

Lowell Area Fire and
Emergency Services Authority
Lowell Area Fire Department, 315 S. Hudson St. Lowell, MI 49331
616-897-7354



LOWELL AREA FIRE AND EMERGENCY
SERVICES AUTHORITY
MEETING NOTICE

Tuesday, October 8 AT 8:30 A.M.

AT

LOWELL FIRE DEPARTMENT
315 S. HUDSON
LOWELL, MI 49331

Join Zoom Meeting:

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Meeting ID: 899 5858 0643 Passcode:
749266

Lowell Area Fire and
Emergency Services Authority
Agenda for the work session of
Tuesday October 8, 2024, at 8:30 AM
@ Lowell Fire Department

AGENDA

1. Roll call of members
2. Approval of the agenda and exhibits
3. Public comment (maximum of 2 minutes per speaker)
4. Old Business
 - a. Priorities review (Exhibit A)
 - b. PowerPoint presentation (pending)
 - c. Fire department survey update (Exhibit B)

Recommendation: We contact the fire departments that did not respond to the survey and encourage a response by October 18. The survey will be closed October 19 and results reviewed at the November 12 committee meeting.

- d. Capital fund budget equipment (i.e. fire truck purchases) discussion (Exhibit C). Staffing and facilities will be discussed at future meeting

Considerations

1. How much should be budgeted annually?
 2. How will additional equipment be handled?
 3. Should the Authority include a capital amount in their annual budget? Does the member contract allow for this?
 4. Should the Authority simply notify member departments of the equipment funding requirements and assess them as needed?
5. McGrath Study Summary of Recommendations (2020) (Exhibit D)
 - a. Consultant McGrath's recommendations versus Cal's role of facilitator.
 - b. How does McGrath's recommendation fit into the current strategic plan?

Recommendation: The Fire Authority assign member(s) to review and develop a list of pertinent recommendations by October 18. This list will be added to the November 12 meeting agenda for additional discussion.

6. Staffing preliminary discussion for preparation of next meeting.
7. Member comments
8. Next strategic planning meeting: November 12, 2024, at 8:30 am
9. Adjournment

Lowell Area Fire and Emergency Services Authority

Exhibit A – Strategic Priority Schedule Review

- ~~1. Okay process recommendation, priority & meeting schedule~~
- ~~2. Determine master plan length~~
- ~~3. Develop and survey other fire departments to better understand their budgets and how their services are funded.~~
- ~~4. Development of presentation materials~~
5. Capital fund budget review (i.e. fire truck purchases)
6. Staffing model (i.e. 24/7 full time)
7. Benefits & risks to expanding coverage or merging departments
8. Recommend ways to finance capital equipment
9. Revenue alternatives
10. Cost Allocation Formula
11. Joint Services Agreement
12. Inspection and Administrative Services
13. Fire Station upgrades (existing)
14. Fire Station addition (2nd fire station)
15. Ambulance services considerations?
16. Other considerations & documentation

Exhibit B

Survey Update

<u>Fire Department</u>	<u>Rec'd Reply</u>	<u>Chief</u>	<u>County</u>	<u>Telephone</u>	<u>Email</u>
Allendale FD	Yes	Michael Keefe	Ottawa	616-892-3121	mikekeefe@allendale-twp.org
Byron Township FD	Yes	Bryan Looman	Kent	616-878-9174	info@byrontwpfire.com
Caledonia FD	Yes	Scott Siler	Kent	616-891-0140	ssiler@caledoniatownship.org
Cascade Twp FD	Yes	Adam Magers	Kent	616-949-1320	amagers@cascadetwp.com
Cutlerville FD	Yes	Ken Van Hall	Kent	616-455-7670	kvanhall@cutlervillefire.com
Grand Haven Twp Fire & Rescue	Yes	Shawn Schrader - Interim	Ottawa	616-842-5988	sschrader@ghtmi.gov
Grand Rapids Twp FD	Yes	Luke Werdon	Kent	616-361-7391	lwerdon@grandrpaiddstwp.org
Grandville FD	Yes	Michael May	Kent	616-530-6211	MayM@cityofgrandville.com
Kalamazoo Twp FD	Yes	Jairus Baird	Kalamazoo	269-888-2170	jdbaird@ktwp.org
Lowell Area FD	Yes	Corwin Veizen	Kent	616-723-1618	cveizen@lowellfire.org
Texas Twp FD	Yes	Chad Tackett	Kalamazoo	269-375-4610	ctackett@texasfire.org
Walker FD	Yes	David Pelton	Kent	616-791-6840	dpelton@walker.city
Hartland Deerfield Fire Authority*	No	Adam Carroll	Livingston	810-632-7676	mail@hartlandareafire.com
Ionia DPS	No	Troy Thomas	Ionia	616-527-4431	tthomas@ci.ionia.mi.us
North Oakland County Fire Authority*	No	Jeremy Lintz	Oakland	248-634-4511	jlintz@nocfa.com
Oshtemo Twp FD	No	Mark Barnes	Kalamazoo	269-375-0487	mbarnes@oshtemo.org
Park Twp FD	No	Scott Gamby	Ottawa	616-399-7388	s.gamby@parkTwpfire.org
South Kalamazoo County Fire Authority	No	Tracy McMillan	Kalamazoo	269-207-1039	tmcmillan@skcfire.org
St. Clair Area Fire Authority*	No	David Westrick	St. Clair	810-329-5283	stclairchief1@gmail.com

Lowell Fire Authority Draft Capital Fund

<u>Year</u>	<u>Fiscal Year</u>	<u>Projected*</u>	<u>Replacement**</u>	<u>Year</u>	<u>Comments</u>
1	24-25	\$ 189,928	Medic 1	24-25	(every 3 years)
2	25-26	\$ 192,448	Chief Truck	25-26	(every 3 years)
3	26-27	\$ 196,067	Boat	25-26	40-41
4	27-28	\$ 201,872	Medic 2	26-27	(every 3 years)
5	28-29	\$ 207,851	Engine 3	28-29	
6	29-30	\$ 226,131	SCBA	32-33	
7	30-31	\$ 235,460	Engine 2	33-34	
8	31-32	\$ 241,993	Tender 6	37-38	
9	32-33	\$ 236,996	Engine 1	40-41	(every 17 years)
10	33-34	\$ 242,573	Brush 7 Truck	tbd	
11	34-35	\$ 249,713	Brush 8 Truck	tbd	
12	35-36	\$ 257,341			
13	36-37	\$ 265,067			
14	37-38	\$ 272,868			
15	38-39	\$ 281,204			
16	39-40	\$ 291,593			
17	40-41	\$ 300,118			
18	41-42	\$ 309,226			
19	42-43	\$ 319,104			
20	43-44	\$ 330,790			
	Total	\$ 5,048,341			

Average \$ 252,417 per year budget

* Subject to change. Assumes a financial responsible decision is made at time of replacement.

** Does not include budget for additional equipment or Engine 1 17-year fire commission rotation.

Recent Survey

What is your total capital fund budget to finance equipment purchases (i.e. fire/emergency vehicles)? Survey responses received “to date”: The mean capital budget is \$515,000/year.

The median is \$500,000/year. The highest is \$1,300,000/year and the lowest is \$0/year (2 depts).

Two departments deleted from survey statistics above to seek clarification of response.

One budgets equipment purchases (5) years in advance. The other maintains \$1.5 million capital fund depending on operating costs funded by millages.

Summary of Recommendations

Lowell Area Fire & Emergency Services Authority - Recommendation Priority		
Priority	Topic	Recommendation
1	Age & Years Analysis	<i>Continue to aggressively recruit members to ensure a core base of members within the department</i>
1	Career Fire Chief	<i>The consultant recommends that the first full-time career employee of the Lowell Area Fire & Emergency Services Authority should be the Fire Chief. This hiring should occur within the next 12 months of receiving this report</i>
1	Emergency Power	<i>Confirmation that the backup emergency is in full service and provides 100% of the electrical needs of the fire department during outages</i>
1	Fire Suppression/Alarm	<i>The fire & EMS stations should be equipped with an automatic fire suppression system (sprinklers) in which activation is monitored by an outside source; a fire alarm system should also be monitored by an outside source</i>
2	Board Authority	<i>Conduct a retreat to define the authority and responsibilities of the Authority and the fire department. Update the Authority By-Laws to codify these roles and responsibilities</i>
2	Career Fire Chief	<i>The Board should conduct a nationwide search for candidates, including internal candidates, for the hiring for this position</i>
2	Emission Exhaust	<i>The Fire Authority should consider the installation of an emission exhaust system that meets the NFPA 1500– Annex A requirements. Air scrubbers should remain to capture exhaust from small power equipment that might be started in the station</i>
2	Emission Exhaust	<i>Self-Contained Breathing Apparatus (SCBA) Compressor meets industry standards and the department does quarterly air quality testing. Although the compressor is housed two rooms from the apparatus floor the consultants recommend that the air intake for the compressor be piped to the outside to ensure no contaminated air is drawn into the compressor</i>
2	Governance	<i>Board members should restrain from allowing Department members to speak to them directly unless they have completely followed the procedure as outlined in this report</i>
2	NFPA	<i>The District should not adopt NFPA 1710. Adoption would include the adoption of all OSHA and NFPA standards by reference. However, a plan should be developed to meet as many standards as possible in the future</i>
2	Officer Training	<i>All Department Officers, including acting Officers, should be required to obtain a minimum of four (4) hours of training in Supervision Topics <u>every six months</u>, in addition to all other training requirements. The classes should address the specific needs of the Lowell Area Fire Department</i>
2	Part-time Personnel	<i>Two part-time personnel working 12-hour weekday slots should be created and filled by internal (1st choice) or external personnel (when existing members are unavailable). These positions should be started no sooner than 4-months from the hiring of the Fire Chief and no later than 12 to 18 months</i>
2	Recruitment	<i>Incorporate the recommendations on the application materials</i>

Lowell Area Fire & Emergency Services Authority - Recommendation Priority		
Priority	Topic	Recommendation
2	Response Time	<i>The fire department leadership should display response times as the first mitigating unit (engine/ambulance) to go enroute and arrival at the scene. This does not diminish the advantage of getting a command officer on the scene before the engine/ambulance arrives but gives a more realistic view of the department actual response times</i>
3	Administrative Support	<i>Develop a job description and hiring process to recruit an Executive Assistant</i>
3	Age & Years Analysis	<i>The department should work on developing a comprehensive recruitment information/brochure. The following information should be provided to applicants</i>
3	Age & Years Analysis	<i>LAFD needs to focus on operational training and supervisory training.</i>
3	Fire Pre-Plans	<i>Currently Fire Pre-Plans are conducted on a very limited and infrequent basis. The department is encouraged to incorporate these pre-plans into their training curriculum to enhance safety</i>
3	Ground Ladder	<i>The department could benefit from purchasing one 35' ground ladder for suppression and rescue occurrences</i>
3	Job Descriptions	<i>Develop a comprehensive job description for the Fire Chief</i>
3	New Member Orientation	<i>The Department may wish to consider developing a member orientation checklist so the member has a document they can physically take with them. Appendix C contains a sample orientation checklist the Department can modify to its specific practices</i>
3	Personnel Records	<i>Establish a Department policy for the housing of official personnel files</i>
3	Personnel Records	<i>The Department should develop a record retention policy for all personnel records</i>
3	Policy Manual/SOG	<i>Work with the Authority to determine if the Fire Department needs a set of Bylaws</i>
3	Recruitment	<i>Eliminate the 60-day trial period and after passing the application process a conditional offer of employment is provided. If needed, enhance the department's current orientation night and provide ride-a-longs, or attendance at a couple of training nights</i>
3	Recruitment	<i>The Department conducts a physical and should work with an occupational medical facility to ensure that the exam assists in determining if an applicant is capable of performing the functions of a firefighter. Drug testing should also be completed on new applicants</i>
3	Training Documentation	<i>The training records kept by the fire department were appropriate, complete, and accurate; however, to gain a total insight of a member's training records it involved queries into several different training folders. Comprehensive documentation of all training by members should be available within a single folder for quality assurance</i>
3	Volunteer vs Employee	<i>Update SOG A00730 to include the work cycle and payment of overtime for hours worked within a 28-day period</i>

Lowell Area Fire & Emergency Services Authority - Recommendation Priority		
Priority	Topic	Recommendation
4	Age & Years Analysis	<i>Supervisory personnel need to develop coaching, mentoring, and performance management skills to understand the motivations and contributions of employees. The information should be utilized to develop continual training opportunities for staff</i>
4	Job Descriptions	<i>Complete the officer job descriptions with descriptions of physical and mental requirements of the position</i>
4	Job Descriptions	<i>Develop comprehensive job descriptions for all positions within the department</i>
4	Performance Management	<i>The Department should establish a committee of officers and members to develop a simple performance evaluation instrument for all members. The instrument should outline the basic performance expectations of every member and establish professional and/or organizational goals for the upcoming year</i>
4	Performance Management	<i>Enhance the performance evaluation process for new members during and upon completion of his/her probation period</i>
4	Performance Management	<i>All officers should be trained in performance management and how to conduct performance evaluations</i>
4	Policy Manual/SOG	<i>The SOG manual should be reviewed/developed and all operational procedures documented and placed within the manual. Copies should be given to all current members. Copy to be maintained on computer system for ease of administration</i>
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4	Policy Manual/SOG	<i>New members should receive training on the contents of the employee manual and SOG</i>
4	Promotion	<i>Codify the current assessment type process for promotions to include all officer and specialty positions (i.e., training officer, Chief Fire Inspector) in a SOG for consistency</i>
4	Promotion	<i>Swear-in all newly promoted officers at a swearing in ceremony in which family and Authority Board members can participate</i>
4	Recruitment	<i>The Department's selection committee should have training in appropriate interviewing skills and what can / cannot be questioned</i>
4	Volunteer vs Employee	<i>Ensure the SOG A00730 is updated to contain current rates or move to an appendix of an employee handbook</i>
5	Accreditation	<i>The Department should not seek international accreditation (CFAI) at this juncture; rather, the CFAI performance indicators and core competencies should be utilized as a model for quality and a benchmark for examining and evaluating current practices</i>
5	Competency Testing	<i>The curriculum utilized by the fire department includes a "skill drill" component which accomplishes the purpose of competency testing</i>

Lowell Area Fire & Emergency Services Authority - Recommendation Priority		
Priority	Topic	Recommendation
5	ISO	<i>An ISO classification of Class 05 is a good rating. However, the Consultants do not believe any additional resources or fiscal commitment should be made to reduce the classification to a Class 04. Rather, the District should attempt to maintain the Class 05 rating in the future</i>
5	MABAS	<i>The leadership of the Lowell Area Fire Department should be commended for their participation in the MABAS and should encourage all fire/EMS providers to become members of MABAS</i>
5	New Member Orientation	<i>Appendix D contains a sample of a new member information sheet. Again, it will need to be modified to fit the needs of the Department.</i>
5	New Member Orientation	<i>The District should establish a formal swearing-in ceremony for all new members. This should include Authority Board Members</i>
5	Performance Management	<i>Performance evaluations should be provided on an annual basis and in a formal meeting. A focus should be on the desires and needs of the member in order to ensure the organization is meeting them; thus the member understands that not only is he or she beneficial to the organization but that the Department is concerned about his or her individual needs</i>
5	Volunteer vs Employee	<i>When calculating overtime, for LAFD officers must have their base salary plus stipend included in the overtime calculation</i>
5	Volunteer vs Employee	<i>Establish the policy to pay overtime on hours worked rather than hours paid</i>