 YEAR-TO-DATE	JUNE	2019 YEAR-TO-DATE
Total Arrests	23	171	10	86
Alcohol (MIP/Open Intox)	1	6	0	3
Drug Law Violations	4	21	0	5
Drunk Driving	1	13	1	9
Suspended License	3	14	1	8
Warrant Arrest	10	82	4	35
Other Arrests	4	35	4	26
Assault	1	8	0	7
Assault (Verbal)	5	21	6	20
Assault (Domestic)	1	15	1	6
Assist from Other Agency	6	52	18	59
Assist to Other Agency	13	80	13	73
Assist to Citizen	29	254	21	198
Breaking & Entering	1	2	3	9
Disorderly Conduct	1	16	3	19
Dog Complaints	4	13	4	19
Larceny	13	47	9	41
Malicious Destruction	1	11	2	13
Motorist Assist	15	50	5	61
Ordinance Violations	19	52	8	20
Accident Total	12	62	6	50
{Property Damage}	11	55	6	47
{Personal Injury}	1	7	0	3
Citations Issued	79	264	17	160
Traffic Stops: Warned	199	845	77	516
# of Traffic Stops Made	256	1010	88	619
TOTAL COMPLAINTS	178	1100	188	1073



**AGENCIES ASSISTING LOWELL PD  
JUNE 2019**

<b>COMP. #</b>	<b>DATE</b>	<b>INCIDENT</b>	<b>DEPARTMENT</b>	<b>STATUS</b>
19-0889	6/1/2019	PI ACCIDENT	LOWELL FIRE	ASSISTED
19-0891	6/1/2019	WELFARE CHECK	KENT COUNTY	ASSISTED
19-0907	6/4/2019	CRIMINAL SEXUAL CONDUCT	KENT COUNTY	ASSISTED
19-0921	6/6/2019	UNLICENSED DRIVER / WARRANT ARREST	KENT COUNTY	ASSISTED
19-0926	6/7/2019	OVERDOSE	ROCKFORD AMBULANCE	ASSISTED
19-0965	6/15/2019	SUICIDAL SUBJECT	LOWELL FIRE	ASSISTED
19-0971	6/17/2019	B&E	SSU KENT COUNTY	ASSISTED
19-0988	6/18/2019	STOLEN VEHICLE	IONIA COUNTY	ASSISTED
19-0989	6/18/2019	DISORDERLY SUBJECT	LOWELL FIRE	ASSISTED
19-0991	6/19/2019	MIP - ALCOHOL / SUSPICIOUS VEHICLE	KENT COUNTY	ASSISTED
19-1006	6/21/2019	STOLEN VEHICLE	SSU KENT COUNTY	ASSISTED
19-1010	6/21/2019	STOLEN VEHICLE	IONIA COUNTY	ASSISTED
19-1030	6/24/2019	VERBAL DOMESTIC	KENT COUNTY	BACK-UP
19-1031	6/24/2019	POSSIBLE DOMESTIC	KENT COUNTY	BACK-UP
19-1042	6/25/2019	VERBAL DOMESTIC	KENT COUNTY	BACK-UP
19-1044	6/26/2019	STOLEN VEHICLE	SSU KENT COUNTY	ASSISTED
19-1045	6/26/2019	B&E	SSU KENT COUNTY	ASSISTED
19-1048	6/26/2019	LARCENY FROM A VEHICLE	SSU KENT COUNTY	ASSISTED

**LOWELL POLICE DEPARTMENT  
ASSISTING OTHER AGENCIES  
JUNE 2019**

<b>COMP #</b>	<b>DATE</b>	<b>INCIDENT</b>	<b>DEPARTMENT</b>	<b>STATUS</b>	<b>VENUE</b>
19-0896	6/3/2019	DOMESTIC	KENT COUNTY	BACK-UP	LOWELL
19-0930	6/9/2019	POSSIBLE PROWLER	KENT COUNTY	ASSISTED	VERGENNES
19-0931	6/9/2019	SUSPICIOUS VEHICLE	KENT COUNTY	ASSISTED	CITY OF LOWELL
19-0945	6/11/2019	SUICIDAL SUBJECT	KENT COUNTY	ASSISTED	VERGENNES
19-0967	6/15/2019	WARRANT ARREST	KENT COUNTY	BACK-UP	VERGENNES
19-0977	6/18/2019	LOUD MUSIC	KENT COUNTY	ASSISTED	VERGENNES
19-1005	6/21/2019	PD ACCIDENT	KENT COUNTY	ASSISTED	LOWELL
19-1010	6/21/2019	RECOVER STOLEN VEHICLE	IONIA COUNTY	ASSISTED	CITY OF LOWELL
19-1024	6/23/2019	DOMESTIC	KENT COUNTY	BACK-UP	VERGENNES
19-1054	6/27/2019	ATTEMPT PICK-UP ON COURT ORDER	CPS	ASSISTED	CITY OF LOWELL
19-1057	6/27/2019	CPS INVESTIGATION	CPS	ASSISTED	CITY OF LOWELL
19-1061	6/27/2019	DOMESTIC	KENT COUNTY	ASSISTED	LOWELL
19-1071	6/30/2019	DOMESTIC	KENT COUNTY	ASSISTED	LOWELL

# Lowell Area Fire Dept.

Lowell, MI

This report was generated on 7/2/2019 7:56:15 AM



## Basic Incident Info with Number of Responding Apparatus and Personnel for Date Range

Start Date: 06/01/2019 | End Date: 06/30/2019

DATE	INCIDENT #	ADDRESS	INCIDENT TYPE	SHIFT	ZONE	# APP.	# PERS.
06/01/2019	2019-405		733 - Smoke detector activation due to malfunction		City of Lowell - City	2	8
06/01/2019	2019-406		321 - EMS call, excluding vehicle accident with injury		Lowell Township - Lowell Township	2	8
06/01/2019	2019-407		331 - Lock-in (if lock out , use 511 )		Vergennes Township - Vergennes Township	1	14
06/01/2019	2019-408		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	1	1
06/01/2019	2019-409		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	2	14
06/01/2019	2019-410		511 - Lock-out		City of Lowell - City	1	14
06/01/2019	2019-411		814 - Lightning strike (no fire)		Ada - Ada Township	2	12
06/01/2019	2019-412		111 - Building fire		Ada - Ada Township	1	11
06/02/2019	2019-413		321 - EMS call, excluding vehicle accident with injury		Lowell Township - Lowell Township	3	5
06/02/2019	2019-414		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	1	8
06/02/2019	2019-415		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	1	7
06/03/2019	2019-416		111 - Building fire		Vergennes Township - Vergennes Township	4	8
06/03/2019	2019-417		743 - Smoke detector activation, no fire - unintentional		City of Lowell - City	1	4
06/03/2019	2019-418		321 - EMS call, excluding vehicle accident with injury		Lowell Township - Lowell Township	2	4
06/03/2019	2019-419		160 - Special outside fire, other		City of Lowell - City	3	9

Only REVIEWED incidents included.

DATE	INCIDENT #	ADDRESS	INCIDENT TYPE	SHIFT	ZONE	# APP.	# PERS.
06/04/2019	2019-420		700 - False alarm or false call, other		Lowell Township - Lowell Township	2	6
06/06/2019	2019-421		321 - EMS call, excluding vehicle accident with injury		Lowell Township - Lowell Township	2	4
06/07/2019	2019-422		561 - Unauthorized burning		City of Lowell - City	1	2
06/07/2019	2019-423		111 - Building fire		Lowell Township - Lowell Township	1	7
06/07/2019	2019-424		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	1	7
06/10/2019	2019-425		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	2	6
06/10/2019	2019-426		321 - EMS call, excluding vehicle accident with injury		Lowell Township - Lowell Township	3	4
06/10/2019	2019-427		743 - Smoke detector activation, no fire - unintentional		Vergennes Township - Vergennes Township	2	5
06/12/2019	2019-428		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	1	4
06/12/2019	2019-429		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	1	4
06/12/2019	2019-430		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	1	5
06/12/2019	2019-431		631 - Authorized controlled burning		Lowell Township - Lowell Township	1	1
06/12/2019	2019-432		321 - EMS call, excluding vehicle accident with injury		Vergennes Township - Vergennes Township	2	4
06/12/2019	2019-433		321 - EMS call, excluding vehicle accident with injury		Lowell Township - Lowell Township	2	4
06/12/2019	2019-434		321 - EMS call, excluding vehicle accident with injury		Lowell Township - Lowell Township	1	8
06/13/2019	2019-435		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	2	5
06/13/2019	2019-436		611 - Dispatched & cancelled en route		Lowell Township - Lowell Township	3	7

Only REVIEWED incidents included.

DATE	INCIDENT #	ADDRESS	INCIDENT TYPE	SHIFT	ZONE	# APP.	# PERS.
06/13/2019	2019-437		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	3	6
06/14/2019	2019-438		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	2	4
06/14/2019	2019-439		733 - Smoke detector activation due to malfunction		Lowell Township - Lowell Township	1	6
06/14/2019	2019-440		321 - EMS call, excluding vehicle accident with injury		Vergennes Township - Vergennes Township	2	3
06/15/2019	2019-441		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	3	7
06/15/2019	2019-442		444 - Power line down		City of Lowell - City	2	8
06/17/2019	2019-443		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	2	3
06/17/2019	2019-444		321 - EMS call, excluding vehicle accident with injury		Vergennes Township - Vergennes Township	1	4
06/18/2019	2019-445		363 - Swift water rescue		City of Lowell - City	5	8
06/18/2019	2019-446		321 - EMS call, excluding vehicle accident with injury		Lowell Township - Lowell Township	1	4
06/19/2019	2019-447		322 - Motor vehicle accident with injuries		Vergennes Township - Vergennes Township	3	7
06/20/2019	2019-448		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	2	4
06/21/2019	2019-449		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	1	6
06/21/2019	2019-450		142 - Brush or brush-and-grass mixture fire		Lowell Township - Lowell Township	1	6
06/22/2019	2019-451		551 - Assist police or other governmental agency		Lowell Township - Lowell Township	2	7
06/22/2019	2019-452		324 - Motor vehicle accident with no injuries.		Vergennes Township - Vergennes Township	5	8
06/23/2019	2019-453		321 - EMS call, excluding vehicle accident with injury		Lowell Township - Lowell Township	2	6
06/24/2019	2019-455		321 - EMS call, excluding vehicle accident with injury		Lowell Township - Lowell Township	3	6

Only REVIEWED incidents included.



DATE	INCIDENT #	ADDRESS	INCIDENT TYPE	SHIFT	ZONE	# APP.	# PERS.
06/24/2019	2019-456		444 - Power line down		Vergennes Township - Vergennes Township	1	4
06/24/2019	2019-457		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	1	5
06/24/2019	2019-458		321 - EMS call, excluding vehicle accident with injury		Vergennes Township - Vergennes Township	2	6
06/25/2019	2019-459		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	1	3
06/26/2019	2019-460		321 - EMS call, excluding vehicle accident with injury		Vergennes Township - Vergennes Township	2	4
06/26/2019	2019-461		321 - EMS call, excluding vehicle accident with injury		Vergennes Township - Vergennes Township	2	5
06/26/2019	2019-462		321 - EMS call, excluding vehicle accident with injury		Lowell Township - Lowell Township	1	6
06/26/2019	2019-463		444 - Power line down		Vergennes Township - Vergennes Township	1	4
06/27/2019	2019-464		424 - Carbon monoxide incident		Vergennes Township - Vergennes Township	2	3
06/28/2019	2019-465		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	2	5
06/28/2019	2019-466		611 - Dispatched & cancelled en route		Vergennes Township - Vergennes Township	1	5
06/28/2019	2019-467		321 - EMS call, excluding vehicle accident with injury		Lowell Township - Lowell Township	2	7
06/29/2019	2019-468		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	2	6
06/29/2019	2019-469		321 - EMS call, excluding vehicle accident with injury		Lowell Township - Lowell Township	1	3
06/29/2019	2019-470		321 - EMS call, excluding vehicle accident with injury		Lowell Township - Lowell Township	3	5
06/30/2019	2019-471		600 - Good intent call, other		City of Lowell - City	1	5
06/30/2019	2019-472		321 - EMS call, excluding vehicle accident with injury		City of Lowell - City	2	4
06/30/2019	2019-473		321 - EMS call, excluding vehicle accident with injury		Vergennes Township - Vergennes Township	4	8

Only REVIEWED incidents included.

DATE	INCIDENT #	ADDRESS	INCIDENT TYPE	SHIFT	ZONE	# APP.	# PERS.
06/30/2019	2019-474		321 - EMS call, excluding vehicle accident with injury		Vergennes Township - Vergennes Township	1	6

**TOTAL # INCIDENTS: 69**

Only REVIEWED incidents included.

# Lowell Area Fire Dept.



Lowell, MI

This report was generated on 7/2/2019 7:53:11 AM

## Incident Count with Man-Hours per Zone for Date Range

Start Date: 06/01/2019 | End Date: 06/30/2019

ZONE	INCIDENT COUNT	MAN-HOURS
Ada - Ada Township	2	13:52
City of Lowell - City	29	33:01
Lowell Township - Lowell Township	21	35:53
Vergennes Township - Vergennes Township	17	32:12
<b>TOTAL</b>	<b>69</b>	<b>114:58</b>

NOTE that this report takes into consideration ONLY those Personnel that are associated with an Apparatus, and that only Reviewed incidents are included in the counts.



**EMERGENCY  
REPORTING**

emergencyreporting.com

Doc Id: 1306

Page # 1





Lowell Area Fire and  
Emergency Services Authority  
Lowell Area Fire Department  
315 S. Hudson St. Lowell, MI 49331  
616-897-7354

Friday, July 05, 2019

Fire Authority Board:

We responded to 69 total incidents for the month of June. We are closing in on the 500 mark for the year.

We are continuing to train on the new tender.

We have 3 people attending medical training.

Summer concerts are in full swing. We are once again providing medical coverage. This is being paid by the chamber.

I will be attending training in Cascade on 7-8-19 with the UTV. This is a stranded hiker rescue training. Someone, not sure who, will be going with me.

I'm working on setting a date and time to meet with Platinum Power sports to discuss the purchase of the UTV.

The leadership conference will be in Boyne again this year. The dates are July 9-11. Shannon and I will be attending.

Hose and ladder testing is just around the corner. We will be seeking quotes for this project.

We now have 3 quotes for window replacement. All 3 are between \$4500-\$5000

We are continuing to work on the punch list provided by the former DPW director regarding our station needs. Ceiling tiles are gradually being replaced. LED lighting in the bays will be next.

Shannon, Corey and I are reviewing all reports.

Please feel free to contact me at (616) 648-1478 with any questions or concerns.

Respectfully, Ron van Overbeek

Fire Chief, Lowell Area Fire Dept.

CITY OF LOWELL  
REPORT FOR : JUNE  
FOR: Michael Burns

DRINKING WATER TREATMENT AND FILTRATION PLANT

A TOTAL OF: 20.03332 MILLION GALLONS OF RAW WATER WAS TREATED FOR THE  
MONTH OF: JUNE TOTAL PUMPING TIME, TREATMENT AND THE DISTRIBUTION  
OF THE FINISHED WATER TO THE SYSTEM REQUIRED 187.25 HOURS, WHICH RESULTED IN  
393.8 MAN HOURS FOR THE OPERATION.

CHEMICAL COST PER MILLION GALLONS: \$ 123.55

ELECTRICAL COST PER MILLION GALLONS: \$ 187.85

TOTAL COST PER MILLION GALLONS: \$ 311.40

---

WATER PRODUCTION

DAILY AVERAGE: 0.668 MILLION GALLONS

DAILY MAXIMUM: 0.873 MILLION GALLONS

DAILY MINIMUM: 0.451 MILLION GALLONS

THE AVERAGE PLANT OPERATION TIME WAS 6.0403 HOURS PER DAY.

# Monthly Operating Report

for the . . .

Contract Operation

of the . . .



Wastewater Treatment Plant

June 2019





July 11, 2019

Mr. Mike Burns  
City Manager  
City of Lowell  
301 East Main Street  
Lowell, MI 49331

Dear Mr. Burns:

On behalf of Suez I am pleased to submit the June Monthly Operating Report for the Lowell Wastewater Treatment Plant. During the month 47.17 million gallons of wastewater were treated, down from 54.12 million gallons the month before.

All NPDES Permit requirements were satisfied. Copies of the Monthly Operating Reports for June can be seen in Appendix A. Appendix B contains graphs representing how the actual lab results compared to the limits in the NPDES Permit and how the actual plant flows compared to the design flow.

On June 25 I accepted the Health & Safety Award in a Small Facility from the Michigan Water Environment Association (MWEA) on behalf of the City of Lowell and Suez. This award is given to one wastewater facility each year that has demonstrated an exceptional health & safety program.



#### INDUSTRIAL PRETREATMENT PROGRAM

The Fullers Septic numbers for June were not received at the time of this report. No operational problems were experienced at the plant from this discharge.

Litehouse Inc. began discharging to the city in early May. Their flows and loadings varied again over the course of this month. Some impact was seen at the wastewater plant, but nothing that wasn't anticipated. The Litehouse June surcharges were \$947.84 for the month. No operational problems were experienced at the plant from their discharge.

## MAINTENANCE COST REPORT

Date	Vendor	Cost
6/3	Capacitor Warehouse (1)	\$ 44.34
6/3	Ace Hardware (2)	185.15
6/11	McMaster Carr (3)	43.88
6/13	Self-Serve Lumber (4)	99.99
6/13	Showboat Automotive (5)	143.96
6/17	Lowes (6)	267.26
6/17	Tractor Supply (7)	121.88
6/18	Kennedy Industries (8)	126.69
Beginning Balance of the Annual Maintenance Allowance (Including carryover \$\$ from FY 17-18)*		\$ 12,225.88*
Maintenance Allowance Spent YTD		\$ 12,136.87
Balance of Maintenance Allowance		\$ 89.01

\*The maintenance spending for FY 17-18 was under the annual allotment by \$225.88. That amount will be added to the beginning balance on July 1<sup>st</sup>. That makes the beginning balance \$12,225.88 (\$12,000+225.88).

In addition to the preventive maintenance the following corrective maintenance activities occurred:

- Repaired effluent sampler pump (1)
- Purchased supplies for painting main building (2)
- Supplies for reinstalling plant sign (3, 4, & 6)
- Replaced mower batteries (5)
- Applied weed killer to plant grounds (7)
- Purchased chain grip for pulling lift station pumps (8)

## PROJECTS FOR THE FUTURE

- Continue painting east side of main building
- Annual lab balance and flow meter calibrations

If you have any questions or would like additional information, please feel free to call me at your convenience.

Respectfully submitted,

**SUEZ**

A handwritten signature in blue ink, appearing to read "B. Vander Meulen". The signature is fluid and cursive, with the first name "B." and the last name "Vander Meulen" clearly distinguishable.

Brian Vander Meulen  
Plant Manager

## JUNE EFFLUENT ANALYSIS OVERVIEW

The daily average for CBOD was 5 mg/l, 80% under the NPDES limit of 25 mg/l. The worst 7-day average was 6 mg/l, 85% under the NPDES limit of 40 mg/l.

The daily average for Suspended Solids was 4.6 mg/l, 85% under the NPDES limit of 30 mg/l. The worst 7-day average was 6.4 mg/l, 86% under the NPDES limit of 45 mg/l.

The monthly average for Phosphorus was 0.45 mg/l, the limit is 1.0 mg/l.

The average removal rate for BOD was 95%; a minimum of 85% is required. The average removal rate for Suspended Solids was 94%; a minimum of 85% is required.

The geometric average for fecal coliform bacteria was 108 colonies/100 mls, the limit is 200 colonies/100 mls. The worst 7-day average was 214 colonies/100 mls, the limit is 400 colonies/100 mls.

The highest chlorine residual was 0.037 mg/l; the limit is 0.038 mg/l. The monthly average was 0.018 mg/l.

## Appendix A





State of Michigan  
Department of Environmental Quality

# Plant Influent Sheet

Lowell, Michigan

R4607 4/74  
4833-6040

Weather Code	
1. Clear	6. Warm
2. Partly Cloudy	7. Cold
3. Cloudy	8. Windy
4. Rain	9. Melting Snow
5. Snow	

Plant No. 410049  
Month June  
Year 2019

Superintendent's Signature  
Brian Vander Meulen, Supt.

	WEATHER		FLOW		RAW SEWAGE QUALITY											
D A Y P N S	Type Code	Precip Inches	Total MGD	Peak MGD	Temp F	pH SU	BOD		SS		Total-P		VSS	NH3-N	Mercury	D A Y P N S
	0033	0045	50050	50051	00011	00400	mg/l	LBS	mg/l	LBS	mg/l	LBS	mg/l	mg/l	ng/l	
1	3468	0.72	1.66	2.20											*G	1
2	268	0.00	1.79	1.90												2
3	26	0.00	1.71	2.00	53	7.1	44	628	48	685			41			3
4	246	0.13	1.77	2.00												4
5	26	0.00	1.66	2.00	53	7.2	87	1204	84	1163	2.0	27.7	60	5.9		5
6	26	0.00	1.62	1.80												6
7	268	0.00	1.53	2.10	53	7.4	165	2105	98	1250			94			7
8	2468	0.22	1.53	1.70												8
9	346	0.53	1.56	1.80												9
10	26	0.00	1.54	1.90	53	7.4	109	1400	88	1130			84			10
11	26	0.00	1.49	2.00												11
12	246	0.25	1.50	1.80	53	7.5	105	1314	104	1301	1.5	18.8	102	6.6		12
13	246	0.48	1.55	2.10												13
14	268	0.00	1.46	1.80	54	7.4	142	1729	74	901			72			14
15	2468	0.02	1.50	1.80												15
16	246	0.06	1.52	1.80												16
17	26	0.00	1.46	1.80	54	7.4	87	1059	72	877			64			17
18	26	0.00	1.44	1.70												18
19	246	1.26	1.50	1.80	54	7.4	92	1151	64	801	1.9	23.8	54	6.8		19
20	246	0.20	1.62	2.20												20
21	26	0.00	1.50	1.90	54	7.4	128	1601	74	926			70			21
22	26	0.00	1.61	1.80												22
23	2468	0.08	1.74	1.90												23
24	246	0.40	1.73	2.10	54	7.3	50	721	48	693			46			24
25	246	0.02	1.64	2.10												25
26	26	0.00	1.59	2.00	54	7.6	68	902	44	583	0.9	11.9	42	5.8		26
27	26	0.00	1.61	1.90												27
28	246	0.02	1.44	1.80	54	7.3	71	853	58	697			52			28
29	26	0.00	1.44	1.80												29
30	26	0.00	1.46	1.60												30
31																31
TL	XXXX	4.39	47.17	XXXX	XXXX	XXXX	XXXX	36668	XXXX	27515	XXXX	616	XXXX	XXXX	XXXX	TL
ME	XXXX	XXXX	1.57	XXXX	54	7.4	96	1222	71	917	1.6	20.5	65	6.3	XXXX	ME
MAX	XXXX	1.26	1.79	2.20	54	7.6	165	2105	104	1301	2.0	27.7	102	6.8	XXXX	MAX
MIN	XXXX	XXXX	1.44	1.60	53	7.1	44	628	44	583	0.9	11.9	42	5.8	XXXX	MIN

# Activated Sludge Sheet

State of Michigan  
Department of Environmental Quality

Lowell, Michigan

- PM Code  
1. Conventional  
2. Step Feed  
3. Complete Mix  
4. Extended Aeration  
5. Contact Stabilization  
6. Other

Plant No. 410049  
Month June  
Year 2019

Superintendent's Signature  
Brian Vander Meulen, Supt.

AERATION SYSTEM					MIXED LIQUOR						SECONDARY SLUDGE			Process Modification see code 80889	D A Y P N S F	REMARKS
D A Y P N S F	Aeration Volume KCF 80993	Detention Time Hours 81001	Sludge Age Days 80990	Organic Loading F/M 80992	MLSS mg/l 70323	MLVSS mg/l 70324	Settle % 81004	SDI % 81007	DO mg/l 00300	SVI % 8100	SS % 81006	VSS % 70325	Waste Kgal 80991			
1	96	10.4											0.0	4	1	
2		9.6											0.0		2	
3		10.1	26.0	0.04	2977	2398	25	1.19	4.3	84	0.50	0.45	82.9		3	
4		9.7											21.6		4	
5		10.4	10.7	0.12	2086	1666	20	1.04	5.4	96	0.59	0.31	0.0		5	
6		10.6											84.8		6	
7		11.3	10.7	0.19	2239	1859	16	1.40	3.9	71	0.46	0.38	21.6		7	
8		11.3											0.0		8	
9		11.0											0.0		9	
10		11.2	13.7	0.11	2590	2108	19	1.36	3.9	73	0.41	0.33	19.5		10	
11		11.6											0.0		11	
12		11.5	9.1	0.14	1981	1609	16	1.24	5.1	81	0.32	0.26	10.0		12	
13		11.1											0.0		13	
14		11.8	14.2	0.17	2142	1746	31	0.69	4.4	145	0.39	0.31	23.4		14	
15		11.5											0.0		15	
16		11.3											0.0		16	
17		11.8	15.9	0.09	2330	1897	56	0.42	3.7	240	0.38	0.30	18.5		17	
18		12.0											0.0		18	
19		11.5	17.8	0.10	2386	1923	33	0.72	3.4	138	0.41	0.33	0.0		19	
20		10.6											0.0		20	
21		11.5	19.1	0.11	2982	2414	23	1.28	3.7	78	0.55	0.44	14.4		21	
22		10.7											0.0		22	
23		9.9											0.0		23	
24		10.0	23.8	0.05	2754	2205	20	1.38	3.4	73	0.54	0.43	21.9		24	
25		10.5											12.4		25	
26		10.8	27.3	0.07	2662	2117	20	1.33	4.4	75	0.50	0.39	0.0		26	
27		10.7											79.8		27	
28		12.0	18.2	0.09	2112	1654	15	1.41	5.2	71	0.34	0.27	17.7		28	
29		12.0											0.0		29	
30		11.8											0.0		30	
31															31	
TL	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	431.5	XXXX	TL	
ME	96	11.0	17.2	0.11	2433	1966	25	1.12	4.2	102	0.44	0.35	14.4	XXXX	ME	
MAX	XXXX	12.0	27.3	0.19	2977	2414	56	1.41	5.4	240	0.56	0.45	84.8	XXXX	MAX	
MIN	XXXX	9.6	9.1	0.04	1981	1609	15	0.42	3.4	71	0.32	0.26	XXXX	XXXX	MIN	

4833-5034  
R-1609 4/74

Remarks:

7/3/2019 9:45 AM

# Final Effluent Sheet

State of Michigan  
Department of Environmental Quality

Lowell, Michigan

	Fecal	Total
MF	31616	31504
MPW	31615	31505

Plant No. 410049  
Month June  
Year 2019  
Sampling Point Code 001

Superintendent's Signature  
Brian Vander Meulen, Supt.

R 4610 4/74  
4833-5468

DAY PN SF	CBOD			SS			Total - P			VSS	pH	DO	F.Coli	NH3	Cl2	Mercury	DAY PN SF
	mg/l	LBS.	% Rem	mg/l	LBS.	% Rem	mg/l	LBS.	% Rem	mg/l	SU	mg/l	#/100ml	mg/l	mg/l	ng/l	
1	80082	85001	80091	00530	85002	81011	00665	85004	81012	00535	00400	00300	31616	00610	50060	71900	1
2																	2
3	2	29	95	1.4	20	97				1.2	7.3	9.9	156		0.018		3
4																	4
5	3	42	97	5.2	72	94	0.29	4.01	86	3.2	7.2	9.6	88	0.05	0.006		5
6																	6
7	5	64	97	3.8	48	96				3.6	7.2	9.5	140		0.033		7
8																	8
9																	9
10	5	64	95	3.6	72	94				5.4	7.2	9.5	79		0.028		10
11																	11
12	6	75	94	4.8	60	95	0.48	6.00	68	4.0	7.4	9.6	78	0.07	0.004		12
13																	13
14	3	37	98	4.6	56	94				4.4	7.3	9.4	480		0.001		14
15																	15
16																	16
17	4	49	95	4.8	58	93				3.8	7.3	9.3	93		0.026		17
18																	18
19	6	75	93	4.8	60	93	0.45	5.63	76	4.4	7.3	9.1	181	0.14	0.001		19
20																	20
21	9	113	93	9.6	120	87				8.8	7.2	9.2	580		0.006		21
22																	22
23																	23
24	3	43	94	3.6	52	93				3.2	7.2	8.7	40		0.037		24
25																	25
26	5	66	93	4.8	60	89	0.59	7.82	34	4.4	7.4	8.7	48	0.11	0.029		26
27																	27
28	3	36	96	2.0	24	97				1.6	7.3	8.7	24		0.029		28
29																	29
30																	30
31																	31
TL	XXXX	1729	XXXX	XXXX	1767	XXXX	XXXX	176.0	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	TL
ME	5	58	95	4.6	59	94	0.45	5.87	66	4.0	7.3	9.3	108	0.09	0.018	XXXX	ME
WA	6	79	93	6.4	80	90	XXXX	XXXX	XXXX	5.7	7.3	8.7	214	0.14	0.032	XXXX	WA
MAX	9	113	98	9.6	120	97	0.59	7.82	86	8.8	7.4	9.9	580	0.14	0.037	XXXX	MAX
MIN	2	29	93	1.4	20	87	0.29	4.01	34	1.2	7.2	8.7	24	0.05	0.001	XXXX	MIN

Remarks: Fecal Coli for June are actually "Greater Than"  
Cl2 Residuals for June are actually "Less Than"

# Miscellaneous Sheet

State of Michigan  
Department of Environmental Quality

Lowell, Michigan

R 4607 4/74  
4833-6040

Plant No. 410049  
Month June  
Year 2019

Superintendent's Signature \_\_\_\_\_  
Brian Vander Meulen, Supt.

Grit		Aux Fuel	Power Consumption	Chemicals Applied		
DAY	CP	Nat. Gas	KWH	CL2	FeCL2	
		CF		LBS	GAL	
SF		2	3			
1	1	0	1.6	5	40	
2	1	0	1.6	5	35	
3	1	0	1.8	8	35	
4	1	1	1.8	10	30	
5	1	0	1.4	8	40	
6	1	0	1.8	10	35	
7	1	1	1.6	12	35	
8	1	0	1.4	10	35	
9	1	0	1.6	5	30	
10	1	0	1.6	10	25	
11	1	0	1.8	10	30	
12	1	0	1.4	8	35	
13	1	1	1.8	6	30	
14	1	0	1.4	10	35	
15	1	0	1.8	8	30	
16	1	0	1.8	7	35	
17	1	0	1.6	7	30	
18	1	0	1.6	10	30	
19	1	0	1.6	9	40	
20	1	1	1.8	17	30	
21	1	0	1.6	12	30	
22	1	0	1.6	18	30	
23	1	0	1.6	12	35	
24	1	0	1.8	15	30	
25	1	0	1.8	10	35	
26	1	1	1.6	13	35	
27	1	0	2.0	10	30	
28	1	0	1.6	10	35	
29	1	0	1.4	10	25	
30	1	0	1.8	10	35	
31						
TL	30	5	49.6	295	985	0
ME	1	0	1.7	10	33	0
MAX	1	1	2.0	18	40	0
MIN	1	0	1.4	5	25	0

Manpower						
Position Title	Full Time	Part Time	Total Hours	No. of Vac.	No. of Separations	No. of New Hires
Superintendent	1	0	160	0	0	0
Shift Operator	1	1	180	0	0	0
Total	2	1	340	0	0	0
Weekday Hrs	9					
Saturday Hrs.	4					
Sunday Hrs.	4					
Holiday Hrs	4					

PERMITTEE NAME/ADDRESS (Include Facility Name/Location if Different)

NAME: LOWELL WWTP  
 ADDRESS: 301 EAST MAIN STREET  
 LOWELL MI 49331

NATIONAL POLLUTANT DISCHARGE ELIMINATION SYSTEM (NPDES)

DISCHARGE MONITORING REPORT (DMR)

MI0020311	001 A
PERMIT NUMBER	DISCHARGE NUMBER

MINOR  
 (SUBR GG)  
 F-FINAL  
 001 MUN.WASTE20--FLAT RIVER

FACILITY: LOWELL WWTP  
 LOCATION: LOWELL MI 49331  
 ATTN: BRIAN VANDER MEULEN

MONITORING PERIOD					
YEAR	MO	DAY	YEAR	MO	DAY
2019	6	01	2019	6	30

\*\*\* NO DISCHARGE ☐ \*\*\*  
 NOTE: Read Instructions before completing this form.

PARAMETER		QUANTITY OR LOADING			QUALITY OR CONCENTRATION				NO. EX	FREQUENCY OF ANALYSIS	SAMPLE TYPE
		AVERAGE	MAXIMUM	UNITS	MINIMUM	AVERAGE	MAXIMUM	UNITS			
FLOW, IN CONDUIT OR THRU TREATMENT PLANT 50050 1 0 0 EFFLUENT GROSS VALUE	SAMPLE MEASUREMENT	1.57	1.79	(03)	*****	*****	*****		-	7/7	RECORD FLOW
	PERMIT REQUIREMENT	REPORT MONTHLY AVG	REPORT DAILY MAX	MGD	*****	*****	*****	****		WEEKDAYS	RECORD FLOW
SOLIDS, TOTAL SUSPENDED 00530 B 0 0 PRIOR TO DISINFECT	SAMPLE MEASUREMENT	59	80	(26)	*****	4.6	6.4	(19)	0	3/7	24 HR COMP
	PERMIT REQUIREMENT	MONTHLY AVG	7 DAY AVG	lbs/day	*****	30 MONTHLY AVG	45 7 DAY AVG	mg/L		WEEKDAYS	24 HR COMP
BOD, CARBONACEOUS 05 DAY, 20C 80082 B 0 0 PRIOR TO DISINFECT	SAMPLE MEASUREMENT	58	79	(26)	*****	5	6	(19)	0	3/7	24 HR COMP
	PERMIT REQUIREMENT	MONTHLY AVG	7 DAY AVG	lbs/day	*****	25 MONTHLY AVG	40 7 DAY AVG	mg/L		WEEKDAYS	24 HR COMP
NITROGEN, AMMONIA TOTAL (AS N) 00610 B 1 0 PRIOR TO DISINFECT	SAMPLE MEASUREMENT	*****	*****	****	*****	*****	0.14	(19)	0	1/7	24 HR COMP
	PERMIT REQUIREMENT	*****	*****	****	*****	*****	REPORT DAILY MAX	mg/L		WEEKLY	24 HR COMP
PHOSPHORUS, TOTAL (AS P) 00665 B 0 0 PRIOR TO DISINFECT	SAMPLE MEASUREMENT	5.9	7.8	(26)	*****	0.45	0.59	(19)	0	1/7	24 HR COMP
	PERMIT REQUIREMENT	12 MONTHLY AVG	REPORT DAILY MAX	lbs/day	*****	1.0 MONTHLY AVG	REPORT DAILY MAX	mg/L		WEEKLY	24 HR COMP
CHLORINE, TOTAL RESIDUAL 50060 P 0 0 SEE COMMENTS BELOW	SAMPLE MEASUREMENT	*****	*****	****	*****	*****	0.037	(19)	0	3/7	GRAB
	PERMIT REQUIREMENT	*****	*****	****	*****	*****	0.038 DAILY MAX	mg/L		WEEKDAYS	GRAB
MERCURY, TOTAL 71900 B 0 0 PRIOR TO DISINFECT	SAMPLE MEASUREMENT	*****	*G		*****	*****	*G		0	1/90	GRAB
	PERMIT REQUIREMENT	*****	Report Max Monthly Avg	lbs/day	*****	*****	Report Max Monthly Avg	ng/L		QUARTERLY	GRAB
NAME/TITLE PRINCIPAL EXECUTIVE OFFICER		I certify under penalty of law that this document and all attachments were prepared under my direction or supervision in accordance with a system designed to assure that qualified personnel properly gather and evaluate the information submitted. Based on my inquiry of the person or persons who manage the system, or those persons directly responsible for gathering the information, the information submitted is, to the best of my knowledge and belief, true, accurate, and complete. I am aware that there are significant penalties for submitting false information, including the possibility of fine and imprisonment for knowing violations.				PHONE NUMBER		DATE			
Brian Vander Meulen, Supt.						(616)	897-8135	2019	7	10	
TYPED OR PRINTED						SIGNATURE OF PRINCIPAL EXECUTIVE OFFICER OR AUTHORIZED AGENT		AREA CODE	NUMBER	YEAR	MO

COMMENTS AND EXPLANATION OF ANY VIOLATIONS (Reference all attachments here)

P=AFTER DISINFECTION

EPA Form 3320-1 (Rev 3/99) Previous editions may be used.

This is an electronic copy.

**PERMITTEE NAME/ADDRESS** (Include Facility Name/Location if Different)

**NAME:** LOWELL WWTP  
**ADDRESS:** 301 EAST MAIN STREET  
 LOWELL MI 49331

## NATIONAL POLLUTANT DISCHARGE ELIMINATION SYSTEM (NPDES)

## DISCHARGE MONITORING REPORT (DMR)

MI0020311	001 A
PERMIT NUMBER	DISCHARGE NUMBER

MINOR  
 (SUBR GG)  
 F-FINAL  
 001 MUN. WASTE H2O--FLAT RIVER

**FACILITY:** LOWELL WWTP  
**LOCATION:** LOWELL MI 49331  
**ATTN:** BRIAN VANDER MEULEN

MONITORING PERIOD							
YEAR	MO	DAY	FROM	TO	YEAR	MO	DAY
2019	6	01			2019	6	30

\*\*\* NO DISCHARGE ☐ \*\*\*

NOTE: Read instructions before completing this form.

PARAMETER		QUANTITY OR LOADING			QUALITY OR CONCENTRATION				NO. EX	FREQUENCY OF ANALYSIS	SAMPLE TYPE
		AVERAGE	MAXIMUM	UNITS	MINIMUM	AVERAGE	MAXIMUM	UNITS			
MERCURY, TOTAL	SAMPLE MEASUREMENT	*****	0.000006		*****	*****	0.57		0	1/90	CALCTD
71900 X 0 0 PRIOR TO DISINFECT	PERMIT REQUIREMENT	*****	0.000036 12-Mo Rolling Avg	lbs/day	*****	*****	3.0 12-Mo Rolling Avg	ng/L		QUARTERLY	CALCTD
COLIFORM, FECAL GENERAL	SAMPLE MEASUREMENT	*****	*****		*****	108	214	(19)	0	3/7	GRAB
74055 P 0 0 SEE COMMENTS BELOW	PERMIT REQUIREMENT	*****	*****	*****	*****	200 MONTHLY AVG	400 7 DAY AVG	mg/L		DAILY	GRAB
BOD, 5-DAY PERCENT REMOVAL	SAMPLE MEASUREMENT	*****	*****		95	*****	93	(23)	0	1/30	CALCTD
81010 K 0 0 PERCENT REMOVAL	PERMIT REQUIREMENT	*****	*****	*****	85 MIN % REMOVAL	*****	Minimum Daily % Removal	PER- CENT		ONCE/MON	CALCTD
SOLIDS, SUSPENDED PERCENT REMOVAL	SAMPLE MEASUREMENT	*****	*****		94	*****	87	(23)	0	1/30	CALCTD
81011 K 0 0 PERCENT REMOVAL	PERMIT REQUIREMENT	*****	*****	*****	85 MIN % REMOVAL	*****	Minimum Daily % Removal	PER- CENT		ONCE/MON	CALCTD
pH	SAMPLE MEASUREMENT	*****	*****		7.2	*****	7.4	(12)	0	3/7	GRAB
00400 P 0 0 SEE COMMENTS BELOW	PERMIT REQUIREMENT	*****	*****	****	6.5 DAILY MINIMUM	*****	9.0 DAILY MAX	S.U.		WEEKDAYS	GRAB
OXYGEN, DISSOLVED (DO)	SAMPLE MEASUREMENT	*****	*****		8.7	*****	*****	(19)	0	3/7	GRAB
00300 P 0 0 SEE COMMENTS BELOW	PERMIT REQUIREMENT	*****	*****	****	3.0 DAILY MINIMUM	*****	*****	mg/L		WEEKDAYS	GRAB
	SAMPLE MEASUREMENT										
	PERMIT REQUIREMENT										
NAME/TITLE PRINCIPAL EXECUTIVE OFFICER	I certify under penalty of law that this document and all attachments were prepared under my direction or supervision in accordance with a system designed to assure that qualified personnel properly gather and evaluate the information submitted. Based on my inquiry of the person or persons who manage the system, or those persons directly responsible for gathering the information, the information submitted is, to the best of my knowledge and belief, true, accurate, and complete. I am aware that there are significant penalties for submitting false information, including the possibility of fine and imprisonment for knowing violations.				PHONE NUMBER		DATE				
Brian Vander Meulen, Supt.					(616)	897-8135	2019	7	10		
TYPED OR PRINTED	SIGNATURE OF PRINCIPAL EXECUTIVE OFFICER OR AUTHORIZED AGENT				AREA CODE	NUMBER	YEAR	MO	DAY		

COMMENTS AND EXPLANATION OF ANY VIOLATIONS (Reference all attachments here)

P=AFTER DISINFECTION

EPA Form 3320-1 (Rev 3/99) Previous editions may be used.

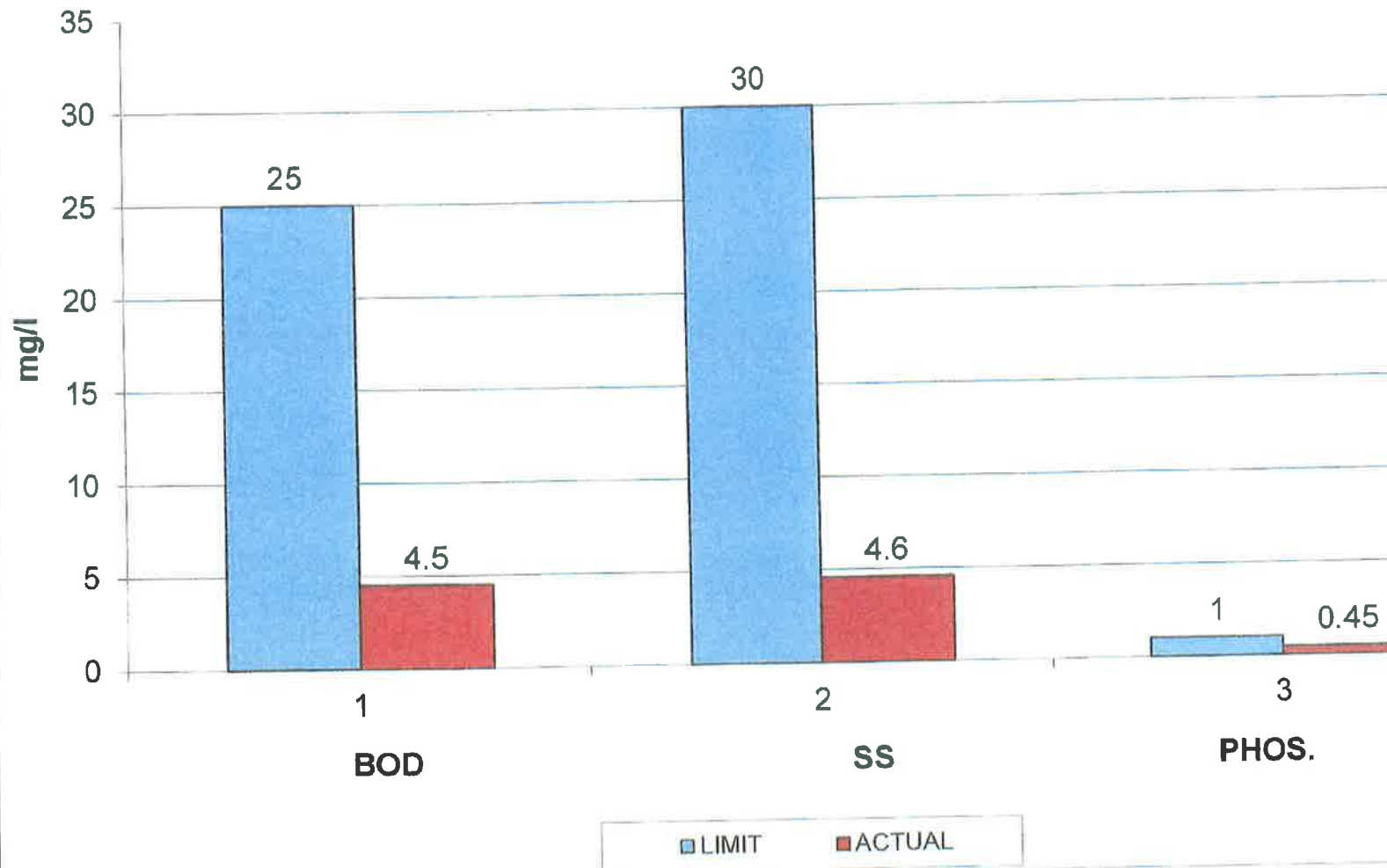
This is an electronic copy.

Page 2 of 2

## Appendix B

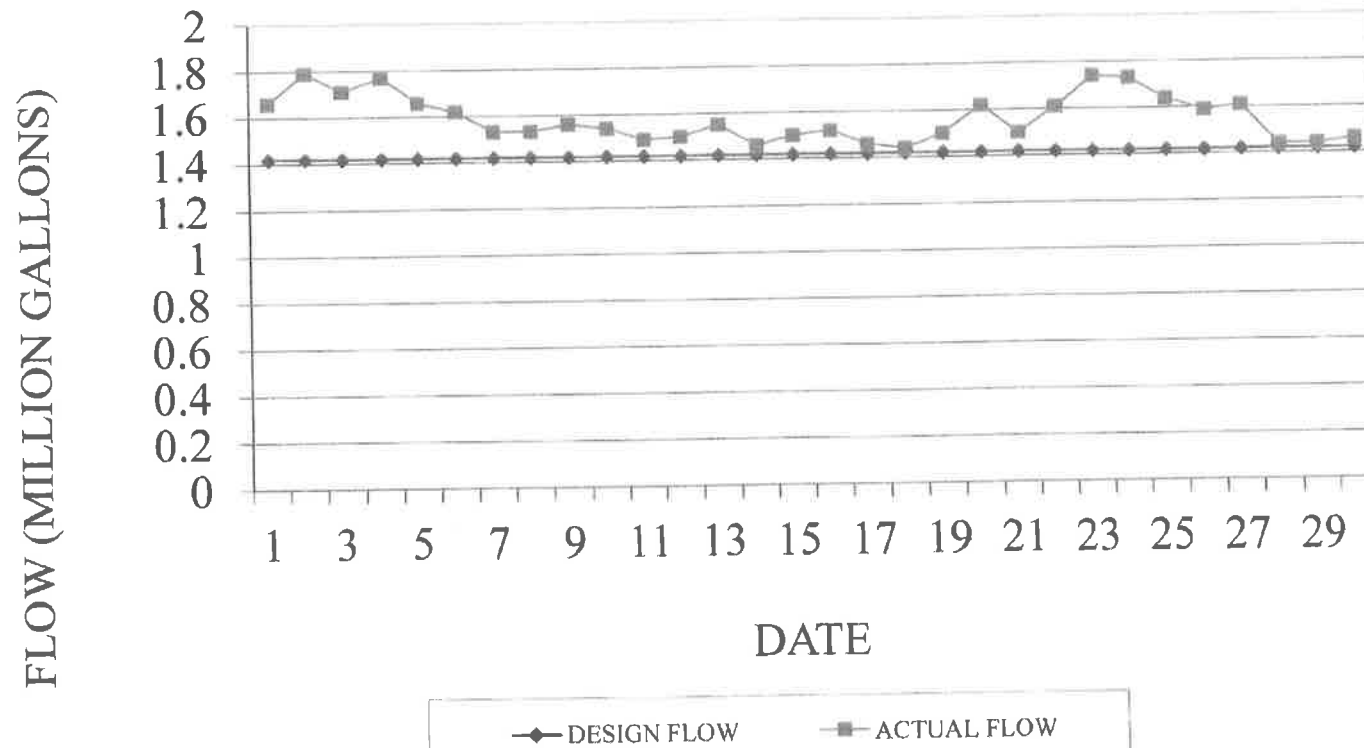


## EFFLUENT LIMIT vs ACTUAL





### DESIGN FLOW vs ACTUAL FLOW





REVENUE AND EXPENDITURE REPORT FOR CITY OF LOWELL  
 PERIOD ENDING 06/30/2019

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	YTD BALANCE 06/30/2019	ACTIVITY FOR MONTH 06/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 101 - GENERAL FUND						
Revenues						
TAXES	TAXES	2,016,873.45	1,982,815.86	70,332.20	34,057.59	98.31
STATE	STATE GRANTS	398,250.00	330,988.38	62,008.00	67,261.62	83.11
LICPER	LICENSES AND PERMITS	43,600.00	43,573.03	675.00	26.97	99.94
CHARGES	CHARGES FOR SERVICES	333,656.00	67,136.98	10,250.75	266,519.02	20.12
OTHER	OTHER REVENUE	36,050.00	41,520.45	203.03	(5,470.45)	115.17
INT	INTEREST AND RENTS	15,350.00	13,116.59	0.00	2,233.41	85.45
TRANSIN	TRANSFERS IN	151,273.00	151,273.00	0.00	0.00	100.00
LOCAL	LOCAL CONTRIBUTIONS	10,510.00	11,611.52	2,902.88	(1,101.52)	110.48
FINES	FINES AND FORFEITURES	11,000.00	14,359.09	124.00	(3,359.09)	130.54
TOTAL REVENUES		3,016,562.45	2,656,394.90	146,495.86	360,167.55	88.06
Expenditures						
000		0.00	0.00	0.00	0.00	0.00
101	COUNCIL	23,159.00	16,698.98	129.77	6,460.02	72.11
172	MANAGER	127,513.82	124,727.31	9,051.61	2,786.51	97.81
191	ELECTIONS	14,860.00	7,195.83	128.68	7,664.17	48.42
209	ASSESSOR	56,371.00	54,014.69	3,932.88	2,356.31	95.82
210	ATTORNEY	70,000.00	64,214.28	14,558.57	5,785.72	91.73
215	CLERK	131,968.35	124,723.68	8,108.91	7,244.67	94.51
253	TREASURER	217,424.66	212,563.43	12,819.76	4,861.23	97.76
265	CITY HALL	166,914.69	158,789.49	21,768.17	8,125.20	95.13
276	CEMETERY	137,071.15	129,550.75	11,455.17	7,520.40	94.51
294	UNALLOCATED MISCELLANEOUS	10,000.00	7,991.12	0.00	2,008.88	79.91
301	POLICE DEPARTMENT	731,959.68	722,661.07	70,901.39	9,298.61	98.73
305	CODE ENFORCEMENT	99,668.91	88,371.41	6,689.92	11,297.50	88.66
336	FIRE	118,609.00	120,241.68	0.00	(1,632.68)	101.38
371	BUILDING INSPECTION DEPARTMENT	0.00	0.00	0.00	0.00	0.00
400	PLANNING & ZONING	83,950.95	71,591.99	4,637.87	12,358.96	85.28
426	EMERGENCY MANAGEMENT	0.00	(1.40)	0.00	1.40	100.00
441	DEPARTMENT OF PUBLIC WORKS	283,229.98	239,549.92	25,249.46	43,680.06	84.58
442	SIDEWALK	3,909.01	2,539.97	19.27	1,369.04	64.98
443	ARBOR BOARD	0.00	0.00	0.00	0.00	0.00
523	TRASH	0.00	0.00	0.00	0.00	0.00
651	AMBULANCE	0.00	0.00	0.00	0.00	0.00
672	SENIOR CITIZEN CONTRIBUTION	0.00	0.00	0.00	0.00	0.00
728	ECONOMIC DEVELOPMENT	15,281.54	10,959.61	0.00	4,321.93	71.72
747	CHAMBER/RIVERWALK	6,500.00	3,284.60	315.72	3,215.40	50.53
751	PARKS	155,984.59	142,804.47	29,806.73	13,180.12	91.55
757	SHOWBOAT	4,710.00	3,663.13	101.74	1,046.87	77.77
758	DOG PARK	0.00	0.00	0.00	0.00	0.00
774	RECREATION CONTRIBUTIONS	5,000.00	5,000.00	0.00	0.00	100.00
790	LIBRARY	72,509.06	66,969.03	8,205.06	5,540.03	92.36
803	HISTORICAL DISTRICT COMMISSION	0.00	30.00	0.00	(30.00)	100.00
804	MUSEUM	47,430.72	45,052.09	1,811.40	2,378.63	94.99
906	DEBT SERVICE	0.00	0.00	0.00	0.00	0.00
965	TRANSFERS OUT	447,546.00	402,546.00	402,546.00	45,000.00	89.95
TOTAL EXPENDITURES		3,031,572.11	2,825,733.13	632,238.08	205,838.98	93.21
TOTAL REVENUES		3,016,562.45	2,656,394.90	146,495.86	360,167.55	88.06
TOTAL EXPENDITURES		3,031,572.11	2,825,733.13	632,238.08	205,838.98	93.21
NET OF REVENUES & EXPENDITURES		(15,009.66)	(169,338.23)	(485,742.22)	154,328.57	1,128.19

REVENUE AND EXPENDITURE REPORT FOR CITY OF LOWELL  
 PERIOD ENDING 06/30/2019

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	YTD BALANCE 06/30/2019	ACTIVITY FOR MONTH 06/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 202 - MAJOR STREET FUND						
Revenues						
STATE	STATE GRANTS	0.00	0.00	0.00	0.00	0.00
OTHER	OTHER REVENUE	298,500.00	278,367.59	30,078.47	20,132.41	93.26
INT	INTEREST AND RENTS	500.00	2,107.66	0.00	(1,607.66)	421.53
TRANSIN	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
FED	FEDERAL GRANTS	0.00	0.00	0.00	0.00	0.00
TOTAL REVENUES		299,000.00	280,475.25	30,078.47	18,524.75	93.80
Expenditures						
000		0.00	0.00	0.00	0.00	0.00
450	CAPITAL OUTLAY	98,900.00	77,627.56	0.00	21,272.44	78.49
463	MAINTENANCE	57,106.19	24,665.79	2,143.63	32,440.40	43.19
474	TRAFFIC	9,825.23	9,899.98	4,509.66	(74.75)	100.76
478	WINTER MAINTENANCE	50,640.51	50,074.80	400.44	565.71	98.88
483	ADMINISTRATION	20,644.00	5,874.62	296.09	14,769.38	28.46
906	DEBT SERVICE	0.00	0.00	0.00	0.00	0.00
965	TRANSFERS OUT	0.00	0.00	0.00	0.00	0.00
999	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		237,115.93	168,142.75	7,349.82	68,973.18	70.91
TOTAL REVENUES		299,000.00	280,475.25	30,078.47	18,524.75	93.80
TOTAL EXPENDITURES		237,115.93	168,142.75	7,349.82	68,973.18	70.91
NET OF REVENUES & EXPENDITURES		61,884.07	112,332.50	22,728.65	(50,448.43)	181.52

PERIOD ENDING 06/30/2019

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	YTD BALANCE 06/30/2019	ACTIVITY FOR MONTH 06/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 203 - LOCAL STREET FUND						
Revenues						
STATE	STATE GRANTS	0.00	0.00	0.00	0.00	0.00
CHARGES	CHARGES FOR SERVICES	0.00	0.00	0.00	0.00	0.00
OTHER	OTHER REVENUE	126,000.00	133,919.14	15,664.20	(7,919.14)	106.29
INT	INTEREST AND RENTS	0.00	970.65	0.00	(970.65)	100.00
TRANSIN	TRANSFERS IN	100,000.00	100,000.00	100,000.00	0.00	100.00
LOCAL	LOCAL CONTRIBUTIONS	0.00	0.00	0.00	0.00	0.00
TOTAL REVENUES		226,000.00	234,889.79	115,664.20	(8,889.79)	103.93
Expenditures						
000		0.00	0.00	0.00	0.00	0.00
450	CAPITAL OUTLAY	16,250.00	1,423.62	0.00	14,826.38	8.76
463	MAINTENANCE	87,187.93	79,937.00	5,630.04	7,250.93	91.68
474	TRAFFIC	11,569.60	7,637.59	2,099.00	3,932.01	66.01
478	WINTER MAINTENANCE	76,761.27	71,494.74	579.31	5,266.53	93.14
483	ADMINISTRATION	24,662.00	6,302.61	296.09	18,359.39	25.56
906	DEBT SERVICE	26,587.00	27,390.00	802.50	(803.00)	103.02
965	TRANSFERS OUT	0.00	0.00	0.00	0.00	0.00
999	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		243,017.80	194,185.56	9,406.94	48,832.24	79.91
TOTAL REVENUES		226,000.00	234,889.79	115,664.20	(8,889.79)	103.93
TOTAL EXPENDITURES		243,017.80	194,185.56	9,406.94	48,832.24	79.91
NET OF REVENUES & EXPENDITURES		(17,017.80)	40,704.23	106,257.26	(57,722.03)	239.19

REVENUE AND EXPENDITURE REPORT FOR CITY OF LOWELL  
 PERIOD ENDING 06/30/2019

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	YTD BALANCE 06/30/2019	ACTIVITY FOR MONTH 06/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 238 - HISTORICAL DISTRICT FUND						
Revenues						
OTHER	OTHER REVENUE	50,000.00	0.00	0.00	50,000.00	0.00
INT	INTEREST AND RENTS	100.00	77.47	0.00	22.53	77.47
TOTAL REVENUES		50,100.00	77.47	0.00	50,022.53	0.15
Expenditures						
000		50,000.00	6,623.00	0.00	43,377.00	13.25
999	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		50,000.00	6,623.00	0.00	43,377.00	13.25
TOTAL REVENUES		50,100.00	77.47	0.00	50,022.53	0.15
TOTAL EXPENDITURES		50,000.00	6,623.00	0.00	43,377.00	13.25
NET OF REVENUES & EXPENDITURES		100.00	(6,545.53)	0.00	6,645.53	6,545.53

REVENUE AND EXPENDITURE REPORT FOR CITY OF LOWELL  
 PERIOD ENDING 06/30/2019

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	YTD BALANCE 06/30/2019	ACTIVITY FOR MONTH 06/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 248 - DOWNTOWN DEVELOPMENT AUTHORITY						
Revenues						
TAXES	TAXES	567,947.40	567,947.40	0.00	0.00	100.00
STATE	STATE GRANTS	0.00	0.00	0.00	0.00	0.00
OTHER	OTHER REVENUE	0.00	0.00	0.00	0.00	0.00
INT	INTEREST AND RENTS	1,000.00	3,393.78	0.00	(2,393.78)	339.38
TRANSIN	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
TOTAL REVENUES		568,947.40	571,341.18	0.00	(2,393.78)	100.42
Expenditures						
000		0.00	0.00	0.00	0.00	0.00
450	CAPITAL OUTLAY	86,000.00	16,848.44	1,262.50	69,151.56	19.59
463	MAINTENANCE	110,631.34	100,137.54	7,916.25	10,493.80	90.51
483	ADMINISTRATION	44,847.35	27,362.36	3,185.25	17,484.99	61.01
740	COMMUNITY PROMOTIONS	105,000.00	59,678.85	6,000.00	45,321.15	56.84
906	DEBT SERVICE	0.00	0.00	0.00	0.00	0.00
965	TRANSFERS OUT	168,613.00	168,613.00	0.00	0.00	100.00
999	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		515,091.69	372,640.19	18,364.00	142,451.50	72.34
TOTAL REVENUES		568,947.40	571,341.18	0.00	(2,393.78)	100.42
TOTAL EXPENDITURES		515,091.69	372,640.19	18,364.00	142,451.50	72.34
NET OF REVENUES & EXPENDITURES		53,855.71	198,700.99	(18,364.00)	(144,845.28)	368.95

REVENUE AND EXPENDITURE REPORT FOR CITY OF LOWELL  
 PERIOD ENDING 06/30/2019

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	YTD BALANCE 06/30/2019	ACTIVITY FOR MONTH 06/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 249 - BUILDING INSPECTION FUND						
Revenues						
CHARGES	CHARGES FOR SERVICES	100,000.00	97,361.00	8,346.00	2,639.00	97.36
INT	INTEREST AND RENTS	0.00	16.02	0.00	(16.02)	100.00
TRANSIN	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
TOTAL REVENUES		100,000.00	97,377.02	8,346.00	2,622.98	97.38
Expenditures						
371	BUILDING INSPECTION DEPARTMENT	100,000.00	92,761.60	11,168.10	7,238.40	92.76
TOTAL EXPENDITURES		100,000.00	92,761.60	11,168.10	7,238.40	92.76
TOTAL REVENUES		100,000.00	97,377.02	8,346.00	2,622.98	97.38
TOTAL EXPENDITURES		100,000.00	92,761.60	11,168.10	7,238.40	92.76
NET OF REVENUES & EXPENDITURES		0.00	4,615.42	(2,822.10)	(4,615.42)	100.00



REVENUE AND EXPENDITURE REPORT FOR CITY OF LOWELL  
 PERIOD ENDING 06/30/2019

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	YTD BALANCE 06/30/2019	ACTIVITY FOR MONTH 06/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 260 - DESIGNATED CONTRIBUTIONS						
Revenues						
STATE	STATE GRANTS	1,718,088.00	1,718,088.74	0.00	(0.74)	100.00
CHARGES	CHARGES FOR SERVICES	0.00	0.00	0.00	0.00	0.00
OTHER	OTHER REVENUE	21,500.00	18,420.00	920.00	3,080.00	85.67
INT	INTEREST AND RENTS	2,045.00	3,725.89	20.00	(1,680.89)	182.20
TRANSIN	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
UNCLASSIFIED	Unclassified	0.00	0.00	0.00	0.00	0.00
LOCAL	LOCAL CONTRIBUTIONS	5,050.00	5,050.00	0.00	0.00	100.00
TOTAL REVENUES		1,746,683.00	1,745,284.63	940.00	1,398.37	99.92
Expenditures						
000		0.00	0.00	0.00	0.00	0.00
265	CITY HALL	0.00	0.00	0.00	0.00	0.00
276	CEMETERY	0.00	4,130.82	3,328.54	(4,130.82)	100.00
301	POLICE DEPARTMENT	0.00	0.00	0.00	0.00	0.00
442	SIDEWALK	0.00	0.00	0.00	0.00	0.00
443	ARBOR BOARD	4,000.00	0.00	0.00	4,000.00	0.00
474	TRAFFIC	7,000.00	5,272.70	0.00	1,727.30	75.32
751	PARKS	50,000.00	23,579.08	0.00	26,420.92	47.16
758	DOG PARK	1,000.00	738.64	130.00	261.36	73.86
759	COMMUNITY GARDEN	460.00	460.21	0.00	(0.21)	100.05
790	LIBRARY	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		62,460.00	34,181.45	3,458.54	28,278.55	54.73
TOTAL REVENUES		1,746,683.00	1,745,284.63	940.00	1,398.37	99.92
TOTAL EXPENDITURES		62,460.00	34,181.45	3,458.54	28,278.55	54.73
NET OF REVENUES & EXPENDITURES		1,684,223.00	1,711,103.18	(2,518.54)	(26,880.18)	101.60

REVENUE AND EXPENDITURE REPORT FOR CITY OF LOWELL  
 PERIOD ENDING 06/30/2019

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	YTD BALANCE 06/30/2019	ACTIVITY FOR MONTH 06/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 351 - GENERAL DEBT SERVICE ( NON-VOTED BONDS)						
Revenues						
OTHER	OTHER REVENUE	0.00	0.00	0.00	0.00	0.00
INT	INTEREST AND RENTS	0.00	0.00	0.00	0.00	0.00
TRANSIN	TRANSFERS IN	0.00	302,546.00	302,546.00	(302,546.00)	100.00
TOTAL REVENUES		0.00	302,546.00	302,546.00	(302,546.00)	100.00
Expenditures						
000		0.00	0.00	0.00	0.00	0.00
906	DEBT SERVICE	0.00	302,745.02	0.00	(302,745.02)	100.00
TOTAL EXPENDITURES		0.00	302,745.02	0.00	(302,745.02)	100.00
TOTAL REVENUES		0.00	302,546.00	302,546.00	(302,546.00)	100.00
TOTAL EXPENDITURES		0.00	302,745.02	0.00	(302,745.02)	100.00
NET OF REVENUES & EXPENDITURES		0.00	(199.02)	302,546.00	199.02	100.00

REVENUE AND EXPENDITURE REPORT FOR CITY OF LOWELL  
 PERIOD ENDING 06/30/2019

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	YTD BALANCE 06/30/2019	ACTIVITY FOR MONTH 06/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 581 - AIRPORT FUND						
Revenues						
CHARGES	CHARGES FOR SERVICES	13,216.00	15,938.54	2,262.88	(2,722.54)	120.60
OTHER	OTHER REVENUE	1,000.00	0.00	0.00	1,000.00	0.00
INT	INTEREST AND RENTS	56,850.00	43,898.45	2,550.00	12,951.55	77.22
TRANSIN	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
TOTAL REVENUES		71,066.00	59,836.99	4,812.88	11,229.01	84.20
Expenditures						
000		90,500.00	91,238.28	36,516.47	(738.28)	100.82
999	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		90,500.00	91,238.28	36,516.47	(738.28)	100.82
TOTAL REVENUES		71,066.00	59,836.99	4,812.88	11,229.01	84.20
TOTAL EXPENDITURES		90,500.00	91,238.28	36,516.47	(738.28)	100.82
NET OF REVENUES & EXPENDITURES		(19,434.00)	(31,401.29)	(31,703.59)	11,967.29	161.58

REVENUE AND EXPENDITURE REPORT FOR CITY OF LOWELL  
 PERIOD ENDING 06/30/2019

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	YTD BALANCE 06/30/2019	ACTIVITY FOR MONTH 06/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 590 - WASTEWATER FUND						
Revenues						
STATE	STATE GRANTS	0.00	0.00	0.00	0.00	0.00
CHARGES	CHARGES FOR SERVICES	1,099,335.00	1,018,200.50	100,345.27	81,134.50	92.62
OTHER	OTHER REVENUE	500.00	437.53	0.00	62.47	87.51
INT	INTEREST AND RENTS	12,000.00	11,157.19	0.00	842.81	92.98
TRANSIN	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
UNCLASSIFIED	Unclassified	280,000.00	170,727.27	0.00	109,272.73	60.97
LOCAL	LOCAL CONTRIBUTIONS	0.00	0.00	0.00	0.00	0.00
FED	FEDERAL GRANTS	0.00	0.00	0.00	0.00	0.00
TOTAL REVENUES		1,391,835.00	1,200,522.49	100,345.27	191,312.51	86.25
Expenditures						
000		0.00	0.00	0.00	0.00	0.00
550	TREATMENT	1,036,972.50	854,305.20	62,676.87	182,667.30	82.38
551	COLLECTION	394,263.47	276,517.24	57,226.05	117,746.23	70.14
552	CUSTOMER ACCOUNTS	80,345.15	78,933.12	4,627.20	1,412.03	98.24
553	ADMINISTRATION	328,341.50	169,125.38	259.00	159,216.12	51.51
999	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		1,839,922.62	1,378,880.94	124,789.12	461,041.68	74.94
TOTAL REVENUES		1,391,835.00	1,200,522.49	100,345.27	191,312.51	86.25
TOTAL EXPENDITURES		1,839,922.62	1,378,880.94	124,789.12	461,041.68	74.94
NET OF REVENUES & EXPENDITURES		(448,087.62)	(178,358.45)	(24,443.85)	(269,729.17)	39.80

REVENUE AND EXPENDITURE REPORT FOR CITY OF LOWELL  
 PERIOD ENDING 06/30/2019

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	YTD BALANCE 06/30/2019	ACTIVITY FOR MONTH 06/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 591 - WATER FUND						
Revenues						
CHARGES	CHARGES FOR SERVICES	1,097,700.00	1,080,800.18	93,649.02	16,899.82	98.46
OTHER	OTHER REVENUE	10,000.00	8,530.26	(809.32)	1,469.74	85.30
INT	INTEREST AND RENTS	21,040.00	15,510.60	440.00	5,529.40	73.72
TRANSIN	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
TOTAL REVENUES		1,128,740.00	1,104,841.04	93,279.70	23,898.96	97.88
Expenditures						
000		0.00	0.00	0.00	0.00	0.00
552	CUSTOMER ACCOUNTS	0.00	0.00	0.00	0.00	0.00
570	TREATMENT	479,467.18	478,863.17	150,184.53	604.01	99.87
571	DISTRIBUTION	440,495.27	463,063.80	76,962.54	(22,568.53)	105.12
572	CUSTOMER ACCOUNTS	86,013.15	82,343.96	4,627.05	3,669.19	95.73
573	ADMINISTRATION	459,610.82	93,668.07	356.50	365,942.75	20.38
906	DEBT SERVICE	0.00	0.00	0.00	0.00	0.00
965	TRANSFERS OUT	0.00	0.00	0.00	0.00	0.00
999	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		1,465,586.42	1,117,939.00	232,130.62	347,647.42	76.28
TOTAL REVENUES		1,128,740.00	1,104,841.04	93,279.70	23,898.96	97.88
TOTAL EXPENDITURES		1,465,586.42	1,117,939.00	232,130.62	347,647.42	76.28
NET OF REVENUES & EXPENDITURES		(336,846.42)	(13,097.96)	(138,850.92)	(323,748.46)	3.89

REVENUE AND EXPENDITURE REPORT FOR CITY OF LOWELL  
PERIOD ENDING 06/30/2019

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	YTD BALANCE 06/30/2019	ACTIVITY FOR MONTH 06/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 598 - CABLE TV FUND						
Revenues						
OTHER	OTHER REVENUE	105,000.00	104,370.93	0.00	629.07	99.40
INT	INTEREST AND RENTS	0.00	31.79	0.00	(31.79)	100.00
TOTAL REVENUES		105,000.00	104,402.72	0.00	597.28	99.43
Expenditures						
000		105,000.00	79,370.93	4,000.00	25,629.07	75.59
906	DEBT SERVICE	0.00	0.00	0.00	0.00	0.00
999	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		105,000.00	79,370.93	4,000.00	25,629.07	75.59
TOTAL REVENUES		105,000.00	104,402.72	0.00	597.28	99.43
TOTAL EXPENDITURES		105,000.00	79,370.93	4,000.00	25,629.07	75.59
NET OF REVENUES & EXPENDITURES		0.00	25,031.79	(4,000.00)	(25,031.79)	100.00

REVENUE AND EXPENDITURE REPORT FOR CITY OF LOWELL  
 PERIOD ENDING 06/30/2019

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	YTD BALANCE 06/30/2019	ACTIVITY FOR MONTH 06/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 636 - DATA PROCESSING FUND						
Revenues						
OTHER	OTHER REVENUE	0.00	4,411.37	2,016.87	(4,411.37)	100.00
INT	INTEREST AND RENTS	80,274.00	80,396.85	0.00	(122.85)	100.15
TOTAL REVENUES		80,274.00	84,808.22	2,016.87	(4,534.22)	105.65
Expenditures						
000		84,940.00	87,148.11	13,707.73	(2,208.11)	102.60
965	TRANSFERS OUT	0.00	0.00	0.00	0.00	0.00
999	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		84,940.00	87,148.11	13,707.73	(2,208.11)	102.60
TOTAL REVENUES		80,274.00	84,808.22	2,016.87	(4,534.22)	105.65
TOTAL EXPENDITURES		84,940.00	87,148.11	13,707.73	(2,208.11)	102.60
NET OF REVENUES & EXPENDITURES		(4,666.00)	(2,339.89)	(11,690.86)	(2,326.11)	50.15

REVENUE AND EXPENDITURE REPORT FOR CITY OF LOWELL  
 PERIOD ENDING 06/30/2019

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	YTD BALANCE 06/30/2019	ACTIVITY FOR MONTH 06/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 661 - EQUIPMENT FUND						
Revenues						
CHARGES	CHARGES FOR SERVICES	203,640.00	197,351.63	12,374.69	6,288.37	96.91
OTHER	OTHER REVENUE	500.00	35.83	0.00	464.17	7.17
INT	INTEREST AND RENTS	150.00	648.47	0.00	(498.47)	432.31
TRANSIN	TRANSFERS IN	62,340.00	17,340.00	0.00	45,000.00	27.82
TOTAL REVENUES		266,630.00	215,375.93	12,374.69	51,254.07	80.78
Expenditures						
000		0.00	0.00	0.00	0.00	0.00
895	FLEET MAINT. & REPLACEMENT	376,124.05	208,763.32	14,603.20	167,360.73	55.50
965	TRANSFERS OUT	0.00	0.00	0.00	0.00	0.00
999	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		376,124.05	208,763.32	14,603.20	167,360.73	55.50
TOTAL REVENUES		266,630.00	215,375.93	12,374.69	51,254.07	80.78
TOTAL EXPENDITURES		376,124.05	208,763.32	14,603.20	167,360.73	55.50
NET OF REVENUES & EXPENDITURES		(109,494.05)	6,612.61	(2,228.51)	(116,106.66)	6.04



REVENUE AND EXPENDITURE REPORT FOR CITY OF LOWELL  
 PERIOD ENDING 06/30/2019

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	YTD BALANCE 06/30/2019	ACTIVITY FOR MONTH 06/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 711 - CEMETERY FUND						
Revenues						
CHARGES	CHARGES FOR SERVICES	0.00	13,500.00	500.00	(13,500.00)	100.00
INT	INTEREST AND RENTS	0.00	1,921.39	0.00	(1,921.39)	100.00
UNCLASSIFIED	Unclassified	0.00	0.00	0.00	0.00	0.00
TOTAL REVENUES		0.00	15,421.39	500.00	(15,421.39)	100.00
Expenditures						
000		0.00	0.00	0.00	0.00	0.00
965	TRANSFERS OUT	0.00	0.00	0.00	0.00	0.00
999	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		0.00	0.00	0.00	0.00	0.00
TOTAL REVENUES		0.00	15,421.39	500.00	(15,421.39)	100.00
TOTAL EXPENDITURES		0.00	0.00	0.00	0.00	0.00
NET OF REVENUES & EXPENDITURES		0.00	15,421.39	500.00	(15,421.39)	100.00

REVENUE AND EXPENDITURE REPORT FOR CITY OF LOWELL  
 PERIOD ENDING 06/30/2019

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	YTD BALANCE 06/30/2019	ACTIVITY FOR MONTH 06/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 714 - LEE FUND						
Revenues						
OTHER	OTHER REVENUE	0.00	0.00	0.00	0.00	0.00
INT	INTEREST AND RENTS	4,000.00	4,587.19	339.00	(587.19)	114.68
TOTAL REVENUES		4,000.00	4,587.19	339.00	(587.19)	114.68
Expenditures						
000		4,000.00	1,050.00	0.00	2,950.00	26.25
965	TRANSFERS OUT	0.00	0.00	0.00	0.00	0.00
999	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		4,000.00	1,050.00	0.00	2,950.00	26.25
TOTAL REVENUES		4,000.00	4,587.19	339.00	(587.19)	114.68
TOTAL EXPENDITURES		4,000.00	1,050.00	0.00	2,950.00	26.25
NET OF REVENUES & EXPENDITURES		0.00	3,537.19	339.00	(3,537.19)	100.00

REVENUE AND EXPENDITURE REPORT FOR CITY OF LOWELL  
 PERIOD ENDING 06/30/2019

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	YTD BALANCE 06/30/2019	ACTIVITY FOR MONTH 06/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 715 - LOOK FUND						
Revenues						
OTHER	OTHER REVENUE	20,000.00	19,575.71	0.00	424.29	97.88
INT	INTEREST AND RENTS	20,000.00	16,431.76	25.12	3,568.24	82.16
TOTAL REVENUES		40,000.00	36,007.47	25.12	3,992.53	90.02
Expenditures						
000		40,000.00	27,795.71	0.00	12,204.29	69.49
965	TRANSFERS OUT	0.00	0.00	0.00	0.00	0.00
999	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		40,000.00	27,795.71	0.00	12,204.29	69.49
TOTAL REVENUES		40,000.00	36,007.47	25.12	3,992.53	90.02
TOTAL EXPENDITURES		40,000.00	27,795.71	0.00	12,204.29	69.49
NET OF REVENUES & EXPENDITURES		0.00	8,211.76	25.12	(8,211.76)	100.00

REVENUE AND EXPENDITURE REPORT FOR CITY OF LOWELL  
 PERIOD ENDING 06/30/2019

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	YTD BALANCE 06/30/2019	ACTIVITY FOR MONTH 06/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 716 - CARR FUND						
Revenues						
OTHER	OTHER REVENUE	0.00	0.00	0.00	0.00	0.00
INT	INTEREST AND RENTS	0.00	132.30	0.00	(132.30)	100.00
TOTAL REVENUES		0.00	132.30	0.00	(132.30)	100.00
Expenditures						
000		0.00	0.00	0.00	0.00	0.00
999	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		0.00	0.00	0.00	0.00	0.00
TOTAL REVENUES		0.00	132.30	0.00	(132.30)	100.00
TOTAL EXPENDITURES		0.00	0.00	0.00	0.00	0.00
NET OF REVENUES & EXPENDITURES		0.00	132.30	0.00	(132.30)	100.00

REVENUE AND EXPENDITURE REPORT FOR CITY OF LOWELL  
 PERIOD ENDING 06/30/2019

GL NUMBER	DESCRIPTION	2018-19 AMENDED BUDGET	YTD BALANCE 06/30/2019	ACTIVITY FOR MONTH 06/30/2019	AVAILABLE BALANCE	% BDGT USED
Fund 718 - CARR FUND II						
Revenues						
OTHER	OTHER REVENUE	0.00	0.00	0.00	0.00	0.00
INT	INTEREST AND RENTS	0.00	259.92	0.00	(259.92)	100.00
TOTAL REVENUES		0.00	259.92	0.00	(259.92)	100.00
Expenditures						
000		0.00	0.00	0.00	0.00	0.00
965	TRANSFERS OUT	0.00	0.00	0.00	0.00	0.00
999	TRANSFERS IN	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		0.00	0.00	0.00	0.00	0.00
TOTAL REVENUES		0.00	259.92	0.00	(259.92)	100.00
TOTAL EXPENDITURES		0.00	0.00	0.00	0.00	0.00
NET OF REVENUES & EXPENDITURES		0.00	259.92	0.00	(259.92)	100.00
TOTAL REVENUES - ALL FUNDS		9,094,837.85	8,714,581.90	817,764.06	380,255.95	95.82
TOTAL EXPENDITURES - ALL FUNDS		8,245,330.62	6,989,198.99	1,107,732.62	1,256,131.63	84.77
NET OF REVENUES & EXPENDITURES		849,507.23	1,725,382.91	(289,968.56)	(875,875.68)	203.10