City of Zeeland
Fire/Rescue Services
Review Committee
Report and Recommendation
October 15, 2018
CITY COUNCIL MEMORANDUM

TO: Mayor Klynstra and City Councilmembers

FROM: Tim Klunder, City Manager on behalf of the Fire/Rescue Services Review Committee

SUBJECT: Fire/Rescue Services Review Committee Report and Recommendation

DATE: October 15, 2018

Introduction and Background

The 2018 City of Zeeland Strategic Action Plan includes an action step to review Fire/Rescue Service Levels. The outcome indicator for the action step is:

During calendar year 2018 evaluate Fire/Rescue service levels by examining such things as:

(a) Appointing a full-time Fire/Rescue Chief in order to pro-actively carry out such things as fire prevention, hazardous material planning, facility pre-plans, and inspections;
(b) Eliminating priority three calls;
(c) Utilizing police to assist with medical response through such things as AED’s in cars, etc.;
(d) Engaging in discussions with other area fire/rescue departments as a means of addressing the challenges and availability/frequency of “paid on call” FF/MFR; and
(e) Evaluating other options that may be identified.

While the City Manager and Fire/Rescue Chief have been actively involved with a Macatawa Area Coordinating Council Service Delivery Committee that is engaging in discussions with area fire/rescue departments on addressing the availability of “paid on call” Firefighters and Medical First Responders (item d above), City Council felt it was best to establish a city committee to evaluate the other items listed in the outcome indicator for this action step.

On May 7, 2018 City Council approved the establishment of the Fire/Rescue Service Delivery Committee to specifically look at item (a), (b), (c), and (e) above. The committee consisted of:

- Mayor Kevin Klynstra
- Interim Fire/Rescue Chief Mitch Harsevoort
- Councilman Rick Van Dorp
- City Manager Tim Klunder
The committee first met on May 30, 2018 and continued to meet throughout the summer. The committee concluded its work for the completion of this report on October 12, 2018. A summary of all of the committee meetings can be found behind Appendix 10 of this report.

This report includes the committee’s evaluation and recommendations for the steps identified in the outcome indicator for the fire/rescue service levels action step within the City’s 2018 Strategic Action Plan. It is important to note that at the commencement of the committee’s work, it was acknowledged that the review of the fire/rescue service levels was unlike the police services evaluation conducted in 2017 in that the committee was not asked, nor did it find it necessary, to evaluate if fire/rescue services should be contracted through another organization. Thus, one will not find any evaluation of that type of service delivery evaluation within this report.

In the following pages of the report the committee details how the committee gathered information around each topic to be evaluated, what we found, and reasons for our recommendations included within the report. As way of an executive summary, within this report one will find that the committee recommends:

(1) That the city equips two (at the onset) police vehicles with AED’s so that the Police Department can further supplement their assistance with medical first response calls.

(2) That the city continues to respond to Priority Three calls.

(3) That the city pursues the recruitment and hiring of a full-time Fire/Rescue Chief.

(4) That staff continues to participate in the MACC’s Service Delivery Team that is engaging with area fire/rescue departments on addressing the challenges associated with availability/frequency of “paid on call” FF/MFR.

As noted above, the committee started work on May 30, 2018 and continued through the summer. At the onset of the meetings, the committee quickly identified that the level of fire/rescue services desired by the city would largely impact staffing levels. An evaluation of such things as the police assisting with medical first response calls, elimination of priority three calls, existing response times and how they compare with industry standards and area departments, desire to provide more proactive services such as adoption of a Fire Code, etc.; would likely impact a decision on the need to retain a full-time Fire/Rescue Chief. In other words, decisions on all of these issues are hard to reach in isolation. Nevertheless, for reporting purposes, in the following pages we will highlight each of the recommendations by topic area purely for report clarity.

**Priority Three Call Evaluation**

Noting the ongoing challenges departments are facing with adequately staffing Fire/Rescue Departments with paid-on-call personnel from an availability (day-time response primarily) and
frequency (ability to respond to numerous calls during the week due to ongoing work, family, etc. commitments) standpoint; one of the ideas suggested for evaluation at the onset of the fire/rescue service levels action step was if the city should continue to respond to priority three calls? The simplified thought around this question was if the city eliminated response to priority three calls, might that help retain/attract paid-on-call responders and/or reduce the number of paid-on-call responders needed within the department?

The committee first needed to grasp what entails a priority three call. In short, a priority three call is a non-urgent condition, which will require medical attention, but not immediate treatment. Examples of a priority three call are lift assist, general sickness, and controlled bleeding. (Please go to Appendix 1 for a description of the priority call status as written by the Ottawa Medical Control Board Authority’s Patient Prioritization Policy.) Additionally, while response times are always of concern, the committee also recognized that when it comes to priority three calls, it is as much about desired service levels as it is about response times.

In evaluating the service level associated with priority three calls, the committee found that in 2017 the city had 134 priority three calls. In total, there were 557 fire/rescue calls in 2017 meaning priority three calls were 31% of the call volume. This is a similar level to the number of priority three calls in the three preceding years. (Please refer to Appendix 1 for fire/rescue call statistics for 2017.) The committee also evaluated what communities are providing service to priority three calls in our surrounding area. Our analysis found that two of our neighboring departments provide the service. Three departments do not provide priority three response calls, but they do provide lift assists. Finally, one department provides neither priority three call response nor lift assists. (Please refer to Appendix 1 for a chart of priority three responses by department.) As one can see, a decision to respond to priority three calls is truly a service level question each community must make.

Understanding that response to priority three calls is a service level question as much as anything, the committee estimated what it costs to service the priority three calls from a personnel level standpoint (not including equipment). Based on a 134 priority three calls, the committee determined that we have estimated annual personnel costs of nearly $14,000. (Please refer to Appendix 1 for this calculation.) Based on the city’s current Fire/Rescue budget of $760,444, this equates to about 1.8% of the department’s budget.

In evaluating the information around priority three calls, from a budget perspective the committee feels the service level benefit received by the community from our response to priority three calls outweighs the estimated annual costs of $14,000 to provide the service. Additionally, it is important to note that while the priority three calls are approximately 30% of all the fire/rescue calls on an annual basis, the typical number of responders to a priority three call is four within the City of Zeeland. Thus, this somewhat minimizes the availability question that was associated with the idea of eliminating response to priority three calls. Finally, it is acknowledged that the city has a significant population base that benefits from our priority three response,
particularly lift assists, and this would be a missed service if the city were to eliminate it. Based on the committee’s evaluation of the above, the committee recommends that the city continue to provide response to priority three calls.

**Police Assisting with Medical First Response Calls**

The committee’s analysis of this particular item of our fire/rescue service level discussion quickly acknowledged that there is a wide range of assistance that can be provided by the police in this area. Assistance from police officers with medical first response can range anywhere from the assistance our police officers currently provide (our police officers receive a tone from central dispatch when a medical call comes in and they respond if available) to service levels similar to the City of Walker where the police officers are the medical first responders in that community.

Based on the committee’s understanding of the task outlined in the outcome indicator for this action step, “evaluate how the police officers could assist with medical first response”, we did not fully analyze a service model where the police officers would be the primary medical first responders. However, we did ask Chief Jungel to perform some consultation with the City of Walker around their experience (police officers are the medical first responders in Walker) so that we had some basic understanding of what a service method in that form entails.

To be clear, both Interim Fire/Rescue Chief Harsevoort and Police Chief Jungel feel that our current medical first response system works quite well. This can be supported by some preliminary information gathered by the MACC Service Delivery Committee that is discussing how to address the ongoing challenges with attracting/retaining paid on call FF/MFR in the area. In those preliminary findings of 2017 data, we found that surrounding departments were averaging 6.48 minutes in medical response times. Our average was 6.39 minutes with an average day time response of 5.43 minutes and evening/weekend response average of 7.35 minutes. (Please refer to Appendix 2 for statistics.) However, feeling that there is always room for improvement, one area the committee feels that the police can further assist with medical responses is through the placement of automatic external defibrillators (AEDs) in two police cruisers – on-duty vehicles.

The cost of an AED is around $2,000 - $2,500. In 2017, records indicate that Zeeland Fire/Rescue responded to 10 priority one calls where an AED was put in use. From the committee’s perspective, the outfitting of two of our police vehicles with AEDs would be a good community investment. Beyond this recommendation, the committee had no further recommendations on how the police officers can further assist with medical first responses. As noted above, our police officers are currently “toned out” on medical calls within the city and they do respond to the calls when available.

To move beyond this level of police assistance, we could examine if the police could serve as the primary medical first responders as they do in the City of Walker. Based on Chief Jungel’s research, in their case the police officers are all trained to the level of medical first responder
(MFR) and each police vehicle is equipped with medical equipment. As was noted at the beginning, the committee did not feel the committee’s directive was to evaluate the police serving as our medical first responders, but rather to examine ways they could further assist with medical first responses. Thus, if this is something the City Council as a whole would like to further examine, more work will have to be done on this model and it is recommended that a third-party consultant be engaged to further evaluate the costs/benefits of changing to this type of service delivery model as the initial costs to convert would be significant. Again, the committee’s recommendation is that we stay with our current medical response service delivery model with the exception of equipping two police vehicles with AEDs.

**Full-Time Fire/Rescue Chief Position**

In many respects, a discussion on if the Fire/Rescue Chief should become a full-time position precipitated the inclusion of the larger Fire/Rescue Service Delivery action step within the 2018 Strategic Action Plan. City Council might recall that during the initial meeting of the Council Goal Setting Session for 2018, then Fire/Rescue Chief Bonstell presented a report entitled “Zeeland Fire/Rescue Service Delivery 2018-2019”. In that report, please refer to Appendix 3, the department presented a number of staffing options for consideration by the city. Within the introduction of the report, the basis for needing to have a discussion around desired fire/rescue service levels was outlined and those words helped provide clarity on why we were tasked with evaluating whether our Fire/Rescue Chief position should become full-time. In part, the report stated:

“the service level provided by City Council directly impacts Zeeland Fire/Rescue’s model of either being a reactive department that responds only when an emergency event occurs, or a proactive model that works to keep emergency events from occurring. Planning for the future can never begin too soon. With that said the availability and frequency for “Paid on Call” Firefighter/MFR’s will continue to be a challenge. We are extremely fortunate to have dedicated and consistent responders that fill these roles today, but this is not sustainable for long term planning.”

In evaluating if the Fire/Rescue Chief should become full-time or not the committee analyzed a number of things such as the pros/cons of the position being full-time, budget implications, what other communities have full-time chief positions, and other potential options of meeting the demands of the position without reverting to a full-time position.

While the committee certainly considered response times and the ongoing challenges communities are facing with the availability/frequency of paid-on-call personnel, especially during the day time, our focus centered more on the potential benefits of a full-time chief from an administrative standpoint in order to create more of a pro-active model of service delivery. From a response perspective, we have already highlighted that the city’s response times are favorable when compared with averages in the area. More specifically, our day time response is extremely good from both a time perspective and the number of responders. (Our large employment base
in the city has helped with this as many of our area employers have continued to support the ability for paid-on-call personnel to respond to emergency calls.) This is not to say that this won’t become more of a challenge in the future.

While there certainly are benefits to having a full-time position available to respond to calls during the weekday, even more concerning is the fact that the administrative demands of the position are not lessoning, especially if the city desires to provide a more proactive model of service delivery for the Fire/Rescue Department. Items that will be key considerations on if the city wants to pursue a more proactive service delivery model will be the adoption of a Fire Code, active fire inspections, pre-planning, emergency preparedness, fire prevention publicity, hazardous materials plans, and the ability to actively support the other thirty-two paid-on-call personnel within the department.

Back in August of this year, the committee shared with City Council some of the implications involved with the idea of adopting a Fire Code. (Please refer to Appendix 8.) As part of the committee’s evaluation, we analyzed area departments that have adopted a Fire Code and which departments have a full-time chief on staff. (Please refer to Appendix 7.) Again, we want to be clear that the adoption of a Fire Code (if desired) does not necessitate the need for a full-time chief. Vice-versa, a decision to not go with a Fire Code does not negate the need for a full-time chief. However, as we noted at the beginning of the report, all of the decisions and recommendations within this report are intermingled to a degree and thus, we feel discussions around the need for a full-time chief must consider how other service level decisions impact this evaluation.

As the committee analyzed going to a full-time chief we developed a list of potential benefits associated with a full-time position. As one can see from the list developed by the committee, please refer to Appendix 4, many of the benefits are associated with the idea of moving from a reactive service delivery model, to more of a proactive service delivery model. Additionally, from a personnel standpoint, a full-time chief would assist with day time response levels and more availability to support department staff. Obviously, with a move to a full-time chief, there comes increased costs. Furthermore, from a management perspective the city has consistently held that when a commitment is made to make a position full-time, it is made for the foreseeable future and not a year-by-year decision. Therefore, the decision should not be taken lightly. For a sample job description of a full-time chief position, please refer to Appendix 5.

From a budget perspective, the committee asked Assistant City Manager/Finance Director Kevin Plockmeyer to develop some projections, based on the FY 18/19 budget, to retain a full-time chief. A summary of those projections is noted below and a more detailed analysis can be found in Appendix 6.
As one can see, we estimate that at a minimum, moving the Fire/Rescue Chief’s position to full-time would be an additional $40,594 annually. On the higher end, we estimate the additional costs at $81,851 annually. This is based on the position being a Grade 9 position in our classification system with a salary range of $69,798 - $90,737. This range is recommended based on salary comparisons we gathered from similar communities in the state. For purposes of our projection we put the position at the mid-point of the range which is $80,268. For more salary related information please refer to Appendix 6.

One option that is not shown in the estimates is a projection we made based on the actual experience we have had with filling the part-time day shift position. While we budget 2,340 annual hours for the position, in actuality we have been able to fill it closer to 936 hours annually. If that held, the part-time day position would have approximately $21,000 less costs than budgeted, and the annual Fire/Rescue budget would be closer to $821,000, or $61,000 more than the existing budget.

One other option that we evaluated was if we could look to utilize the services of another department to perform some of the administrative tasks such as inspections, pre-plans, and code administration; so that we would not have to move to a full-time chief position if we wanted to put those proactive measures in place. In talking with the City of Holland, they do have full-time staff capable of performing those administrative functions, but they do not currently have the personnel capacity to bring on this additional work.

While the committee certainly understands the cost implications with moving to a full-time Fire/Rescue Chief, we feel the benefits of moving to a full-time chief outweigh the cost and we recommend that City Council immediately proceed with recruiting and hiring a full-time Fire/Rescue Chief. The key components of our recommendation include:

- Ability to move to a pro-active service delivery model in the Fire/Rescue Department with the establishment of a full-time chief’s position. This will include such things as pre-plans, consideration of adopting a Fire Code, emergency preparedness, hazardous material plans, fire inspections, and fire prevention.
• Availability of an individual, Monday – Friday, to respond to emergency calls when they are not occupied in administrative functions. This will be a working chief position.

• Availability to support the other thirty-two members of the department.

Again, while daytime availability for emergency calls is important and a benefit to the community, we feel the availability of a full-time chief to support the administrative functions associated with the position are even more important to the recommendation to move to a full-time chief. On that note, during our research we met with Spring Lake Fire Chief, Brian Sipe, about his experience of becoming the full-time chief in Spring Lake Township. One of the things he noted during our meeting was that at the onset of their position becoming full-time, they projected that the position responsibilities would be 25% administrative, 25% incident response and 50% Fire Marshal (inspections) duties. Six years into the job, he has found that his time is closer to 54% administrative, 12% incident response, and 34% Fire Marshal duties. We share this information to simply bring clarity on what the likely expectations of the position’s job functions will be.

Finally, the committee certainly understands that the charge of the committee was to bring forth recommendations that we feel are in the best interest of the city. A part of that process is considering the implications to parties that are impacted by these decisions. While that does not mean those are the only opinions that matter, or that we will always be able to meet those desired outcomes in the decision-making process, consideration of those desires is important. To that end, the committee would note that the recommendations in this report closely align with the feelings of the Fire/Rescue Department as highlighted in their “FY 2018 Zeeland Fire Rescue Strategic Planning Survey Results”. Please refer to Appendix 9 for those survey results.

Conclusion

On behalf of the Fire/Rescue Services Review Committee we would like to thank City Council for entrusting us with the tasks of completing this 2018 Strategic Action Plan goal. We look forward to reviewing this report with the Zeeland City Council at your October 15, 2018 City Council work/study session and we request that the recommendations within this report be considered at the November 5, 2018 City Council meeting.

Respectfully submitted on behalf of the Fire/Rescue Services Review Committee.

Timothy R. Klunder, City Manager
APPENDIX 1
Purpose: To provide guidelines for prioritization of the patient's clinical status.

M B S P

I. Priority Status
   A. Priority 1
      1. Critically ill or injured patient (immediately life-threatening illness or injury) who needs immediate attention beyond standing orders.
      2. Examples might include:
         a. Head injury with GCS ≤ 10
         b. Penetrating trauma to head, neck, chest or abdomen
         c. Significant blunt trauma with any one of the following:
            1) Respiratory distress
            2) Inadequate perfusion
            3) Unresponsive Patient
            4) Any one of the following:
               a) Tender distended abdomen
               b) Pelvic instability
               c) Bilateral femur fractures
         d. Unrelieved chest pain with associated signs and symptoms that are cardiac in nature (Clinical S/S consistent with AMI)
         e. Cardiac arrest or post cardiac arrest
         f. Any patient intubated, needing intubation or with assisted ventilation
         g. Status epilepticus
         h. Hypotensive for age and clinical signs of shock
         i. Unstable vital signs
         j. New onset of stroke-like symptoms (within 2 hours of onset.)
   B. Priority 2
      1. Less serious condition, not currently life threatening illness or injury, but potentially life threatening if needless delay in care.
      2. Examples might include:
         a. GCS 11-14
         b. Postictal
         c. Altered level of consciousness, responding to verbal or painful stimuli
         d. Minimal alterations in vital signs
         e. ALS Standing Orders are indicated.
         f. Significant mechanism of injury in patient with stable vital signs
         g. Amputation with controlled hemorrhage and stable vital signs
         h. Patient requiring continuous cardiac monitoring
   C. Priority 3
      1. Non-urgent condition, which will require medical attention, but not immediate treatment
      2. Examples might include:
         a. GCS 15
         b. Stable vital signs
   D. Dead on Scene
      1. Refer to Dead on Scene Policy

3/25/98
10/04, 10/1/2010
## 2017 RUN STATISTICS

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<th>2015</th>
<th>2014</th>
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Here are the neighboring departments to the City of Zeeland and their responses to their department running Priority 3 Medicals and Lift Assists:

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<th>Priority 3 Medicals</th>
<th>Lift Assists</th>
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<td>Zeeland Fire Rescue</td>
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<td>Zeeland Twp.</td>
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6/13/18
Tim,

Based on last quarter’s information, the average Priority 3 call take 4.04 man-hours to complete, and the Zeeland Fire/Rescue officers are compensated at a rate of $24.02 per hour. Based on this information the estimated annual costs for the Priority 3 Medical calls is as follows:

\[(134 \text{ Calls}) \times (4.04 \text{ Man Hours per Call}) \times ($24.02 \text{ per hour}) \times (1.0765 \text{ to account for taxes}) = $13,998.23\]

Hopefully this is the information that you are looking for. If you have any questions, please let me know.

Thanks
Kevin

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Kevin Plockmeyer
To: Tim Klunder
Subject: Cost Estimate for Priority 3 Fire/Rescue Calls
Date: Wednesday, June 6, 2018 4:41:17 PM

Tim,

We are trying to obtain an estimate of the annual costs to run Priority 3 calls for the Fire/Rescue Department. In 2017 we had 134 Priority 3 Calls. At a minimum, we have 4 responders to Priority 3 Calls. Will you please work up an estimate of this annual cost. The committee will meet again on Wednesday, June 13 @ 7 a.m.

Thanks, Tim

Timothy R. Klunder, City Manager
City of Zeeland
21 S. Elm Street
Zeeland, MI
PH: 616-772-6400
### Summary of 2017 Fire and EMS Calls in the MACC Area

<table>
<thead>
<tr>
<th>Area Average</th>
<th>Day</th>
<th>Night</th>
<th>Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fire</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Avg. Calls</td>
<td>25.2</td>
<td>34</td>
<td>29.6</td>
</tr>
<tr>
<td>Avg. Response Time</td>
<td>7.49</td>
<td>7.1</td>
<td>7.28</td>
</tr>
<tr>
<td>Avg. Responders</td>
<td>10.89</td>
<td>9.4</td>
<td>10.14</td>
</tr>
<tr>
<td><strong>EMS</strong></td>
<td></td>
<td></td>
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<tr>
<td>Avg. Calls</td>
<td>278.4</td>
<td>375.4</td>
<td>326.9</td>
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<tr>
<td>Avg. Response Time</td>
<td>6.12</td>
<td>5.43</td>
<td>7.35</td>
</tr>
<tr>
<td>Avg. Responders</td>
<td>6.0</td>
<td>5.7</td>
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</tr>
<tr>
<td><strong>Fire and EMS</strong></td>
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<tr>
<td>Avg. Calls</td>
<td>151.8</td>
<td>204.7</td>
<td>178.25</td>
</tr>
<tr>
<td>Avg. Response Time</td>
<td>6.81</td>
<td>6.95</td>
<td>6.88</td>
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<tr>
<td>Avg. Responders</td>
<td>8.45</td>
<td>7.51</td>
<td>7.98</td>
</tr>
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</table>

### Highlights

- Calls for fire/rescue services during daytime hours had the longest response time and required the highest number of responders.
- EMS calls were highest during evenings/weekends and also had slightly longer response times during evenings/weekends, on average.
- On average there were 25% more calls for Fire and EMS during the evenings/weekends than during the daytime hours. While the average response time was slightly longer during the evenings/weekends, there were fewer responders (one less person on average during this time period).

### Questions for further discussion

- How to fill gaps that currently exist?
- How to address M-F daytime staffing challenge?
- What are factors contributing to daytime staffing challenges and longer response times?
Zeeland Fire Rescue
Service Delivery 2018-2019
Current Mission, Values, and Vision

The Mission of Zeeland Fire Rescue is to protect the citizens and visitors of the City of Zeeland against loss of life and property by:

- Conducting fire prevention and awareness programs through public education
- Management of hazardous materials incidents
- Providing for the suppression of fire
- Providing for the medical health and rescue of human life
- Thorough investigation of fires
- Protecting the environment during natural and manmade disasters
- Providing for the ongoing training of firefighters and medical first responders to meet today’s needs, and prepare for the future

Introduction

Thank you for taking the time to read through the 2018-2019 Zeeland Fire Rescue Service Delivery Proposal. Our goal is to provide Zeeland City Council with important information to assist in making an informed decision about the future capabilities of Zeeland Fire Rescue. We will execute the vision of our community leaders based on the level of service provided.

Our proposal will focus on the outcomes associated with different levels of funding, and how they impact the quality of life in the City of Zeeland. Each community funding model is different based on the level of risk that is acceptable. Emergency service organizations are risk based community departments that are unique to the amount of funding they receive.

The 2017-2018 City of Zeeland City Mission was outlined by the following criteria;

- Strong Neighborhoods
- Strength in Diversity
- Excellent City Services

We believe the discussion around service levels associated with Zeeland Fire Rescue fall within each of these items in the community vision. The City of Zeeland is rather unique in its relatively low population, coupled with our large industrial base that makes for an interesting risk assessment and protection strategy.
A major part of the risk reduction strategy is formed around the process of planning for future events. With that said, the service level provided by City Council directly impacts Zeeland Fire Rescue’s model of either being a reactive department that responds only when an emergency event occurs, or a proactive model that works to keep emergency events from occurring.

Planning for the future can never begin too soon. With that said the availability and frequency for “Paid on Call” Firefighter/ MFR’s will continue to be a challenge. We are extremely fortunate to have dedicated and consistent responders that fill these roles today, but this is not sustainable for long term planning.

Over the last (2) years Zeeland Fire Rescue has lost 206 years of service to the City of Zeeland, with another 100 years possible over the next year or two. Employment, multiple jobs, working spouses, and cultural changes have made filling these daytime positions even more challenging.

The City of Zeeland continues to grow its industrial base making it 4th in Ottawa County for sites that contain “Extremely Hazardous Substances” and require an “Off-Site Emergency Response Plan”. The City of Zeeland is 8th out of 23 response jurisdictions in Ottawa County for call volume as well. The needs and pressures placed on Zeeland Fire Rescue will continue to grow with time. 2017 was another record year with 598 responses from Zeeland Fire Rescue.

We envision Zeeland Fire Rescue as providing an all- hazard based emergency response to the City of Zeeland, Michigan that matches the level of service funding provided by Zeeland City Council. We will execute the direction that you set for our organization.

Respectfully Submitted,

Nicholas Bonstell

Nicholas K. Bonstell
Director of Fire Rescue/ Fire Chief
Organizational Requirements and Mandates

In order to make an informed decision it is important to know and understand the requirements and mandates placed on Zeeland Fire Rescue as an organization. Many of these requirements fall under the State of Michigan or Federal laws.

- Michigan Emergency Medical Service Reporting
- National Fire Incident Reporting Systems
- MIOSHA Part 74 Requirements (Training and Maintenance)
- Annual Respiratory Reporting and Testing
- Annual SCBA Flow Testing and Fit Testing
- Insurance Service Office Reporting
- Firefighter Right to Know Training
- Personnel Management and Reports
- Risk Management Reporting
- Vehicle Inspections and Documentation
- Training Documentation
- Plan Reviews and other Building/ Fire Code Processes
- City Reports (Budgeting, Strategic Goals, Council Items, Monthly Reports, Annual Reports)

2017 Response Data (Ottawa County Central Dispatch)

The information below is meant to show the ranking of response agencies by call volume and the level of staffing associated with each organization. *(FT= Full Time, PT=Part Time, POC= Paid on Call).*

1. Holland City (Career Department, PSO)
2. Grand Haven City (Career Department, PSO)
3. Allendale Township (FT Fire Chief, Career Firefighter/ EMT’s)
4. Grand Haven Township (FT Fire Chief, FT Fire Marshal, FT Firefighter/ EMT’s)
5. Spring Lake Township (FT Fire Chief, Part Time Shift Position)
6. Holland Township (PT Fire Chief, POC Firefighters)
7. Georgetown Township (FT Fire Chief, FT Inspector, FT Staff, and POC Firefighters)
8. Zeeland Fire Rescue (PT Fire Chief, Part Time Shift Position, and POC Firefighters)
2014 Insurance Service Office Report

The City of Zeeland has a great Insurance Service Office Rating of 4. One of the only recommendations in the ISO report was to “Adopt a Fire Code and conduct annual site visits” (ISO, 2014). Below are some areas to consider for improvement.

- Pre-Fire Planning
  (Received only 4.8 out of 12 Points)

- On-Duty Firefighter/ MFR Credit is worth 1 for every 3 Paid on Call Firefighters
  (Received only 3.33 out of 15 Points)

2017 Emergency Management Data (Ottawa County Emergency Management)

The information in this section includes the amount of sites in jurisdiction that contain “Extremely Hazardous Substances”. These sites are required to have an “Off-Site Emergency Response Plan” for if the substance is released from their facility into the public. The City of Zeeland has 10% of all sites in Ottawa County. This is a large figure when you consider how small of a land area we make up in the county.

1. Holland Township
2. City of Holland
3. City of Grand Haven
4. City of Zeeland
Current Organizational Outcomes (No Change in Service Level)
2018-2019 Budget Level
$674,388

The current level of service funded for Zeeland Fire Rescue is for a primarily Paid on Call department with a unique Part Time Shift position. Below are the current outcomes from Zeeland Fire Rescue.

- Administrative (Personnel Management on a Part Time Basis with no Routine Hours, Accounting and Budgeting, Coordination of Testing, EMS and NFIRS Reporting, Monthly and Annual Department Reports, Plan Reviews)
- Fire Suppression (Paid on Call, Part Time Shift (30%) fill rate)
- Emergency Medical Service (Paid on Call, Part Time Shift (30%) fill rate)
- Special Response (Ice Rescue, Vehicle Extrication, Rope Rescue, Aero Med, etc.)
- Training (2 Trainings per Month at Night)
- Fire Prevention (Community Events, School Visits during Fire Prevention Month)
- Emergency Preparedness (Time does not currently allow for City of Zeeland Planning)
- Maintenance (Limited in-house maintenance mainly on Part Time Shift Position, Annual Testing)
Organizational Outcomes (FTE Firefighter/MFR)  
2018-2019 Budget Level  
$709,723

The proposed Zeeland Fire Rescue budget would include additional funding for the transitioning of Full-Time staffing for the position of Firefighter/MFR. This position would ensure that a responder is on duty during our peak times Monday through Friday. Today’s requirements of Fire Suppression, Medical Emergencies, Hazardous Materials, Auto Accidents, Building Plan Reviews, Pre-Planning, Fire Prevention, Community Events, and Emergency Preparedness require the consideration of transitioning positions from “Part Time” to “Full Time”.

Proposed 2018-2019 Impact (Part-Time Position Update)

This proposal would eliminate the funding of the Part Time Shift position and transition the costs to the Full Time Firefighter position within Zeeland Fire Rescue.

Below are the outcomes from Zeeland Fire Rescue at this funding level.

- Administrative (Personnel Management on a Part Time Basis, Routine Accounting and Budgeting, Coordination of Testing, EMS and NFIRS Reporting, Monthly and Annual Department Reports, Plan Reviews)
- Fire Suppression (Paid on Call, Full Time Shift (100%) fill rate)
- Emergency Medical Service (Paid on Call, Full Time Shift (100%) fill rate)
- Special Response (Ice Rescue, Vehicle Extrication, Rope Rescue, Aero Med, etc.)
- Training (2 Trainings per Month at Night, Daytime Training Session)
- Fire Prevention (Community Events, School Visits during Fire Prevention Month, Station Tours, Fire Pre-Planning Walk-Throughs)
- Emergency Preparedness (Time does not currently allow for City of Zeeland Planning)
- Maintenance (Robust in-house maintenance mainly on Full Time Shift Position, Annual Testing)
The proposed Zeeland Fire Rescue budget includes additional funding for the transitioning of Full-Time staffing through the Fire Chief position. This budget proposal would provide consistency and availability of the Fire Chief to properly manage the 33 dedicated first responders of Zeeland Fire Rescue. Today’s requirements of Fire Suppression, Medical Emergencies, Hazardous Materials, Auto Accidents, Building Plan Reviews, Pre-Planning, Fire Prevention, Community Events, and Emergency Preparedness require the consideration of transitioning positions from “Part Time” to “Full Time”.

This level of funding would include a “working” Fire Chief position who would also be responsible for responding to all calls on duty during the week.

This position would include the elimination of the Part-Time Shift Funding. Below are the outcomes from Zeeland Fire Rescue at this funding level.

- **Administrative** (Personnel Management on Full Time Basis, Routine Accounting and Budgeting, Coordination of Testing, EMS and NFIRS Reporting, Monthly and Annual Department Reports, Plan Reviews, Mutual Aid Agreements, Long Term Planning, Risk Management Participation, LEPC Participation, Ottawa County Meeting Attendance, Consistent Office Staffing)
- **Fire Suppression** (Paid on Call, Full Time Fire Chief)
- **Emergency Medical Service** (Paid on Call, Full Time Fire Chief)
- **Special Response** (Ice Rescue, Vehicle Extrication, Rope Rescue, Aero Med, etc.)
- **Training** (2 Trainings per Month at Night, Daytime Training Session)
- **Fire Prevention** (Community Events, School Visits during Fire Prevention Month, Station Tours, Fire Pre-Planning Walk-Throughs, Pre-Planning)
- **Emergency Preparedness** (Community Risk Reduction Program, Fire Code Adoption, City of Zeeland Master Emergency Management Planning and Exercise)
- **Maintenance** (Limited in-house maintenance, Annual Testing)
Organizational Outcomes (FTE Fire Chief and Part Time Shift)
2018-2019 Budget Level
$728,855

The proposed Zeeland Fire Rescue budget includes additional funding for the transitioning of Full-Time staffing for the Fire Chiefs position, as well as maintaining the Part Time Shift within the budget. This budget proposal would ensure that (2) responders are on-duty at most times throughout the week, and would lead to a more structured and predictable response. This would also be the most beneficial for the administration of Zeeland Fire Rescue, and ensuring that personnel are around to meet the daily needs of the department. Today’s requirements of Fire Suppression, Medical Emergencies, Hazardous Materials, Auto Accidents, Building Plan Reviews, Pre-Planning, Fire Prevention, Community Events, and Emergency Preparedness require the consideration of transitioning positions from “Part Time” to “Full Time”.

Proposed 2018-2019 Impact (Part-Time Position Update)

Zeeland Fire Rescue’s 2017-2018 Fiscal Budget included the funding and deployment of (1) part-time (rotational) shift position. The shift was placed in areas of need, with mostly day-time, weekday response on a monthly basis. It is filled with current Zeeland Fire Rescue personnel assigned on a monthly basis based on availability. Zeeland Fire Rescue has witnessed large benefits from this position, when we are able to fill it. It has decreased our initial response time to calls for service, as well as increased our capabilities for maintenance of equipment, community outreach, fire prevention, general cleaning of equipment and stations, and other duties as directed.

This level of funding would include a “working” Fire Chief position who would also be responsible for responding to all calls on duty during the week.

Below are the outcomes from Zeeland Fire Rescue at this funding level.

- Administrative (Personnel Management on Full Time Basis, Routine Accounting and Budgeting, Coordination of Testing, EMS and NFIRS Reporting, Monthly and Annual Department Reports, Plan Reviews, Mutual Aid Agreements, Long Term Planning, Risk Management Participation, LEPC Participation, Ottawa County Meeting Attendance, Consistent Office Staffing)

- Fire Suppression (Full Time Fire Chief, Part Time Shift, Instant Daytime Response)

- Emergency Medical Service (Full Time Fire Chief, Part Time Shift, Instant Daytime Response)

- Special Response (Ice Rescue, Vehicle Extrication, Rope Rescue, Aero Med, etc.)
• Training (2 Trainings per Month at Night, Daytime Training Sessions, Community CPR program deployment)

• Fire Prevention (Community Events, School Visits during Fire Prevention Month, Station Tours, Fire Pre-Planning Walk-Throughs, Pre-Planning, School Fire Drills, Career Days, etc.)

• Emergency Preparedness (Community Risk Reduction Program, Fire Code Adoption, City of Zeeland Master Emergency Management Planning and Exercise)

• Maintenance (Robust in-house maintenance, Annual Testing)

**Conclusion**

Zeeland Fire Rescue is working hard to align our long term strategic goals with our annual budget. We believe our funding should match our mission to the community and continue our goal to provide the highest quality of service for the level of funding we receive.
Benefits of a Full Time Chief (versus Part Time)

Here is a list of possible advantages of hiring a full time chief versus having a part-time chief for Zeeland Fire Rescue.

- A “Full Time” Fire Chief would be just that – a full time chief. He/she would have no other distractions.
- In today’s world, customer service is a full time job for the fire service. The Chief would be able to devote their full energies and involvement to the job.
- The Chief would have availability, physical presence and be a visible role model for the department.
- The Chief would have a higher level of accountability and collaboration with other City Staff and with City Council.
- A full time Fire Chief would increase the level of professionalism to the organization. This would allow more time to provide knowledgeable guidance, and oversee the substantial assets in a more businesslike manner.
- Time can finally be devoted to recruitment and retention of paid on call staff.
- The Chief will be available for the majority of business during daytime hours, which is when the City of Zeeland is the busiest, and part time Fire Chiefs are not available.
- Allows for time to research possible alternative funding sources for equipment and staffing.
- Allows for the time to focus on actually running the department instead of being in crisis mode. Focus on the development of standard operating procedures, creating strategic goals, and participating in community programs.
- Fire ground command is handled the same day and night. Consistency to the operational aspects.
- The ability to have time to increase the communication between the leadership and membership of the department.
- Steady working Fire Chief allows for consistent leadership while also providing an increased level of service in regards to response.
- The working Chief will be a visible presence in the community. Participation is community events is a vital role of the Fire Chief.
- The Fire Chief would be a leader within regional issues by having time to actively participate with the Ottawa County Fire Chiefs Association. This would place Zeeland as a leader in Ottawa County and could assist in setting the direction for the area.
- The Fire Chief will need to be able to build the community risk reduction program from the ground up. There is currently NO inspection program for hazards in the City of Zeeland. The City of Zeeland has the 3rd largest amount of SARA Title III sites in Ottawa.
County and many sites produce a life safety hazard to the public and response plans need to be created and exercised.

- The Fire Chief could assist with the rental occupancy inspections program. In many cities, this falls within the Fire Chiefs duties.
- The Fire Chief would need to be able to create a pre-fire planning program that is easily accessed on incidents.
- The Fire Chief would be available for apparatus maintenance and would be available to schedule repairs on daily duty hours.
- The Fire Chief would have the time to deal with the most important aspect of the fire department, the physical assets (the people). The Fire Chief could increase the retention of good paid on call employees. Currently, no time exists to deal with many personnel issues.
- By having a “Working Chief”, the service delivery model would increase the availability of daytime response and provide a higher level of service by using a consistent staffing model, instead of just hoping enough responders show up on a call.
- Some Priority 3 calls could be run with a limited crew of individuals such as the Full Time Fire Chief and the Duty Person. This would assist in decreasing the cost of having the full department respond when only two or three individuals are needed.
APPENDIX 5
SPRING LAKE TOWNSHIP
JOB DESCRIPTION

FIRE CHIEF

Supervised By: Township Manager.

Supervises: Administrative Assistant to Fire Department, All Firefighters and Fire
Department Officers.

Position Summary:
Under the supervision of the Township Manager, plans, organizes, directs, and administers all
operations of the fire department including fire suppression, fire investigations, fire prevention,
and emergency medical and rescue services. Manages the department’s personnel, supplies,
equipment, and structures.

Essential Job Functions and Job Allocation:
An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of
the duties which the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each
essential function satisfactorily.

Fire Marshal – 50% Allocation
1. Oversees the administration of the fire department’s fire prevention program including
fire and life safety inspections, local code enforcement, as well as enforcement of federal
and state laws, and conducting community education programs.
2. Investigates fires to determine cause and origin.
3. Shall oversee and prepare pre-fire incident surveys for all non-residential properties.
4. Enforce all applicable Fire Prevention laws, regulations, codes and ordinances related to
the protection of life and property.
5. Make regular and periodic inspections of churches, industrial sites, apartment buildings,
commercial buildings, and places of public assembly to detect and other properties as
designated in the inspection program, and correct possible fire hazards.
6. Follow-up on violations to achieve compliance.
7. Prepare and maintain correspondence, records and reports relating to Fire Prevention
inspections.
8. Shall oversee the delivery of and participate in public education programs.
9. Attend certification classes and seminars outside the immediate area as required.

Administration – 25% Allocation
1. Develops and coordinates plans for efficient and effective fire prevention, fire
suppression and lifesaving services in the Township, and makes recommendations to the
Township Board relative to meeting the department’s long term needs for improving and
maintaining effective operations.
2. Develops and recommends to the Township Board and enforces department policies and
procedures necessary for orderly department operations.
3. Ensures that the department is adequately staffed at all times, including scheduling
officers and duty crews for minimum department personnel responses to emergencies.
4. Annually recommends a proposed department budget to the Manager. Monitors expenditures for conforming to appropriations and purchasing regulations established by the Township Board.

5. Supervise the maintenance, repair, and replacement of all equipment and ensure that all equipment and buildings are properly maintained and in good working order.

6. Prepares monthly and yearly reports for presentation to the Board on department activities.

7. Responsible for all fire department operations and activities, and ensure that all personnel are trained and qualified for the duties they are expected to perform.

8. Maintain communication among Township Manager, other Department Heads, area fire chiefs, and subordinates.

9. Establishment of goals, objectives, and priorities for the continued operation of the department.

10. Delegate authority and responsibility for the achievement of the department's goals, objectives, and priorities.

11. Enforce rules, regulations, codes, and ordinances adopted by the Township Board.

12. Required to attend seminars and training programs oriented to the duties of a Chief, as well as, pertinent Board meetings outside of office hours.

13. Administer tests, conduct interviews, and determine eligible candidates for appointment to and promotions within the department.


15. Determine, recommend, and purchase the equipment necessary to execute the functions of the department.

16. Assist in formulation of departmental policies and procedures.

17. Assist in review, hiring, discipline, and termination of employees.

18. To serve as the Township Emergency Management Director.

19. To serve as the Township liaison to law enforcement.

20. Perform related work as assigned.

21. Performs other duties as assigned by the Manager.

Incident Response - 25% Allocation
1. Responds to emergency calls as necessary and may assume command and direct activities of firefighters in rescue or fire suppression.

2. Preparation of written reports of fires, medical emergencies, and inspections.

3. Must provide the necessary services during natural or manmade disasters.

4. Provide the necessary emergency medical service to reduce the effects of injury or sudden illness.

EDUCATION, EXPERIENCE AND TRAINING:
1. Completion of a four (4) year college degree, preferably in Public Administration, Fire Science or related field.

2. Minimum of ten (10) years of extensive experience in fire fighting work of a progressively responsible nature.

3. Five years experience as a Fire Officer.

4. Must complete a minimum of twenty (20) hours of training per year.

5. Certification as Firefighter I and II and Fire Officer III, in accordance with the standards established by the Michigan Firefighters Training Council.
6. Minimum of Emergency Medical Technician licensure in accordance with standards established by the Michigan Department of Community Health.

KNOWLEDGE, SKILLS AND ABILITIES:
1. Thorough knowledge of modern fire fighting methods and techniques and ability to apply this knowledge to various fire control and fire prevention problems.
2. Thorough knowledge of the use and operation of a wide variety of fire fighting equipment and apparatus.
3. Ability to plan, assign, and coordinate the work of a group of employees engaged in fire prevention and fire control activities.
4. Considerable knowledge of municipal fire administration.
5. Ability to maintain discipline, to lead and command effectively, and direct firefighters and equipment under emergency conditions.
6. Ability to supervise subordinates, maintain discipline, direct training, and cooperate with other officers and employees.
7. Ability to communicate verbally and in writing to superiors and the public in the form of presentations, reports, and training.

PHYSICAL AND MENTAL DEMANDS:
1. Must be able to physically gain access to single and multi-story buildings which may have no accommodations for the handicapped, and which may be in partial or total disrepair.
2. Must be able to gain access to structures located on dunes and eroding bluffs.
3. Hearing, seeing, speaking.
4. Walking, bending, stooping, kneeling, crouching and/or crawling.
5. Climbing/balancing, (i.e. ladders, stairs, and rough terrain).
6. Able to endure heights and confined spaces.
7. Able to endure extreme temperatures, heavy smoke conditions, chemical, physical, and mechanical hazards.
8. Must have ability to safely remove persons from burning buildings.
9. Can expect to be called at any time regardless of time or weather conditions.
10. Must have ability to lift heavy equipment and objects, either alone or with the assistance of others.
11. Reading, writing, communications.
12. Having contact with persons experiencing adverse trauma.
13. Interpret readings from gages under adverse conditions.
14. Having contact with residents and businesses regarding fire hazard violations.
15. Ability to make decisions in emergency and pressure situations.
16. Communicating verbally and in writing to superior officers.
17. Ability to comprehend and complete tasks based on verbal and written directives.
18. Ability to work under pressure situations.
## Fire/Rescue Department Staffing Considerations

### Fire/Rescue Department Staffing Considerations (Based on FY18-19 Budget)

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<td>Part-Time Firefighter Wages (2,340 Hours @ $15.38)</td>
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<td>Inspector (3 Each) Total Wages</td>
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<td>Secretary (1 Each) Wages</td>
<td>$795.00</td>
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<td>Paid-on-Call Wages</td>
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<td>Wages/Per Diem</td>
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<td>Employer FICA Contributions</td>
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<td>Workers' Compensation Insurance</td>
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<td>Fire/Rescue Deferred Compensation - Retirement</td>
<td>$6,000.00</td>
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<td>Full-Time Benefits (Health Insurance, Retirement, etc.)</td>
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<td>General Office Supplies</td>
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<td>Operating Supplies</td>
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Average: $421,336,615.20 \(\text{16,351} \times \$75,333.67\) 
High: $725,951,192.00 \(\text{38,144} \times \$92,000.00\) 
Low: $166,588,458.00 \(\text{3,786} \times \$51,534.00\) 
Median: $393,167,700.00 \(\text{13,498} \times \$75,177.00\)
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<td>Senior Library Assistant (1)</td>
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APPENDIX 8
CITY COUNCIL MEMORANDUM

TO: Mayor Klynstra and City Councilmembers
FROM: Tim Klunder, City Manager
SUBJECT: International Fire Code Discussion
DATE: August 16, 2018
CC: August 20th Work/Study Session

City Council might recall that one of our Policy and Services action steps in the 2017 Strategic Action Plan was consideration of adopting the International Fire Code (IFC) as a companion to the already adopted International Building Code (IBC) and International Property Maintenance Code (IPC) – see attached excerpt from the 2017 Strategic Action Plan (SAP). The request to consider adopting this code was a component of then Fire/Rescue Chief Bonstell’s effort to further pursue pro-active fire risk reduction efforts within our community. As the initial stages of this evaluation carried into 2018, this analysis migrated into the 2018 Strategic Action Plan albeit consideration of the International Fire Code was no longer listed as a specific action step. Rather, the consideration of adopting the International Fire Code became a part of a larger analysis of examining Fire/Rescue Service Levels – see attached excerpt from the 2018 Strategic Action Plan.

City Council is aware that we currently have a committee (Mayor Klynstra, Councilman VanDorp, Interim Fire/Rescue Chief Harsevoort and City Manager Klunder) that is examining service levels within the Fire/Rescue Department. Our current focus is on determining if the Fire/Rescue Chief should become a full-time position or not. As you read the outcome indicator for the Fire/Rescue Service Levels action step within the 2018 SAP you will note that it states, in part, “examining such things as (a) appointing a full-time Fire/Rescue Chief in order to pro-actively carry out such things as fire prevention, hazardous material planning, facility pre-plans, and inspections...” One of the primary tools that could be utilized to address a number of those “pro-active” steps is the adoption of the International Fire Code. Thus, the Fire/Rescue Committee felt it should gain some initial education around the adoption of the International Fire Code at one of our meetings. To do that, we invited Tim Maday, Sr., Fire Marshal for the City of Kentwood, to the meeting to discuss Kentwood’s experience with the adoption and administration of a fire code.
While the committee feels some education around the adoption of a fire code is an important component of our evaluation on whether the city's Fire/Rescue Chief should become a full-time position, the committee clearly recognizes that (1) a decision to adopt (or not) a fire code is not the sole determining factor in deciding if our position should become full-time, and (2) that a determination on adopting a fire code rests with City Council. But, the committee does feel that the desire to further explore the adoption, or lack thereof, of a fire code does play a role in our consideration of recommending a full-time Fire-Rescue Chief position, so obtaining some feedback from City Council on your initial thoughts around the adoption of a fire code is important to our evaluation process at this time. At Monday's work/study session we will share some initial, high-level, information we have gathered on the fire code so that we can obtain some initial City Council feedback - either City Council is willing to further explore or it is absolutely not something you want to consider.

To aid in our discussion on Monday evening, Tim Maday will present an overview of what a fire code can do that a building code does not. A summary list of some of those items are noted here.

- A fire code is a set of enforceable regulations for the safeguarding of life and property, from fire and explosion hazards arising from the storage, handling and use of hazardous substances, materials and devices, and from conditions hazardous to life and property.
- Building codes regulate the construction of a building for a specific use. They are not applied retroactively. A fire code regulates the use of a building after it is constructed. It applies both to structures and conditions within the structures. Fire codes apply to both new and existing structures.
- The fire code does not attempt to achieve perfection by requiring every conceivable or available safeguard for every structure, property or operation. It seeks to establish a minimum acceptable safety level to balance factors including but not limited to loss of life and property, relative hazards, along with economic and social conditions. The minimum standards also seek to provide safety to fire fighters and emergency responders during emergency operations.
- The fire code requires when a building use or occupancy is changed that the requirements of the building code for the occupancy must be met regardless of whether physical alterations to the building that would require a building permit are proposed.
- The fire code provides a means for fire department personnel to review proposed projects for possible safety or fire hazards, and to inspect projects as they are underway.
• The fire code also provides the framework to allow for inspections of existing buildings and businesses to determine if fire code requirements for fire safety, including maximum occupancy and means of egress are being met.

In addition to Tim’s overview, Interim Fire/Rescue Chief Mitch Harsevoort will touch on the adoption of a fire code from the perspective of the Fire/Rescue Department. A summary of the items he will touch upon are noted here.

**Advantages into exploring the adoption of a fire code**
(From the perspective of the fire department)

• Ability to be more proactive related to potential incidents within the city versus reactive to incidents as they occur

  o With having a proactive approach, the fire department is able to ‘pre-plan’ incidents that could occur at various commercial and industrial sites and therefore have a more effective approach at the start of, and duration of, the incident

  o Additionally, the fire department could have knowledge of the practices within industry including any potential hazards, which increases safety and effectiveness in the department’s response

• This could help ensure industrial and commercial industry in the City of Zeeland are complying with procedures that do not threaten the safety of their employees and the general public

  o The City of Zeeland has a large industrial base, including several industries where hazardous chemicals are used routinely, and this could provide the City of Zeeland with the authority to have access to the practices these companies are using to ensure safe practices are being maintained.

• This could continue to help the fire department build positive relationships with industrial and commercial industry in the city related to understanding their industries processes through things such as routine inspections

• This would help ensure businesses in the City of Zeeland are following the adopted fire code in regards to potential public safety concerns

FEEL THE ZEEL
• This would provide the City of Zeeland the jurisdiction to enter businesses for inspection/educational purposes

• This would provide the City of Zeeland the opportunity to remain in touch with changes that various industrial and commercial industries are undergoing related to processes and construction (for example) and ensure they are compliant with the code

Again, Monday’s discussion is meant to be an introductory session to a fire code and thus it will be at a high-level. The purpose is to gain some initial reaction from City Council on if it is something that City Council would like to further explore as your comments will play a role (not the sole factor) in the Fire/Rescue Committee’s analysis of the future demands on our Fire/Rescue Chief’s position and thus a factor in our evaluation on the need for the position to be full-time.

Timothy R. Klunder, City Manager
Policy and Services – Make policy decisions that provide for maximum public investment, lead to decisions that are consistent with the initiatives found within the City’s Strategic Action Plan; and provide services that are productive, efficient and cost-effective.

<table>
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<th>Outcome Indicator</th>
<th>Value Statement</th>
<th>Lead</th>
<th>Timing</th>
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</thead>
<tbody>
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<td>(1) International Fire Code (IFC)</td>
<td>Consider adoption of the International Fire Code (IFC), as a companion to the already adopted International Building Code (IBC) and International Property Maintenance Code (IPC) by June 30, 2018.</td>
<td>The International Fire Code contributes to the well-being of the community, the preservation of life and safety, as well as the maintenance of property values over time.</td>
<td>Fire Chief Nicholas Bonstell</td>
<td>Invest Now</td>
</tr>
<tr>
<td>(2) Home Repair Program</td>
<td>Present the framework for a Home Repair Program to City Council by September 30, 2017 with a decision on whether to proceed with implementation of a program made by December 31, 2017.</td>
<td>Assists single-family residential property owners in making necessary repairs to their homes, thereby preserving the city’s housing stock and the overall quality of residential neighborhoods.</td>
<td>Tim Maday</td>
<td>Invest Now</td>
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<td>(3) Single Hauler Refuse</td>
<td>By June 30, 2020, conduct community engagement efforts such as mailed surveys and neighborhood meetings to gauge public input on the possibility of converting to single hauler refuse franchise options versus non-exclusive franchise options.</td>
<td>Identify the possibility of a city-wide policy that maximizes public investment in streets, residential quality of life, and provides cost-effective service.</td>
<td>Lindsay Viviano</td>
<td>Someday</td>
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<tr>
<td>(4) Tax Abatement Policy Review</td>
<td>Prior to September 30, 2017 a review of the Tax Abatement Policy will be presented to the Tax Abatement Committee. This review will include a meeting with the committee to determine what goals they would like to see accomplished within the overarching policy of tax abatements, and an update/review to our existing tax abatement policy as necessary to make sure it is fulfilling the goals of the committee.</td>
<td>Ensure the city’s current Tax Abatement Policy is up to date with the current needs of the community.</td>
<td>Kevin Plokmeyer/Tim Maday</td>
<td>Invest Now</td>
</tr>
</tbody>
</table>

FEEL THE ZEEL
Policy and Services – Make policy decisions that provide for maximum public investment, lead to decisions that are consistent with the initiatives found within the City’s Strategic Action Plan; and provide services that are productive, efficient and cost-effective.

<table>
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<th>Action Step</th>
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<th>Value Statement</th>
<th>Lead</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Expanded Max Bus Service</td>
<td>Make a decision on the addition of a 2nd route in the city by July 1, 2018.</td>
<td>Provides service that enables the City to build on Mission points of healthy economy, strength in diversity and excellent city services.</td>
<td>Tim Klunder</td>
<td>Wrap Up</td>
</tr>
<tr>
<td>(2) Fire/Rescue Service Levels</td>
<td>During calendar year 2018 evaluate Fire/Rescue service levels by examining such things as (a) appointing a full-time Fire/Rescue Chief in order to pro-actively carry out such things as fire prevention, hazardous material planning, facility pre-plans, and inspections; (b) eliminating priority three calls; (c) utilizing police to assist with medical response thru such things as AED’s in cars, etc.; (d) engaging in discussions with other area fire/rescue departments as a means of addressing the challenges of availability/frequency of “paid on call” FF/MFR; and (e) evaluating other options that may be identified.</td>
<td>Helps create a vision for desired level of Fire/Rescue Services within the city and how best to provide those service levels.</td>
<td>Tim Klunder and Fire Chief</td>
<td>Wrap Up</td>
</tr>
<tr>
<td>(3) Pension Liability</td>
<td>Continue to plan to pay off the unfunded liability of the Defined Pension Plan by the end of Fiscal Year 2023. In Fiscal Year 2018, an additional $500,000 contribution will be made to the Defined Benefit Pension Plan in order to offset potential market and actuarial adjustments over this time period.</td>
<td>Provides financial policy that will assist city’s ongoing efforts to be financially sustainable.</td>
<td>Kevin Plockmeyer</td>
<td>Invest Now</td>
</tr>
<tr>
<td>(4) Cemetery @ Felch</td>
<td>Within the Fiscal Year of 2018-2019 budget, provide funding level in order to finalize construction at the cemetery so that plats can be sold in 2019.</td>
<td>Development will make this city property usable for cemetery in spring of 2020.</td>
<td>Scott Nienhuis</td>
<td>Invest Now</td>
</tr>
<tr>
<td>(5) Single Hauler Refuse</td>
<td>Conduct community engagement efforts such as mailed surveys and neighborhood meetings to gauge public input on the possibility of converting to single hauler refuse franchise options versus non-exclusive franchise options.</td>
<td>Potential to maximize public investment in streets, residential quality of life, and provide cost-effective service.</td>
<td>Tim Klunder</td>
<td>Someday</td>
</tr>
</tbody>
</table>
APPENDIX 9
FY 2018
Zeeland Fire Rescue Strategic Planning Survey Results
Do you think Zeeland Fire Rescue is headed in a positive direction?

Yes
100%

No
0%
Does Zeeland Fire Rescue need a Full-Time Fire Chief?

- Yes
- No
Does Zeeland Fire Rescue need Full-Time (Daytime Responders)?

- Yes
- No
Do you think a focus of Zeeland Fire Rescue should be a Risk Reduction Program?

- Yes
- No
Do you think the City of Zeeland should adopt a Fire Code?

- Yes
- No
How does ZFR do with meeting the needs of the community related to outreach (fire prevention, events)?

![Bar chart showing the assessment of ZFR's outreach efforts.]

- Way too little: 0
- Too little: 1
- Good Balance: 24
- Too much: 1
- Way too much: 1

Legend:
- Way too little
- Too little
- Good Balance
- Too much
- Way too much
Is ZFR providing the right balance of services to our community?

- Way too few services
- Too few
- Good Balance
- Too many
- Way too many services
Does ZFR have the appropriate staffing to handle all of the community, department and neighboring commitments?
Rate your work-life balance at ZFR (10-Being well balanced).
How do you feel your compensation matches the work that you perform?
How appreciated do you feel at ZFR?

- Unappreciated
- Unsure
- Appreciated
- Very appreciated
How happy are you here at ZFR (10-Can't Be Happier)?
Would you refer someone that you know to ZFR?

- Never: 1
- With reservation: 2
- Yes: 16
- In a heart beat: 4
Suggested Service Level

• Support the (33) Paid on Call Responders
• Consistent Leadership
• Visible and Engaged in the Community
• Available for Department Issues in Real-Time
• Recruitment and Retention
• The benefit of reliable response!
APPENDIX 10
Fire/Rescue Services Review Committee Meeting

Notes

Wednesday, May 30, 2018 / 7:00 a.m.

Attendees: Mayor Klynstra
Councilman Rick Van Dorp
Interim Fire/Rescue Chief Harsevoort
City Manager Klunder

1. Review of the Strategic Action Plan Statement – The committee reviewed the purpose of the committee as set by City Council and the 2018 Strategic Action Plan Step.

During calendar year 2018 evaluate Fire/Rescue service levels by examining such things as:

(a) Appointing a full-time Fire/Rescue Chief in order to pro-actively carry out such things as fire prevention, hazardous material planning, facility pre-plans, and inspections;
(b) Eliminating priority three calls;
(c) Utilizing police to assist with medical response through such things as AED’s in cars, etc.;
(d) Engaging in discussions with other area fire/rescue departments as a means of addressing the challenges of availability/frequency of “paid on call” FF/MFR; and
(e) Evaluating other options that may be identified.

2. Discussion on how to go about the tasks – The committee discussed information that might be helpful as they start the task of answering the questions in the Strategic Action Plan. Initial items the committee identified include:

   a. Number of priority 3 calls and by type. Also, an explanation of priority 3 calls.
   b. Information that has been provided to the MACC Service Delivery Committee that is assessing Fire/Rescue Services in the MACC Region – particularly around daytime response times and quantity of responders in each jurisdiction.
   c. Information provided by previous Fire/Rescue Chief Bonstell during the 2018 City Council goal setting session on the potential need for a full-time Fire/Rescue Chief and/or firefighter.
   d. Discussion with Police Chief Jungle regarding the Police Departments ability to assist with medical calls.

3. Other Committee Member Comments/Questions/Suggestions

   a. Interim Fire/Rescue Chief Harsevoort shared that the ZFR Officers feel a full-time working Chief is desirable.
   b. Interim Fire/Rescue Chief Harsevoort also shared that if the city is interested in adopting a Fire Code, the work load from an administrative standpoint will certainly increase for the Chief’s position.
c. City Manager Klunder stated that he would try to get Police Chief Jungel to the next meeting to discuss medical response assistance.

4. **Next Meeting Date** - Wednesday, June 6, 2018 @ 7 a.m.

5. **Adjourn** – 8:00 a.m.
Fire/Rescue Services Review Committee Meeting

Notes

Wednesday, June 6, 2018 / 7:00 a.m.

Attendees: Mayor Klynstra
            Councilman Rick Van Dorp
            Interim Fire/Rescue Chief Harsevoort
            City Manager Klunder
            Police Chief Tim Jungel

1. Review of May 30th Meeting Minutes

2. ZPD Assisting with Medical Calls – Chief Jungel is in favor of having AED’s in 2 patrol cars. Does not think that there would be resistance among staff on deploying them. Interim Chief Harsevoort fairly certain that ZPD staff are trained annually on CPR/AED. Between the Fire Rescue Department & HMCC the City currently has a total of 13 AED units (1 more is budgeted for the Street Maintenance Facility).
   a. It was agreed upon by the Committee to recommend obtaining 2 more AED units for ZPD police cruisers (Note: Estimated cost of each AED unit @ $2,000 to $2,500-this does not include required servicing to replace pads and batteries every 2 years (pads), 3-4 years (batteries). Batteries cost @ $500 each)


4. Other Committee Member Comments/Questions/Suggestions
   - Chief Jungel will check with the City of Walker RE their police departments assistance with medical calls.
   - Mitch Harsevoort will 1) find out which local departments run priority 3 calls; 2) check with Medical Control Authority on progress of allowing MFR’s to clear lift assists (without AMR/ALS vehicle); 3) AMR’s charge for lift assists & AMA calls and 4) AMR response time.
   - Committee Members were asked to read up on information Fire Rescue put together for the Goal Setting session/budget sessions.
   - At next meeting: 1) Continue discussion on priority 3 calls. Staff will get more detailed cost information on these calls 2) Discussion on need for full-time position.

5. Next Meeting Date - Wednesday, June 13, 2018 @ 7 a.m.

6. Adjourn – 8:05 a.m.
Fire/Rescue Services Review Committee Meeting

Notes

Wednesday, June 13, 2018 / 7:00 a.m.

Attendees:  
Mayor Klynstra  
Councilman Rick Van Dorp  
Interim Fire/Rescue Chief Mitch Harsevoort  
City Manager Klunder

1. Review of June 6th Meeting Minutes

2. Priority 3 Call Discussion
   - 2017 annual cost for these calls was $13,998.23
   - Interim Chief Harsevoort reviewed follow-up items from the last meeting: 1) Lift assist policy remains in effect for now, the MCA (Medical Control Authority) Advisory Board is working towards changing it. Majority of Zeeland Fire Rescue Officers feel the City should still run priority 3 calls. The Committee agreed to recommend to City Council to maintain Priority 3 calls. Chief Harsevoort also reviewed where the City’s current AED’s are located, use of AED’s in 2017 & neighboring departments that respond to priority 3 calls/lift assists (handouts distributed).

3. Review of Previously Provided Information
   - Committee members did not review at this meeting.

4. Chief Position Discussion
   - Previously, Chief Bonstell had recommended 1) no level of service change, 2) full-time firefighter/MFR and 3) full-time Fire Chief and continuation of part-time shift as possible options
   - Interim Chief Harsevoort & department officers would prefer a full-time Chief.
   - City Manager Klunder will get cost numbers for a full-time position (salary, benefits, etc.) Compare existing budget with addition of a full-time Chief with and without maintaining a part-time shift; adding a Chief but eliminating part-time position.

5. Other Committee Member Comments/Questions/Suggestions
   - Interim Chief Harsevoort will look into staffing levels at other surrounding departments; will share with the other officers where the Committee is at in their discussions.

6. Next Meeting Date - Wednesday, June 27, 2018 @ 7 a.m.

7. Adjourn – 7:45 a.m.
Attendees: Mayor Kevin Klynstra  
Interim Fire/Rescue Chief Mitch Harsevoort  
City Manager Tim Klunder  
Kevin Plockmeyer, Finance Director  
Susan Moore, Administrative Assistant

Absent: Councilman Rick Van Dorp

1. Review of June 13th Meeting Minutes

2. Full-Time Fire Chief Discussion
   - Finance Director Kevin Plockmeyer reviewed information he gathered on 1) median salary range for full-time Fire Chiefs throughout the state (median salary @ $75,177.00) as well as comparisons of budgetary impact of adding a full-time Fire Chief position at the City (estimate for a midpoint, grade 9 position is $80,268 {not including benefits}). Adding this position and possible reduction of current part-time shift hours would result in an approximate additional $60K per year to the budget.

3. Staff Level Information
   Interim Chief Harsevoort reviewed staffing levels at surrounding municipalities (handout distributed).

4. Other Committee Member Comments/Questions/Suggestions
   - For the next meeting, Interim Chief Harsevoort will put together a listing of benefits/advantages to hiring a full-time chief and a list of which other surrounding departments have adopted a fire code.

5. Next Meeting Date - Wednesday, July 11, 2018 @ 7:00 AM

6. Adjourn – 8:05 AM
Fire/Rescue Services Review Committee Meeting

Notes

Wednesday, July 11, 2018 / 7:00 a.m.

Attendees: Mayor Kevin Klynstra
            Councilman Rick Van Dorp
            Interim Fire/Rescue Chief Mitch Harsevoort
            City Manager Tim Klunder
            Susan Moore, Administrative Assistant

1. Review of June 27th Meeting Minutes

2. Follow-Up from Chief Jungel RE City of Walker’s Use of Police for Rescue Calls
   All officers are trained as MFR’s, patrol cars are equipped with EMS equipment. To do this here would be a lot of cost and work.

3. Review of Information RE a Full-Time Chief
   Interim Chief Harsevoort distributed information on staffing levels of surrounding communities and which ones have adopted fire codes. He felt that if a fire code is eventually adopted, it should be followed through on (adoption of a fire code would be decided by City Council, committee discussed it in terms of relevance for need of a full-time chief position). It can serve as an enforcement tool (if needed) that the City currently does not have. He also mentioned that Spring Lake went through a similar process of determining a need for a full-time chief (which they now have) and their chief has offered any help to the committee. The committee also reviewed a list of benefits of a full-time chief provided by Interim Chief Harsevoort.

4. Other Committee Member Comments/Questions/Suggestions
   For the next meeting, Tim Klunder will ask Community Development Director Tim Maday to join the committee to give his perspective on fire codes as well as Police Chief Tim Jungel to discuss his thoughts on a Zeeland PD officer being able to serve as a paid on-call fire fighter. Interim Chief Harsevoort will contact Spring Lake’s Fire Chief to see if he has any information from their process to share with the committee as well as check his availability to attend a future meeting.

5. Next Meeting Date - Wednesday, July 25, 2018 @ 7:00 AM

6. Adjourn – 7:55 AM
Fire/Rescue Services Review Committee Meeting

Notes

Wednesday, July 25, 2018 / 7:00 a.m.

Attendees:
Mayor Kevin Klynstra
Councilman Rick Van Dorp
Interim Fire/Rescue Chief Mitch Harsevoort
City Manager Tim Klunder
Susan Moore, Administrative Assistant
Tim Maday, Community Development Director
Tim Maday, Sr., Fire Marshall for City of Kentwood, MI

1. Review of July 11th Meeting Minutes

2. Follow-Up from Chief Jungel RE City of Walker’s Use of Police for Rescue Calls
   RE police officers with medical training responding to a call, no matter what the individuals license is, they are limited in providing service under the City’s license, which is an MFR. Dispatch currently tones out our officers on medical calls. Chief Jungel feels that the current set up is working quite well. He is also looking at the policy of police officers not being able to serve as a volunteer fire rescue officer (or vice versa) with the City of Zeeland. Evaluating if this policy still make sense.

3. Discussion on Fire Code & Relation to Need of a Full-Time Fire Chief
   Mr. Maday Sr. joined the Committee to provide an overview of what a Fire Code is, advantages of having it, how it is implemented in the City of Kentwood, etc. and answered questions from Committee members. In terms of what sort of qualifications City staff should look for if hiring a full-time chief, Mr. Maday recommended NFPA Fire Inspector I (at minimum) which can transfer into a Michigan Fire Inspector Certification and allowing for time and education.

4. Other Committee Member Comments/Questions/Suggestions
   City Manager Klunder will meet with Keith VanBeek from the City of Holland to discuss opportunities for COH to possibly provide some administrative services.

5. Next Meeting Date – To Be Determined (Interim Chief Harsevoort will coordinate a date & time with Spring Lake’s Fire Chief for the next meeting).

6. Adjourn – 8:05 AM
Fire/Rescue Services Review Committee Meeting

Notes

Friday, August 24, 2018 / 8:30 a.m.

Attendees:  Mayor Kevin Klynstra  
Councilman Rick Van Dorp  
Interim Fire/Rescue Chief Mitch Harsevoort  
City Manager Tim Klunder  
Susan Moore, Administrative Assistant

Guest:  Brian Sipe, Spring Lake Fire Chief

1. Discussion with Brian Sipe, Spring Lake Fire Chief
Chief Sipe discussed with the committee the process that Spring Lake went through in determining their need for a full-time Fire Chief, as well as his position responsibilities and how they implemented and use the Fire Code.

2. Update on Holland City Meeting by Interim Chief Harsevoort and CM Klunder
They don’t currently have the capacity to take on any type of administrative/pre-plan/inspection work. Regarding a fire code, building relationships is key, but takes time. Emphasized that the real impact of fire service is prevention.

3. Follow-Up on the Fire Code Discussion with City Council
This discussion was well received.

4. Next Meeting Date – Wednesday, August 29, 2018 @ 7:00 AM

5. Adjourn – 9:30 AM
Fire/Rescue Services Review Committee Meeting

Notes

Wednesday, September 5, 2018 / 7:00 a.m.

Attendees: Mayor Kevin Klynstra
            Councilman Rick Van Dorp
            Interim Fire/Rescue Chief Mitch Harsevoort
            City Manager Tim Klunder
            Susan Moore, Administrative Assistant

1. Discussion If Fire Chief Position Should Become Full-Time
   The fire chief position and current staffing levels were discussed. Interim Chief Harsevoort
   would recommend keeping part-time staffing levels as they are, provided that funding is not an
   issue. Regarding the Chief position, Mayor Klynstra sees the need for it being full-time and
   would recommend. Councilman Van Dorp agreed, feeling that public safety is a good thing to
   spend some extra funds on. Interim Chief Harsevoort was asked to tweak the Spring Lake Chief
   job description document and City Manager Klunder will include in the final report he will begin
   drafting. The report will be forwarded to committee members for review when completed.

2. Next Meeting Date – To be determined pending completion of the draft report.

3. Adjourn – 7:35 AM
Fire/Rescue Services Review Committee Meeting

Notes

Friday, October 12, 2018 / 7:00 a.m.

Attendees:  
Mayor Kevin Klynstra  
Councilman Rick Van Dorp  
Interim Fire/Rescue Chief Mitch Harsevoort  
City Manager Tim Klunder  
Finance Director/Assistant City Manager Kevin Plockmeyer  
Susan Moore, Administrative Assistant

1. **Review of Draft Fire/Rescue Services Committee Report & Recommendation**
   Committee members reviewed the draft report that will be presented to City Council at their October 15, 2018 meeting. It includes the following recommendations: 1) Add 2 AED units to Zeeland Police Department for use in on-duty patrol cars; 2) maintain level 3 service calls; 3) hire a full-time Fire Rescue Chief and 4) City Manager Tim Klunder and Interim Fire Rescue Chief Mitch Harsevoort continue to attend MACC meetings regarding addressing the challenges associated with availability/frequency of paid on/call FF/MFR. Committee members agreed the report is good as is. Finance Director/Assistant CM Kevin Plockmeyer will present the report to City Council on October 15, 2018 in City Manager Tim Klunder’s absence. He also distributed a power point presentation summarizing the report.

2. **Next Meeting Date** – Not scheduled at this time.

3. **Adjourn** – 7:30 AM