

CASCADE CHARTER TOWNSHIP

2865 Thornhills SE Grand Rapids, Michigan 49546-7192



Date: February 8, 2021
To: Supervisor Grace Lesperance
Treasurer Ken Peirce (2021 Vice Chair)
Trustee Jim Koessel (2021 Chair)
From: Ben Swayze, Township Manager
Subject: Personnel & Finance Committee Agenda – February 10, 2021 (9:00am)

The Personnel and Finance Committee is to meet in the Large Conference Room of the Township Office (and/or via Zoom) to discuss the following:

1. **Approval of the January 13, 2021 Meeting Minutes** – The Committee is responsible for approving the previous meeting notes

Recommended Action – Approve Minutes

2. **2021 Capital Improvements Financing** – The Township has been talking about 3 potential capital improvement projects for FY 2021-22 where the Personnel and Finance Committee will need to make recommendations for how to finance. These projects are:

- a. **Fire Station #1 Build** – \$5.2 million to \$6.3 million (absent contingency)
- b. **Buttrick Pathway Bridge** - \$500k to \$1 million (township share)
- c. **Centennial/Foremost Roads** - \$1.2 million - \$1.4 million (township share)

Estimated Fund Balance Information Based on 2019 Audit and 2021 Budget

<u>Fund</u>	<u>2019 (Audited)</u>	<u>2020 (Estimated)</u>	<u>2021 (Budgeted)</u>
General	\$8,011,844	\$6,475,072	\$6,435,209
Fire	\$2,389,618	\$2,141,658**	\$1,878,821**
Pathway	\$2,018,101	\$775,665	\$1,162,390

** Fund balance prior to COVID funds transfer

It is expected that the final plan for these projects will be developed for committee and Board consideration in February and March. At the January meeting the committee requested various bond funding scenarios, which are attached for your review. It should be noted that the funding scenarios are for general representation of the costs only, and that actual costs will vary based on the cost of issuance and interest rate. The scenarios represent a general effective rate of 2%.

Also included is a projection for the pathway fund, through the end of the current millage. This projection assumes that \$1,000,000 will be spent on the Burton Street bridge between 2021 and 2022, which is a worst-case scenario, and demonstrates the millage ending beginning 2028.

Recommended Action – Recommendation to the Township Board regarding funding for the referenced capital improvement projects.

- 3. Township Attorney RFP** – Supervisor Lesperance has requested that the committee consider a recommendation for issuing an RFP for legal services. The Township last issued a legal services RFP in 2016. This was done in response to the Township legal counsel, Law Weathers, consolidating into Varnum. At that time, the Township chose to stay with Varnum at a rate of \$190 per hour. Since then, the Township Board has approved one rate increase, to \$200 per hour beginning in 2021.

Attached for your review is the RFP, staff report and various support documents from when Varnum was selected in 2016.

Recommended Action – Staff direction or recommendation to the Township Board

CASCADE CHARTER TOWNSHIP
PERSONNEL & FINANCE COMMITTEE MEETING
January 13, 2021 at 9:00am
Held via Zoom Remote Conferencing Software &
Large Conference Room at Township Hall
2865 Thornhills SE, Grand Rapids, MI 49546

Members Present: Supervisor Lesperance, Treasurer Peirce, Trustee Koessel

Others Present: Township Manager (TM) Ben Swayze

Call to Order: Trustee Koessel called the meeting to order at 9:00 a.m.

Business: The Personnel & Finance Committee discussed the following items:

1. Officers of the Committee

TM Swayze explained that per the committee policy, the committee is responsible for electing a Chair and a Vice Chair.

Motion by Treasurer Peirce, supported by Supervisor Lesperance to appoint Trustee Koessel and Chair and Treasurer Peirce as Vice Chair. Motion carried.

2. 2021 Salary Recommendations

TM Swayze reviewed the compensation policy language that says that salaries are developed by the Township Manager, in compliance with the budget set by the Township Board, but subject to review by the Personnel & Finance Committee. TM Swayze reviewed the salary spreadsheet, which includes all cost-of-living, step and merit-based increases. The overall compensation increase for the organization was set at 4.04%, and the proposal is well within those parameters. Discussion ensued.

Motion by Treasurer Peirce, supported by Supervisor Lesperance to confirm the 2021 salary recommendations proposed by TM Swayze. Motion carried.

3. 2021 Capital Improvements Financing.

TM Swayze reviewed the major projects proposed for FY 2021 – 2022 where the committee will need to recommend financing mechanisms to the Township Board. The projects reviewed include:

- **Fire Station #1 Build** – \$5.2 million to \$6.3 million (absent contingency)
- **Buttrick Pathway Bridge** - \$500k to \$1 million (township share)
- **Centennial/Foremost Roads** - \$1.2 million - \$1.4 million (township share)

TM Swayze also reviewed the fund balance information from the funds that would be supporting these projects:

<u>Fund</u>	<u>2019 (Audited)</u>	<u>2020 (Estimated)</u>	<u>2021 (Budgeted)</u>
General	\$8,011,844	\$6,475,072	\$6,435,209
Fire	\$2,389,618	\$2,141,658**	\$1,878,821**
Pathway	\$2,018,101	\$775,665	\$1,162,390

** Fund balance prior to COVID funds transfer

Discussion ensued. The general consensus is that some type of bond financing will more than likely be needed, but more information would be needed before the committee could make a recommendation to the Board. Direction was given to TM Swayze to develop bond financing scenarios for various funding levels. Indication was also given that cash flow projections would be helpful to better understand the minimum fund balance needs of the individual departments.

No action – staff direction only

Adjournment: Motion by Treasurer Peirce, supported by Supervisor Lesperance to adjourn the meeting. Motion carried. Meeting adjourned at 9:39 am

Maine Municipal Bond Bank
Estimate of Borrowing
Prepared via www.mmbb.com on:
February 08, 2021

Date	Principal	Rate	Interest	Total Payment	FY Total
11/1/2021			\$17,300.00	\$17,300.00	\$17,300.00
05/1/2022			\$17,300.00	\$17,300.00	
11/1/2022	\$100,000.00	0.5500%	\$17,300.00	\$117,300.00	\$134,600.00
05/1/2023			\$17,025.00	\$17,025.00	
11/1/2023	\$100,000.00	0.5800%	\$17,025.00	\$117,025.00	\$134,050.00
05/1/2024			\$16,735.00	\$16,735.00	
11/1/2024	\$100,000.00	0.6200%	\$16,735.00	\$116,735.00	\$133,470.00
05/1/2025			\$16,425.00	\$16,425.00	
11/1/2025	\$100,000.00	0.6800%	\$16,425.00	\$116,425.00	\$132,850.00
05/1/2026			\$16,085.00	\$16,085.00	
11/1/2026	\$100,000.00	0.7900%	\$16,085.00	\$116,085.00	\$132,170.00
05/1/2027			\$15,690.00	\$15,690.00	
11/1/2027	\$100,000.00	0.9300%	\$15,690.00	\$115,690.00	\$131,380.00
05/1/2028			\$15,225.00	\$15,225.00	
11/1/2028	\$100,000.00	1.0800%	\$15,225.00	\$115,225.00	\$130,450.00
05/1/2029			\$14,685.00	\$14,685.00	
11/1/2029	\$100,000.00	1.2300%	\$14,685.00	\$114,685.00	\$129,370.00
05/1/2030			\$14,070.00	\$14,070.00	
11/1/2030	\$100,000.00	1.3900%	\$14,070.00	\$114,070.00	\$128,140.00
05/1/2031			\$13,375.00	\$13,375.00	
11/1/2031	\$100,000.00	1.5200%	\$13,375.00	\$113,375.00	\$126,750.00
05/1/2032			\$12,615.00	\$12,615.00	
11/1/2032	\$100,000.00	1.8780%	\$12,615.00	\$112,615.00	\$125,230.00
05/1/2033			\$11,676.00	\$11,676.00	
11/1/2033	\$100,000.00	2.1350%	\$11,676.00	\$111,676.00	\$123,352.00
05/1/2034			\$10,608.50	\$10,608.50	
11/1/2034	\$100,000.00	2.3180%	\$10,608.50	\$110,608.50	\$121,217.00
05/1/2035			\$9,449.50	\$9,449.50	
11/1/2035	\$100,000.00	2.4470%	\$9,449.50	\$109,449.50	\$118,899.00
05/1/2036			\$8,226.00	\$8,226.00	
11/1/2036	\$100,000.00	2.5680%	\$8,226.00	\$108,226.00	\$116,452.00
05/1/2037			\$6,942.00	\$6,942.00	
11/1/2037	\$100,000.00	2.6750%	\$6,942.00	\$106,942.00	\$113,884.00
05/1/2038			\$5,604.50	\$5,604.50	
11/1/2038	\$100,000.00	2.7320%	\$5,604.50	\$105,604.50	\$111,209.00
05/1/2039			\$4,238.50	\$4,238.50	
11/1/2039	\$100,000.00	2.7840%	\$4,238.50	\$104,238.50	\$108,477.00
05/1/2040			\$2,846.50	\$2,846.50	
11/1/2040	\$100,000.00	2.8310%	\$2,846.50	\$102,846.50	\$105,693.00
05/1/2041			\$1,431.00	\$1,431.00	
11/1/2041	\$100,000.00	2.8620%	\$1,431.00	\$101,431.00	\$102,862.00
TOTALS	\$2,000,000.00		\$477,805.00	\$2,477,805.00	

Maine Municipal Bond Bank
Estimate of Borrowing
Prepared via www.mmbb.com on:
February 08, 2021

Date	Principal	Rate	Interest	Total Payment	FY Total
11/1/2021			\$25,950.00	\$25,950.00	\$25,950.00
05/1/2022			\$25,950.00	\$25,950.00	
11/1/2022	\$150,000.00	0.5500%	\$25,950.00	\$175,950.00	\$201,900.00
05/1/2023			\$25,537.50	\$25,537.50	
11/1/2023	\$150,000.00	0.5800%	\$25,537.50	\$175,537.50	\$201,075.00
05/1/2024			\$25,102.50	\$25,102.50	
11/1/2024	\$150,000.00	0.6200%	\$25,102.50	\$175,102.50	\$200,205.00
05/1/2025			\$24,637.50	\$24,637.50	
11/1/2025	\$150,000.00	0.6800%	\$24,637.50	\$174,637.50	\$199,275.00
05/1/2026			\$24,127.50	\$24,127.50	
11/1/2026	\$150,000.00	0.7900%	\$24,127.50	\$174,127.50	\$198,255.00
05/1/2027			\$23,535.00	\$23,535.00	
11/1/2027	\$150,000.00	0.9300%	\$23,535.00	\$173,535.00	\$197,070.00
05/1/2028			\$22,837.50	\$22,837.50	
11/1/2028	\$150,000.00	1.0800%	\$22,837.50	\$172,837.50	\$195,675.00
05/1/2029			\$22,027.50	\$22,027.50	
11/1/2029	\$150,000.00	1.2300%	\$22,027.50	\$172,027.50	\$194,055.00
05/1/2030			\$21,105.00	\$21,105.00	
11/1/2030	\$150,000.00	1.3900%	\$21,105.00	\$171,105.00	\$192,210.00
05/1/2031			\$20,062.50	\$20,062.50	
11/1/2031	\$150,000.00	1.5200%	\$20,062.50	\$170,062.50	\$190,125.00
05/1/2032			\$18,922.50	\$18,922.50	
11/1/2032	\$150,000.00	1.8780%	\$18,922.50	\$168,922.50	\$187,845.00
05/1/2033			\$17,514.00	\$17,514.00	
11/1/2033	\$150,000.00	2.1350%	\$17,514.00	\$167,514.00	\$185,028.00
05/1/2034			\$15,912.75	\$15,912.75	
11/1/2034	\$150,000.00	2.3180%	\$15,912.75	\$165,912.75	\$181,825.50
05/1/2035			\$14,174.25	\$14,174.25	
11/1/2035	\$150,000.00	2.4470%	\$14,174.25	\$164,174.25	\$178,348.50
05/1/2036			\$12,339.00	\$12,339.00	
11/1/2036	\$150,000.00	2.5680%	\$12,339.00	\$162,339.00	\$174,678.00
05/1/2037			\$10,413.00	\$10,413.00	
11/1/2037	\$150,000.00	2.6750%	\$10,413.00	\$160,413.00	\$170,826.00
05/1/2038			\$8,406.75	\$8,406.75	
11/1/2038	\$150,000.00	2.7320%	\$8,406.75	\$158,406.75	\$166,813.50
05/1/2039			\$6,357.75	\$6,357.75	
11/1/2039	\$150,000.00	2.7840%	\$6,357.75	\$156,357.75	\$162,715.50
05/1/2040			\$4,269.75	\$4,269.75	
11/1/2040	\$150,000.00	2.8310%	\$4,269.75	\$154,269.75	\$158,539.50
05/1/2041			\$2,146.50	\$2,146.50	
11/1/2041	\$150,000.00	2.8620%	\$2,146.50	\$152,146.50	\$154,293.00
TOTALS	\$3,000,000.00		\$716,707.50	\$3,716,707.50	

Maine Municipal Bond Bank
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Prepared via www.mmbb.com on:
February 08, 2021

Date	Principal	Rate	Interest	Total Payment	FY Total
11/1/2021			\$34,600.00	\$34,600.00	\$34,600.00
05/1/2022			\$34,600.00	\$34,600.00	
11/1/2022	\$200,000.00	0.5500%	\$34,600.00	\$234,600.00	\$269,200.00
05/1/2023			\$34,050.00	\$34,050.00	
11/1/2023	\$200,000.00	0.5800%	\$34,050.00	\$234,050.00	\$268,100.00
05/1/2024			\$33,470.00	\$33,470.00	
11/1/2024	\$200,000.00	0.6200%	\$33,470.00	\$233,470.00	\$266,940.00
05/1/2025			\$32,850.00	\$32,850.00	
11/1/2025	\$200,000.00	0.6800%	\$32,850.00	\$232,850.00	\$265,700.00
05/1/2026			\$32,170.00	\$32,170.00	
11/1/2026	\$200,000.00	0.7900%	\$32,170.00	\$232,170.00	\$264,340.00
05/1/2027			\$31,380.00	\$31,380.00	
11/1/2027	\$200,000.00	0.9300%	\$31,380.00	\$231,380.00	\$262,760.00
05/1/2028			\$30,450.00	\$30,450.00	
11/1/2028	\$200,000.00	1.0800%	\$30,450.00	\$230,450.00	\$260,900.00
05/1/2029			\$29,370.00	\$29,370.00	
11/1/2029	\$200,000.00	1.2300%	\$29,370.00	\$229,370.00	\$258,740.00
05/1/2030			\$28,140.00	\$28,140.00	
11/1/2030	\$200,000.00	1.3900%	\$28,140.00	\$228,140.00	\$256,280.00
05/1/2031			\$26,750.00	\$26,750.00	
11/1/2031	\$200,000.00	1.5200%	\$26,750.00	\$226,750.00	\$253,500.00
05/1/2032			\$25,230.00	\$25,230.00	
11/1/2032	\$200,000.00	1.8780%	\$25,230.00	\$225,230.00	\$250,460.00
05/1/2033			\$23,352.00	\$23,352.00	
11/1/2033	\$200,000.00	2.1350%	\$23,352.00	\$223,352.00	\$246,704.00
05/1/2034			\$21,217.00	\$21,217.00	
11/1/2034	\$200,000.00	2.3180%	\$21,217.00	\$221,217.00	\$242,434.00
05/1/2035			\$18,899.00	\$18,899.00	
11/1/2035	\$200,000.00	2.4470%	\$18,899.00	\$218,899.00	\$237,798.00
05/1/2036			\$16,452.00	\$16,452.00	
11/1/2036	\$200,000.00	2.5680%	\$16,452.00	\$216,452.00	\$232,904.00
05/1/2037			\$13,884.00	\$13,884.00	
11/1/2037	\$200,000.00	2.6750%	\$13,884.00	\$213,884.00	\$227,768.00
05/1/2038			\$11,209.00	\$11,209.00	
11/1/2038	\$200,000.00	2.7320%	\$11,209.00	\$211,209.00	\$222,418.00
05/1/2039			\$8,477.00	\$8,477.00	
11/1/2039	\$200,000.00	2.7840%	\$8,477.00	\$208,477.00	\$216,954.00
05/1/2040			\$5,693.00	\$5,693.00	
11/1/2040	\$200,000.00	2.8310%	\$5,693.00	\$205,693.00	\$211,386.00
05/1/2041			\$2,862.00	\$2,862.00	
11/1/2041	\$200,000.00	2.8620%	\$2,862.00	\$202,862.00	\$205,724.00
TOTALS	\$4,000,000.00		\$955,610.00	\$4,955,610.00	

Maine Municipal Bond Bank
Estimate of Borrowing
Prepared via www.mmbb.com on:
February 08, 2021

Date	Principal	Rate	Interest	Total Payment	FY Total
11/1/2021			\$43,250.00	\$43,250.00	\$43,250.00
05/1/2022			\$43,250.00	\$43,250.00	
11/1/2022	\$250,000.00	0.5500%	\$43,250.00	\$293,250.00	\$336,500.00
05/1/2023			\$42,562.50	\$42,562.50	
11/1/2023	\$250,000.00	0.5800%	\$42,562.50	\$292,562.50	\$335,125.00
05/1/2024			\$41,837.50	\$41,837.50	
11/1/2024	\$250,000.00	0.6200%	\$41,837.50	\$291,837.50	\$333,675.00
05/1/2025			\$41,062.50	\$41,062.50	
11/1/2025	\$250,000.00	0.6800%	\$41,062.50	\$291,062.50	\$332,125.00
05/1/2026			\$40,212.50	\$40,212.50	
11/1/2026	\$250,000.00	0.7900%	\$40,212.50	\$290,212.50	\$330,425.00
05/1/2027			\$39,225.00	\$39,225.00	
11/1/2027	\$250,000.00	0.9300%	\$39,225.00	\$289,225.00	\$328,450.00
05/1/2028			\$38,062.50	\$38,062.50	
11/1/2028	\$250,000.00	1.0800%	\$38,062.50	\$288,062.50	\$326,125.00
05/1/2029			\$36,712.50	\$36,712.50	
11/1/2029	\$250,000.00	1.2300%	\$36,712.50	\$286,712.50	\$323,425.00
05/1/2030			\$35,175.00	\$35,175.00	
11/1/2030	\$250,000.00	1.3900%	\$35,175.00	\$285,175.00	\$320,350.00
05/1/2031			\$33,437.50	\$33,437.50	
11/1/2031	\$250,000.00	1.5200%	\$33,437.50	\$283,437.50	\$316,875.00
05/1/2032			\$31,537.50	\$31,537.50	
11/1/2032	\$250,000.00	1.8780%	\$31,537.50	\$281,537.50	\$313,075.00
05/1/2033			\$29,190.00	\$29,190.00	
11/1/2033	\$250,000.00	2.1350%	\$29,190.00	\$279,190.00	\$308,380.00
05/1/2034			\$26,521.25	\$26,521.25	
11/1/2034	\$250,000.00	2.3180%	\$26,521.25	\$276,521.25	\$303,042.50
05/1/2035			\$23,623.75	\$23,623.75	
11/1/2035	\$250,000.00	2.4470%	\$23,623.75	\$273,623.75	\$297,247.50
05/1/2036			\$20,565.00	\$20,565.00	
11/1/2036	\$250,000.00	2.5680%	\$20,565.00	\$270,565.00	\$291,130.00
05/1/2037			\$17,355.00	\$17,355.00	
11/1/2037	\$250,000.00	2.6750%	\$17,355.00	\$267,355.00	\$284,710.00
05/1/2038			\$14,011.25	\$14,011.25	
11/1/2038	\$250,000.00	2.7320%	\$14,011.25	\$264,011.25	\$278,022.50
05/1/2039			\$10,596.25	\$10,596.25	
11/1/2039	\$250,000.00	2.7840%	\$10,596.25	\$260,596.25	\$271,192.50
05/1/2040			\$7,116.25	\$7,116.25	
11/1/2040	\$250,000.00	2.8310%	\$7,116.25	\$257,116.25	\$264,232.50
05/1/2041			\$3,577.50	\$3,577.50	
11/1/2041	\$250,000.00	2.8620%	\$3,577.50	\$253,577.50	\$257,155.00
TOTALS	\$5,000,000.00		\$1,194,512.50	\$6,194,512.50	

Maine Municipal Bond Bank
Estimate of Borrowing
Prepared via www.mmbb.com on:
February 08, 2021

Date	Principal	Rate	Interest	Total Payment	FY Total
11/1/2021			\$51,900.00	\$51,900.00	\$51,900.00
05/1/2022			\$51,900.00	\$51,900.00	
11/1/2022	\$300,000.00	0.5500%	\$51,900.00	\$351,900.00	\$403,800.00
05/1/2023			\$51,075.00	\$51,075.00	
11/1/2023	\$300,000.00	0.5800%	\$51,075.00	\$351,075.00	\$402,150.00
05/1/2024			\$50,205.00	\$50,205.00	
11/1/2024	\$300,000.00	0.6200%	\$50,205.00	\$350,205.00	\$400,410.00
05/1/2025			\$49,275.00	\$49,275.00	
11/1/2025	\$300,000.00	0.6800%	\$49,275.00	\$349,275.00	\$398,550.00
05/1/2026			\$48,255.00	\$48,255.00	
11/1/2026	\$300,000.00	0.7900%	\$48,255.00	\$348,255.00	\$396,510.00
05/1/2027			\$47,070.00	\$47,070.00	
11/1/2027	\$300,000.00	0.9300%	\$47,070.00	\$347,070.00	\$394,140.00
05/1/2028			\$45,675.00	\$45,675.00	
11/1/2028	\$300,000.00	1.0800%	\$45,675.00	\$345,675.00	\$391,350.00
05/1/2029			\$44,055.00	\$44,055.00	
11/1/2029	\$300,000.00	1.2300%	\$44,055.00	\$344,055.00	\$388,110.00
05/1/2030			\$42,210.00	\$42,210.00	
11/1/2030	\$300,000.00	1.3900%	\$42,210.00	\$342,210.00	\$384,420.00
05/1/2031			\$40,125.00	\$40,125.00	
11/1/2031	\$300,000.00	1.5200%	\$40,125.00	\$340,125.00	\$380,250.00
05/1/2032			\$37,845.00	\$37,845.00	
11/1/2032	\$300,000.00	1.8780%	\$37,845.00	\$337,845.00	\$375,690.00
05/1/2033			\$35,028.00	\$35,028.00	
11/1/2033	\$300,000.00	2.1350%	\$35,028.00	\$335,028.00	\$370,056.00
05/1/2034			\$31,825.50	\$31,825.50	
11/1/2034	\$300,000.00	2.3180%	\$31,825.50	\$331,825.50	\$363,651.00
05/1/2035			\$28,348.50	\$28,348.50	
11/1/2035	\$300,000.00	2.4470%	\$28,348.50	\$328,348.50	\$356,697.00
05/1/2036			\$24,678.00	\$24,678.00	
11/1/2036	\$300,000.00	2.5680%	\$24,678.00	\$324,678.00	\$349,356.00
05/1/2037			\$20,826.00	\$20,826.00	
11/1/2037	\$300,000.00	2.6750%	\$20,826.00	\$320,826.00	\$341,652.00
05/1/2038			\$16,813.50	\$16,813.50	
11/1/2038	\$300,000.00	2.7320%	\$16,813.50	\$316,813.50	\$333,627.00
05/1/2039			\$12,715.50	\$12,715.50	
11/1/2039	\$300,000.00	2.7840%	\$12,715.50	\$312,715.50	\$325,431.00
05/1/2040			\$8,539.50	\$8,539.50	
11/1/2040	\$300,000.00	2.8310%	\$8,539.50	\$308,539.50	\$317,079.00
05/1/2041			\$4,293.00	\$4,293.00	
11/1/2041	\$300,000.00	2.8620%	\$4,293.00	\$304,293.00	\$308,586.00
TOTALS	\$6,000,000.00		\$1,433,415.00	\$7,433,415.00	

Maine Municipal Bond Bank
Estimate of Borrowing
Prepared via www.mmbb.com on:
February 08, 2021

Date	Principal	Rate	Interest	Total Payment	FY Total
11/1/2021			\$60,550.00	\$60,550.00	\$60,550.00
05/1/2022			\$60,550.00	\$60,550.00	
11/1/2022	\$350,000.00	0.5500%	\$60,550.00	\$410,550.00	\$471,100.00
05/1/2023			\$59,587.50	\$59,587.50	
11/1/2023	\$350,000.00	0.5800%	\$59,587.50	\$409,587.50	\$469,175.00
05/1/2024			\$58,572.50	\$58,572.50	
11/1/2024	\$350,000.00	0.6200%	\$58,572.50	\$408,572.50	\$467,145.00
05/1/2025			\$57,487.50	\$57,487.50	
11/1/2025	\$350,000.00	0.6800%	\$57,487.50	\$407,487.50	\$464,975.00
05/1/2026			\$56,297.50	\$56,297.50	
11/1/2026	\$350,000.00	0.7900%	\$56,297.50	\$406,297.50	\$462,595.00
05/1/2027			\$54,915.00	\$54,915.00	
11/1/2027	\$350,000.00	0.9300%	\$54,915.00	\$404,915.00	\$459,830.00
05/1/2028			\$53,287.50	\$53,287.50	
11/1/2028	\$350,000.00	1.0800%	\$53,287.50	\$403,287.50	\$456,575.00
05/1/2029			\$51,397.50	\$51,397.50	
11/1/2029	\$350,000.00	1.2300%	\$51,397.50	\$401,397.50	\$452,795.00
05/1/2030			\$49,245.00	\$49,245.00	
11/1/2030	\$350,000.00	1.3900%	\$49,245.00	\$399,245.00	\$448,490.00
05/1/2031			\$46,812.50	\$46,812.50	
11/1/2031	\$350,000.00	1.5200%	\$46,812.50	\$396,812.50	\$443,625.00
05/1/2032			\$44,152.50	\$44,152.50	
11/1/2032	\$350,000.00	1.8780%	\$44,152.50	\$394,152.50	\$438,305.00
05/1/2033			\$40,866.00	\$40,866.00	
11/1/2033	\$350,000.00	2.1350%	\$40,866.00	\$390,866.00	\$431,732.00
05/1/2034			\$37,129.75	\$37,129.75	
11/1/2034	\$350,000.00	2.3180%	\$37,129.75	\$387,129.75	\$424,259.50
05/1/2035			\$33,073.25	\$33,073.25	
11/1/2035	\$350,000.00	2.4470%	\$33,073.25	\$383,073.25	\$416,146.50
05/1/2036			\$28,791.00	\$28,791.00	
11/1/2036	\$350,000.00	2.5680%	\$28,791.00	\$378,791.00	\$407,582.00
05/1/2037			\$24,297.00	\$24,297.00	
11/1/2037	\$350,000.00	2.6750%	\$24,297.00	\$374,297.00	\$398,594.00
05/1/2038			\$19,615.75	\$19,615.75	
11/1/2038	\$350,000.00	2.7320%	\$19,615.75	\$369,615.75	\$389,231.50
05/1/2039			\$14,834.75	\$14,834.75	
11/1/2039	\$350,000.00	2.7840%	\$14,834.75	\$364,834.75	\$379,669.50
05/1/2040			\$9,962.75	\$9,962.75	
11/1/2040	\$350,000.00	2.8310%	\$9,962.75	\$359,962.75	\$369,925.50
05/1/2041			\$5,008.50	\$5,008.50	
11/1/2041	\$350,000.00	2.8620%	\$5,008.50	\$355,008.50	\$360,017.00
TOTALS	\$7,000,000.00		\$1,672,317.50	\$8,672,317.50	

Maine Municipal Bond Bank
Estimate of Borrowing
Prepared via www.mmbb.com on:
February 08, 2021

Date	Principal	Rate	Interest	Total Payment	FY Total
11/1/2021			\$69,200.00	\$69,200.00	\$69,200.00
05/1/2022			\$69,200.00	\$69,200.00	
11/1/2022	\$400,000.00	0.5500%	\$69,200.00	\$469,200.00	\$538,400.00
05/1/2023			\$68,100.00	\$68,100.00	
11/1/2023	\$400,000.00	0.5800%	\$68,100.00	\$468,100.00	\$536,200.00
05/1/2024			\$66,940.00	\$66,940.00	
11/1/2024	\$400,000.00	0.6200%	\$66,940.00	\$466,940.00	\$533,880.00
05/1/2025			\$65,700.00	\$65,700.00	
11/1/2025	\$400,000.00	0.6800%	\$65,700.00	\$465,700.00	\$531,400.00
05/1/2026			\$64,340.00	\$64,340.00	
11/1/2026	\$400,000.00	0.7900%	\$64,340.00	\$464,340.00	\$528,680.00
05/1/2027			\$62,760.00	\$62,760.00	
11/1/2027	\$400,000.00	0.9300%	\$62,760.00	\$462,760.00	\$525,520.00
05/1/2028			\$60,900.00	\$60,900.00	
11/1/2028	\$400,000.00	1.0800%	\$60,900.00	\$460,900.00	\$521,800.00
05/1/2029			\$58,740.00	\$58,740.00	
11/1/2029	\$400,000.00	1.2300%	\$58,740.00	\$458,740.00	\$517,480.00
05/1/2030			\$56,280.00	\$56,280.00	
11/1/2030	\$400,000.00	1.3900%	\$56,280.00	\$456,280.00	\$512,560.00
05/1/2031			\$53,500.00	\$53,500.00	
11/1/2031	\$400,000.00	1.5200%	\$53,500.00	\$453,500.00	\$507,000.00
05/1/2032			\$50,460.00	\$50,460.00	
11/1/2032	\$400,000.00	1.8780%	\$50,460.00	\$450,460.00	\$500,920.00
05/1/2033			\$46,704.00	\$46,704.00	
11/1/2033	\$400,000.00	2.1350%	\$46,704.00	\$446,704.00	\$493,408.00
05/1/2034			\$42,434.00	\$42,434.00	
11/1/2034	\$400,000.00	2.3180%	\$42,434.00	\$442,434.00	\$484,868.00
05/1/2035			\$37,798.00	\$37,798.00	
11/1/2035	\$400,000.00	2.4470%	\$37,798.00	\$437,798.00	\$475,596.00
05/1/2036			\$32,904.00	\$32,904.00	
11/1/2036	\$400,000.00	2.5680%	\$32,904.00	\$432,904.00	\$465,808.00
05/1/2037			\$27,768.00	\$27,768.00	
11/1/2037	\$400,000.00	2.6750%	\$27,768.00	\$427,768.00	\$455,536.00
05/1/2038			\$22,418.00	\$22,418.00	
11/1/2038	\$400,000.00	2.7320%	\$22,418.00	\$422,418.00	\$444,836.00
05/1/2039			\$16,954.00	\$16,954.00	
11/1/2039	\$400,000.00	2.7840%	\$16,954.00	\$416,954.00	\$433,908.00
05/1/2040			\$11,386.00	\$11,386.00	
11/1/2040	\$400,000.00	2.8310%	\$11,386.00	\$411,386.00	\$422,772.00
05/1/2041			\$5,724.00	\$5,724.00	
11/1/2041	\$400,000.00	2.8620%	\$5,724.00	\$405,724.00	\$411,448.00
TOTALS	\$8,000,000.00		\$1,911,220.00	\$9,911,220.00	

Maine Municipal Bond Bank
Estimate of Borrowing
Prepared via www.mmbb.com on:
February 08, 2021

Date	Principal	Rate	Interest	Total Payment	FY Total
11/1/2021			\$77,850.00	\$77,850.00	\$77,850.00
05/1/2022			\$77,850.00	\$77,850.00	
11/1/2022	\$450,000.00	0.5500%	\$77,850.00	\$527,850.00	\$605,700.00
05/1/2023			\$76,612.50	\$76,612.50	
11/1/2023	\$450,000.00	0.5800%	\$76,612.50	\$526,612.50	\$603,225.00
05/1/2024			\$75,307.50	\$75,307.50	
11/1/2024	\$450,000.00	0.6200%	\$75,307.50	\$525,307.50	\$600,615.00
05/1/2025			\$73,912.50	\$73,912.50	
11/1/2025	\$450,000.00	0.6800%	\$73,912.50	\$523,912.50	\$597,825.00
05/1/2026			\$72,382.50	\$72,382.50	
11/1/2026	\$450,000.00	0.7900%	\$72,382.50	\$522,382.50	\$594,765.00
05/1/2027			\$70,605.00	\$70,605.00	
11/1/2027	\$450,000.00	0.9300%	\$70,605.00	\$520,605.00	\$591,210.00
05/1/2028			\$68,512.50	\$68,512.50	
11/1/2028	\$450,000.00	1.0800%	\$68,512.50	\$518,512.50	\$587,025.00
05/1/2029			\$66,082.50	\$66,082.50	
11/1/2029	\$450,000.00	1.2300%	\$66,082.50	\$516,082.50	\$582,165.00
05/1/2030			\$63,315.00	\$63,315.00	
11/1/2030	\$450,000.00	1.3900%	\$63,315.00	\$513,315.00	\$576,630.00
05/1/2031			\$60,187.50	\$60,187.50	
11/1/2031	\$450,000.00	1.5200%	\$60,187.50	\$510,187.50	\$570,375.00
05/1/2032			\$56,767.50	\$56,767.50	
11/1/2032	\$450,000.00	1.8780%	\$56,767.50	\$506,767.50	\$563,535.00
05/1/2033			\$52,542.00	\$52,542.00	
11/1/2033	\$450,000.00	2.1350%	\$52,542.00	\$502,542.00	\$555,084.00
05/1/2034			\$47,738.25	\$47,738.25	
11/1/2034	\$450,000.00	2.3180%	\$47,738.25	\$497,738.25	\$545,476.50
05/1/2035			\$42,522.75	\$42,522.75	
11/1/2035	\$450,000.00	2.4470%	\$42,522.75	\$492,522.75	\$535,045.50
05/1/2036			\$37,017.00	\$37,017.00	
11/1/2036	\$450,000.00	2.5680%	\$37,017.00	\$487,017.00	\$524,034.00
05/1/2037			\$31,239.00	\$31,239.00	
11/1/2037	\$450,000.00	2.6750%	\$31,239.00	\$481,239.00	\$512,478.00
05/1/2038			\$25,220.25	\$25,220.25	
11/1/2038	\$450,000.00	2.7320%	\$25,220.25	\$475,220.25	\$500,440.50
05/1/2039			\$19,073.25	\$19,073.25	
11/1/2039	\$450,000.00	2.7840%	\$19,073.25	\$469,073.25	\$488,146.50
05/1/2040			\$12,809.25	\$12,809.25	
11/1/2040	\$450,000.00	2.8310%	\$12,809.25	\$462,809.25	\$475,618.50
05/1/2041			\$6,439.50	\$6,439.50	
11/1/2041	\$450,000.00	2.8620%	\$6,439.50	\$456,439.50	\$462,879.00
TOTALS	\$9,000,000.00		\$2,150,122.50	\$11,150,122.50	

CASCADE CHARTER TOWNSHIP PATHWAYS FUND

10-YEAR FORECAST (2020 - 2029)

03/01/2018

2018 Millage = 0.3985 (1.49B TV)

2019 Millage = 0.3500 (1.53B TV)

GL NUMBER	DESCRIPTION	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	NOTES
REVENUES													
216-000-401-402	TAX LEVY	490,322	509,928	530,414	541,022	551,843	562,880	574,137	585,620	597,332	0	0	Assumes 2% Annual Increase; Millage Ends
216-000-401-410	PERSONAL PROPERTY TAX	33,333	36,058	37,626	38,379	39,146	39,929	40,728	41,542	42,373	0	0	Combined w/Real Property
216-000-401-412	DELINQUENT TAX LEVY	1,075	1,500	1,200	3,000	3,000	3,000	3,000	3,000	3,000	0	0	Flat
216-000-401-437	ABATEMENT TAXES-LEVY	3,789	4,301	6,269	6,394	6,522	6,653	6,786	6,921	7,060	0	0	Assumes 2% Annual Increase
216-000-401-445	PENALTIES & INTEREST ON TAX	114	100	120	100	100	100	100	100	100	0	0	Flat
216-000-401-441	COMMUNITY STABLIZATION SHARE	17,903	25,516	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	18,870	Flat
216-000-665-000	INTEREST REVENUE	26,034	60,500	10,500	4,967	4,394	7,618	10,917	14,293	17,748	21,282	19,925	0.75% Return on Fund Balance
TOTAL REVENUES		572,570	637,903	604,999	612,732	623,875	639,049	654,538	670,347	686,483	40,152	38,795	
EXPENDITURES													
216-758-728-000	OPERATING SUPPLIES	12,583	18,000	18,000	18,360	18,727	19,102	19,484	19,873	20,271	20,676	21,090	Assumes 2% Annual Increase
216-758-821-100	ENGINEERING	144,600	15,000	15,000	15,450	15,914	16,391	16,883	17,389	17,911	18,448	19,002	Assumes 3% Annual Increase
216-758-931-000	MAINT & REPAIR	38,849	100,000	100,000	103,000	106,090	109,273	112,551	115,927	119,405	122,987	126,677	Assumes 3% Annual Increase
	PROPERTY MAINTENANCE	47,700	50,974	50,974	51,993	53,033	54,094	55,176	56,279	57,405	58,553	59,724	Assumes 2% Annual Increase
216-758-950-000	PROPERTY TAX REFUNDS	12	200	300	300	300	300	300	300	300	300	300	Flat Amount
216-758-955-000	MISCELLANEOUS EXPENSE	3,072											
216-901-970-000	CAPITAL OUTLAY - FFE		19,000	34,000									Per Amoritization Schedule
216-901-974-000	CAPITAL OUTLAY - LANDIMP		1,677,265	500,000	500,000								Per Amoritization Schedule
TOTAL Expenditures		246,816	1,880,439	718,274	689,103	194,064	199,159	204,393	209,769	215,292	220,965	226,793	
NET OF REVENUES/APPROPRIATIONS		325,754	(1,242,536)	(113,275)	(76,371)	429,811	439,890	450,145	460,577	471,191	(180,813)	(187,997)	
BEGINNING FUND BALANCE		1,692,348	2,018,102	775,566	662,291	585,920	1,015,731	1,455,621	1,905,766	2,366,343	2,837,534	2,656,721	
ENDING FUND BALANCE		2,018,102	775,566	662,291	585,920	1,015,731	1,455,621	1,905,766	2,366,343	2,837,534	2,656,721	2,468,723	
FUND BAL. AS % BDGT		817.65%	41.24%	92.21%	85.03%	523.40%	730.88%	932.40%	1128.07%	1317.99%	1202.33%	1088.54%	

**CASCADE CHARTER TOWNSHIP
REQUESTS FOR PROPOSALS
Cascade Charter Township / Township Legal Services**

Cascade Charter Township hereby requests proposals from qualified firms interested in providing ***Legal Services*** for the Cascade Charter Township Board.

Proposals shall be due July 29th, 2016 at 10:00 a.m. Please mark the sealed envelope as "Cascade Township Legal Services." A complete Request for Proposal document may be obtained at:

Cascade Charter Township
ATTN: Benjamin Swayze
Township Manager
2865 Thornhills SE
Grand Rapids, MI 49546
Phone: 616-949-1500

Or on the Web at:
<http://www.cascadetwp.com/Reference-Desk/Bids.aspx>



Cascade Township Request for Proposals 2016 Legal Services

Cascade Charter Township hereby requests proposals from qualified firms interested in providing comprehensive legal services to the Township.

These specifications describe the conditions, requirements and responsibilities accepted by consultants when bidding on providing these services to Cascade Charter Township (Cascade *or* the Township).

I. INTRODUCTION

1.1 Background

Cascade is a full-service Charter Township that offers the following services:

- Township Administrative Services
- Clerk
- Treasurer
- Assessing
- Community Development (Planning, Zoning, Economic Development)
- Buildings and Grounds
- Parks, Pathways and Cemeteries
- Emergency Services (Fire, Medical, Accident)
- Building Inspections (Including contracted services with neighboring communities)
- Library (In partnership with Kent District Library)
- Police (In partnership with the Kent County Sheriff's Department)
- Water/Sewer (In partnership with The City of Grand Rapids)
- Downtown Development Authority

This **Request for Proposal** is intended to solicit and secure proposals from consultants with experience working with diverse interests within municipalities of a size similar to Cascade. The Township seeks services encompassing the traditional scope of work including legal counsel, opinions, consultation, and coordination with special counsel. Attendance at a variety of meetings will be required, including Township Board, Planning Commission, Zoning Board of Appeals and Downtown Development Authority meetings as requested. A detailed scope of services follows in **Section 4**.

1.2 Minimum Qualifications

Proposals will be accepted from firms who meet the following minimum qualifications. Individuals or consultants that do not meet these minimum qualifications shall be deemed non-responsive and will not receive further consideration.

- A. Each attorney in the proposed team must possess a Juris Doctorate degree and have graduated from a law school accredited by the American Bar Association.
- B. Each attorney in the proposed team must be a member in good standing of the Michigan State Bar Association.
- C. The proposed designated Township Attorney must have a minimum of ten years' experience in the field of municipal law with particular experience in land use.
- D. Standard Insurance Requirements:
 1. Commercial General Liability Coverage: Commercial General Liability Coverage including products/completed operations, contractual liability, and personal injury. This insurance shall be on a commercial insurance, occurrence form. The certificate must contain, as an endorsement, the following language: "Cascade Charter Township, Michigan, its elected officials, officers, employees, boards, commissions, authorities, voluntary associations, and any other units operating under the jurisdiction of the Township and within appointment of its operating budget, including Cascade Charter Township, are named as additional insured and said coverage shall be considered to be the primary coverage rather than any policies and insurance or self-insurance retention owned or maintained by Cascade Charter Township". The limit amount for this insurance shall be not less than \$1,000,000 per occurrence and \$2,000,000 aggregate.
 2. Workers Compensation Coverage: At a minimum, Workers Compensation Insurance as required by State of Michigan law, Michigan statutory coverage, or evidence of an exemption for sole proprietors or a State issued exemption for corporations, partnerships or LLCs who have three or less employees. Employer Liability limits of \$500,000 each accident, \$500,000 disease policy limit and \$500,000 disease each employee.
 3. Automobile Liability Coverage: The Automobile Liability Coverage shall cover all owned, non-owned, and hired automobiles with a limit of not less than \$1,000,000 combined single limit each accident.

4. Professional Liability Insurance: A policy in an amount not less than \$1,000,000 per claim.
5. Cancellation: Cancellation clause of insurance not less than thirty (30) days.
6. Proof of Insurance: The Township reserves the right to require complete, certified copies of all required insurance policies at any time.

E. The successful bidder will be required to enter into a professional service contract with the Township.

1.3 Funding

Any contract awarded as a result of this Request for Proposal is contingent upon the availability of funding, as determined by the Township Board.

1.4 Period of Performance

The period of performance of any contract resulting from this RFP is tentatively scheduled to begin on or about October 1st, 2016 and conclude December 31st, 2021. The final negotiated contract shall contain a clause that allows for the termination of the contract, without cause, with 120 days' notice.

II. GENERAL INFORMATION FOR CONSULTANTS

2.1 Project Administrator

The Project Administrator is the sole point of contact for this procurement. All communication between prospective bidders and the Township upon receipt of this RFP shall be with the Project Administrator, as follows:

Benjamin Swayze
Township Manager
2865 Thornhills SE
Grand Rapids, MI 49546

Telephone: (616) 949-1500
E-mail: bswayze@cascadetwp.com

Prospective bidders are to rely on written statements issued by the Project Administrator. Any other communication will be considered unofficial and non-binding on the Township. Communication directed to parties other than the Project Administrator may result in disqualification of the prospective bidder.

2.2 Estimated Schedule of Procurement Activities

- Issue request for proposals June 23rd, 2016
- Proposals due July 29th, 2016
- Personnel Committee evaluates proposals August 11th, 2016
- Follow-up Calls or Interviews Week of Aug. 15, 2016
- Township Board approves contract August 24th, 2016
- Begin contract work (**overlap w/current firm) October 1st, 2016
- Township Attorney December 31st, 2016

**Should the contract be awarded to a firm that does not currently represent the Township, it is anticipated that there will be three months over overlapping work to bring the new firm up-to-speed on current issues in the Township

2.3 Submission of Proposals

Responding firms are required to submit four (4) copies of their proposal, which must have original signatures. The proposal, whether mailed or hand delivered, must arrive at the Cascade Township Hall no later than 10:00 a.m., local time, on Friday, July 29th, 2016.

Proposals must include all information as outlined in Section 4 of this document.

The proposal is to be sent to the Project Administrator at the address noted in Section 2.1, above. The envelope should be clearly marked "Cascade Township Legal Services" and addressed to the attention of the Project Administrator.

Bidders who mail proposals should allow normal mail delivery time to ensure timely receipt of their proposals by the Project Administrator. Respondents assume the risk for the method of delivery chosen. The Township assumes no responsibility for delays caused by any delivery service. Proposals may not be transmitted using electronic media such as facsimile or email transmission.

Late proposals will not be accepted and will be automatically disqualified from further consideration. All proposals and any accompanying documentation become the property of the Township and will not be returned.

2.4 Proprietary Information and Public Disclosure

Materials submitted in response to this competitive procurement shall become the property of the Township. All proposals received shall remain confidential until the deadline for submission of bids or proposals has expired, as defined by Michigan statute (MCL 15.243 (1)(i), the Freedom of Information Act).

2.5 Revisions to the RFP

In the event it becomes necessary to revise any part of this RFP, addenda will be reduced to writing and submitted to all prospective bidders known to the Township. For this purpose, the published questions and answers and any other pertinent information will be considered an addendum to the RFP and will be provided to prospective bidders.

The Township reserves the right to cancel or to reissue the RFP in whole or in part, prior to execution of a contract.

2.6 Acceptance Period

Proposals must provide 60 days for acceptance by Township from the due date for receipt of proposals.

2.7 Responsiveness

All proposals will be reviewed by the Project Administrator to determine compliance with administrative requirements and instructions specified in this RFP. Failure to comply with any part of the RFP may result in rejection of the proposal as non-responsive. The Township also reserves the right, at its sole discretion, to waive minor administrative irregularities.

2.8 Most Favorable Terms

The Township reserves the right to make an award without further discussion of the proposal submitted. Therefore, the proposal should be submitted initially on the most favorable terms that the respondent could propose. There will be no best and final offer procedure. The Township does reserve the right to contact a respondent for clarification of its proposal.

The Respondent should be prepared to accept this RFP for incorporation into a contract resulting from this RFP. Contract negotiations may incorporate some of or the Respondent's entire proposal. It is understood that the proposal will become a part of the official procurement file on this matter without obligation of the Township.

2.9 Costs of Proposal

The Township will not be liable for any costs incurred by the Respondent in preparation of a proposal submitted in response to this RFP, in conduct of a presentation, or any other activities related to responding to this RFP.

2.10 No Obligation Contract

This RFP does not obligate the Cascade Township Board to award a contract for services specified herein.

2.11 Rejection of Proposals

The Township reserves the right at its sole discretion to reject any and all proposals received without penalty and not to issue a contract as a result of this RFP.

2.12 Failure to Comply

The Respondent is specifically notified that failure to comply with any part of the RFP may result in rejection of the proposal as non-responsive.

2.13 Commitment of Funds

The Cascade Township Board or their delegates are the only individuals who may legally commit the Township to the expenditures of funds for a contract resulting from this RFP. No cost chargeable to the proposed contract may be incurred before receipt of a fully executed contract.

2.14 Signatures

The proposal must be signed and dated by a person authorized to legally bind the Respondent to a contractual relationship, e.g., the President or Executive Director if a corporation, the managing partner if a partnership, or the proprietor if a sole proprietorship.

III. SCOPE OF WORK

3.1 General Counsel

1. Provides legal advice, counsel, services, training, consultation, and opinions to the Township Board, Staff, Commissions, Boards and Authorities, and all levels of the Township government, on a wide variety of civil assignments, including but not limited to land use planning, laws against discrimination, construction of public works, condemnation, purchasing and procurement, leasing, purchase and sale of property, employment legal matters, public disclosure issues, and tort law. The Township Attorney's advice includes methods to avoid civil litigation.
2. Furnishes legal representation at all Township Board and other meetings when requested.
3. Appears before courts and administrative agencies to represent the Township's interests including prosecuting ordinance violations when requested/required.

4. Prepares and/or reviews ordinances and resolutions, contracts and other documents for legal correctness and acceptability.
5. Works cooperatively with special legal counsel retained by the Township for special projects.
6. Coordinates with other special counsel, as needed, to assure proper management of legal issues, and proper coordination and transition of legal issues among special counsel.
7. Assists Township officials and employees to maintain awareness of ethical standards and appearance of fairness standards, and to avoid potential conflicts of interest, prohibited transactions and the appearance of prohibited transactions.
8. Assists officials and employees to understand the legal roles and duties of their respective offices and interrelationships with others.
9. Provides the Township Supervisor and Board with guidance as to Robert's Rules of Orders and related procedural matters relating to Board meetings.
10. Prepares legal opinions at the request of the Township Board or Manager
11. Provides the Township Board and Staff a legal perspective and advice on various governmental issues.
12. Performs other legal services and tasks as assigned by the Township Board and Township Manager

3.2 Bond Counsel

1. On an as needed basis, prepares, reviews and opines on bond ordinances related to capital projects.
2. Assists in reviews and updates of official statements associated with debt issuances.
3. Attends bid openings and assists in analyzing bids to determine final award.
4. Assists in relationship management with rating agencies.
5. Provides advice on legal and financial matters to ensure Township's fiscal strengths.

6. Provides legal opinions on sale of bonds and notes.
7. Performs other legal services and tasks as assigned by the Township Board and Township Manager

3.3 Prosecution Services

1. Represent the Township as Prosecutor in the District Court for ordinance violations and municipal civil infractions.
2. Represent the Township as Prosecutor in all appeals of convictions.
3. Recommend and draft ordinances and amendments based on cases prosecuted.
4. Coordinate work with the Kent County Sheriff's Department, as necessary, at the direction of the Township Manager.
5. Provide monthly time records to the Township Manager for work performed and statistics on the cases opened and pending.

3.4 Additional Services

1. The appointed Township Attorney (or appropriate team member) must attend any and all Township Board meeting at the request of the Township Board or Township Manager. ***Regular attendance is not required unless requested.*** Such meetings are ordinarily held on Wednesday evenings in accordance with an annually adopted schedule.
2. The Township Attorney (or appropriate team member) must be available by phone, cell phone, fax and e-mail during business hours, evenings and weekends. Township Manger must be notified of whom to contact in the absence of the Township Attorney
3. Timeliness of response and accessibility to the Township Attorney is an important aspect of the service. Accessibility and responsiveness for the proposed designated Township Attorney is of greatest importance, although these elements will also be considered in relation to Team Member Attorneys as well.
4. Accessibility includes the ability to be generally available to attend meetings in person on short notice and the ability to be reached promptly by telephone. The Township does not provide space on Township property for the Township Attorney and team members. A successful applicant must demonstrate an ability to provide services promptly.

IV. PROPOSAL CONTENT

4.1 Business Organization

State the full name and address of your organization, and if applicable, any branch offices or other subordinate elements that will perform or assist in performing the work. Indicate whether you operate as an individual, partnership, limited liability company or corporation. If a corporation or limited liability company, indicate the State in which you are incorporated. Provide proof or certification of license to operate in the State of Michigan.

4.2 Applicable Experience

Provide a narrative description of the firm, its operating principles, its divisions or departments and any matters that the firm specializes in.

Provide a general history of the firm, specifically identifying any services provided to Cascade Charter Township in the past.

Provide the name and address and contact information for the primary point of contact for any municipal clients in the State of Michigan.

For representative sample of municipal clients identified similar to Cascade Township (but no more than 3), provide:

1. Information, including dates and jurisdiction, relating to the scope of work identified above, including without limitation, land use, zoning, growth management, election law, Tax Increment Financing, Environmental Law, Inter-Local Agreements, Municipal Authority Agreements, Public Works, Employment Law and other Municipal matters.
2. Copy of any contract for services between that client and the firm
3. A billing synopsis of all work completed for said client over the past three years. Billing synopsis should, at a minimum, include hours billed and total billed amounts.

4.3 Attorney Identification

Identify each attorney who is proposed to provide services to the Township during the term of the Contract and identify the attorney who will be the appointed Township Attorney.

Each attorney identified must possess the following minimum qualifications:

1. Each attorney in the proposed team must possess a Juris Doctorate degree and have graduated from a law school accredited by the American Bar Association.
2. Each attorney in the proposed team must be a member in good standing of the Michigan State Bar Association.

The appointed Township Attorney must have a minimum of ten years of experience in the field of municipal law with particular experience in land use and general municipal operations. Membership in the Public Corporation Law Section of the State Bar of Michigan and the Michigan Association of Municipal Attorneys is not required but will be considered.

In identifying each attorney, the applicant must provide the name, residence address, Bar number, date of graduation from an accredited Law School, name of the Law School, and date of admission to the Michigan Bar.

4.4 Assigned Attorneys

Provide a resume for the Township Attorney and each team member Attorney, detailing the experience and qualifications of each attorney. Including a summary of each attorney's body of work involving the scope of services identified in this RFP for the previous three years.

Identify all departments or divisions of your firm by specialty and whether the firm has attorney(s) who specialize in matters not within the scope of work identified above. Also identify any other additional resources available through your firm to meet special or unusual needs.

Accessibility and Responsiveness:

Identify the accessibility of the proposed designated Township Attorney, and the response time that the individual offers to the Township. Specifically identify the lead-time required for attending scheduled or ad-hoc meetings. Identify how quickly the Township Attorney can arrive in person to attend an unscheduled, urgent meeting.

4.5 Facilities

Describe the office space available to provide Municipal services, including support staff, equipment, resource materials, and library and conference rooms, if any.

4.6 Authorized Negotiations

Include the names and telephone numbers of those persons in your organization authorized to negotiate the proposed contract with the Township.

4.7 References

Provide permission for the Township to contact and interview personnel at any location

that the firm has provided Municipal services by contract or otherwise and include three professional references for the designated Township Attorney.

Provide permission for the Township to contact any companies or individuals, whether offered as references or otherwise, to obtain information that will assist the Township in evaluating the Proposal. The Township retains the right to use such information to make selection decisions. Submittal of a proposal is an agreement that the Township may contact and utilize such information.

4.8 Conflicts of Interest

The firm should state its policy on conflicts of interest and how it proposes to handle situations where a conflict might occur. The firm should identify all situations in the past three years where the firm has had to recuse itself from participating in an issue with a municipal client due to a conflict of interest.

4.9 Cost Proposal

The information requested in this section is required to support the reasonableness of your quotation. The proposal submitted must be separated by duty, including any separate fee, as follows:

1. General Counsel
2. Bond Counsel
3. Prosecution Services

Should the firm have a fee for service not inclusive of the above three categories, or a separate fee for a subservice of the above three categories, it should be noted accordingly.

A proposed compensation package must be inclusive of all service costs. The proposal should provide fixed hourly rates in each of the categories identified above. The Township will select its finalist(s) by considering proposed compensation as a "best and final offer."

Though, the Township reserves the right to negotiate terms as needed to improve elements of the proposal to best meet the needs of the Township. Do not include the cost of any special litigation services as they will be contracted for on an as needed basis.

In addition to hourly rates for services described above, the proposal must also provide that supplies and other materials will be billed monthly in an itemized manner at actual cost.

4.10 Additional Information

The firm may also include any additional information and/or comments believed to be pertinent but not specifically requested elsewhere in the document.

IV. EVALUATION CRITERIA

5.1 Evaluation Subcommittee

The Personnel Committee of the Cascade Township Board will be responsible for evaluating the submitted proposals and submitting a recommendation of contract award to the full Township Board for consideration. Though there is no formal evaluation criteria, the Personnel Committee will focus on the following items when evaluating the proposals:

1. Verification of the basic information provided by the firm including, but not limited to, entity name, principals, incorporation, licensing and references.
2. Completeness of the proposal
3. Responsiveness to all elements outlined in the request for proposal.
4. Experience and qualifications of the Township Attorney and all team member attorneys identified.
5. Experience and results in performing the services desired by the Township.
6. Cost proposal that is advantageous to the Township.

5.2 Subcommittee Recommendation

The Personnel Committee will be responsible for making recommendations on the choice of a proposal to the full Cascade Township Board. The Cascade Township Board remains the sole body responsible for awarding a contract. The Cascade Township Board reserves the right to request additional information from the firms including, but not limited to, formal interviews and/or firm presentations. Should firms be requested to present to the Personnel Subcommittee or the Cascade Township Board, they will receive a minimum of seven (7) days' notice.

Submission of a proposal indicates acceptance by the firm of the conditions contained in the Request for Proposal.



CASCADE CHARTER TOWNSHIP

2865 Thornhills SE Grand Rapids, Michigan 49546-7140

Date: September 28th, 2016
To: Supervisor Beahan & Cascade Township Board
From: Benjamin Swayze, Township Manager
Subject: Legal Services RFP - Award

FACTS:

Cascade Township is currently served by Varnum LLP to provide general counsel legal services to the Township, as well as some specialized services. Until January 1st of this year, the Township was served by Law Weathers, however Law Weathers merged with Varnum. We continue to be served by essentially the same legal team, just as Varnum attorneys rather than Law Weathers. We have also utilized other firms in the past in cases of specialized needs. Most recently we have utilized Dickenson Wright for DDA and Bond Counsel work and we have utilized Bloom Sluggett Morgan for a planning/land use case where Varnum has had to recuse itself due to a conflict in the case.

With Law Weathers being merged with Varnum on January 1st, 2016, the Personnel Committee thought the timing may be appropriate to reconsider the matter and requested that a potential RFP for legal services be prepared for consideration. The Township Board approved letting bids for Legal Services this past July. Firms were invited to bid on the Township Legal services by invitation only. What follows is a list of firms that were invited to bid and whether or not they were responsive:

- Varnum – Yes
- Bloom Sluggett Morgan – Yes
- Dickenson Wright – Yes
- Mika Meyers – Yes
- Miller, Canfield, Paddock and Stone – Yes (Bond Council Only)
- Miller Johnson Attorneys – No
- Smith, Haughey, Rice & Roegge – No
- Foster, Swift, Collins & Smith – Yes
- Clark Hill – Yes
- McGraw Morris - No

At their August meeting, the Personnel Committee conducted the first review of the proposals, including the attached cost comparison. After reviewing the proposals, the Personnel Committee requested that the Township Manager seek additional information from Varnum and Bloom Sluggett Morgan regarding their proposals. Once the additional information was received, the Personnel Committee reconvened to discuss the proposals in light of the new information. After reviewing the proposals, the Personnel Committee has recommended that the Township retain the services of Varnum for General Council and Prosecution Services. They have also recommended that due to the variances in proposals, the Township bid Bond Counsel services on an as needed basis among those firms that were responsive.

Attached for your review is:

- Issued RFP for Legal Services
- RFP Response Cost Comparison
- Legal Services bid from Varnum (other bids are available upon request)
- Reference Check and Additional Information Response for Varnum and Bloom Sluggett
- Service and Billing Information Sheet from Varnum

ANALYSIS & CONCLUSIONS:

The Personnel Committee reviewed each of the proposals in detail before making a decision. The justification for their recommendation includes:

Cost – Of the proposals received, Varnum and Foster Swift had the lowest per hour cost for general services (\$190 per hour) with Bloom Sluggett Morgan only slightly higher (\$195). Foster Swift did have a slightly lower cost for prosecution services (\$175 per hour) but the Township is very limited in the use of this service. Varnum, Bloom Sluggett Morgan and Foster Swift also offered a discount on paralegal work ranging from \$85 to \$170, but the amount of work done for the Township that would be handled by a paralegal would be limited.

Experience – Each firm that submitted a proposal was very experience in municipal law. The committee was particularly impressed with the client list from Varnum, Bloom Sluggett Morgan, Mika Meyers and Dickenson Wright as each firm had a significant client base in the Kent County region. It was noted by the committee that while each firm had significant experience, Cascade Township itself has had very positive experiences with Varnum, Bloom Sluggett Morgan and Dickenson Wright.

Location – Each firm indicated the Township would be served out of a Grand Rapids area office, with the exception of Clark Hill which would be out of a Lansing area office. The Committee was comfortable with the accessibility of all firms except Cark Hill.

Package of Services – The Personnel Committee reviewed each proposal to determine if the services offered would be comprehensive. Miller Canfield only submitted a proposal for bond counsel. Bloom Sluggett Morgan proposal indicated that they would not offer bonding/finance or labor/benefits services. All other services were comprehensive.

References – After consideration of the proposals, the Personnel Committee recommended a detailed reference check for both Bloom Sluggett Morgan and Varnum. The reference check summary is included for your review, but both firms received very positive recommendations from references.

After considering all proposals, the Personnel Committee is recommending the Township Board select Varnum for General Services and Prosecution Services. The committee felt that given their price, comprehensive nature of their services, experience and positive relationship with the Township, they were the best choice for the Township. The services proposal with Varnum will be open ended and the relationship can be terminated at any time with or without cause.

The personnel committee is also recommending that Bond Council services be sought on an as-needed basis among the firms that were responsive to the Township proposal.

FINANCIAL CONSIDERATIONS:

In the current fiscal year, the Township has budgeted approximately \$40,000 over all departments for legal services. Actual costs for legal services during a fiscal year can fluctuate greatly depending on the activities of that year.

RECOMMENDED ACTION:

To award the bid for General Council and Prosecution Legal Services to Varnum and authorized the Township Manager to execute an engagement letter on behalf of the Township.

Cascade Township Legal Services RFP Cost Comparison

Varnum

General Counsel - \$190 per hour
Bond Counsel – Quote in advance of project
Prosecution Services - \$190 per hour
Real Estate - \$190 per hour
Labor and Employment - \$190 per hour
Clerical Services – No Charge
Postage – No Mark-Up
Messenger Service – No charge (internal only)
Copies – No Charge (Unless demand is inordinate)
Travel – No Charge

Bloom Sluggett

General Counsel - \$195 per hour
Paralegal - \$85 per hour
Copies - .15 for B&W; .25 color
Computer based legal research – No Charge
Telephone Calls – No Charge (for call, time charged at rate)
File Review – No Charge
Fax Transmission – No Charge
Postage – No Mark-Up

Foster Swift

General Counsel - \$190 per hour
Bond Counsel – Quote in advance of project
Prosecution - \$175 per hour
Specialty Counsel - \$225 per hour
Paralegal - \$135 - \$170 per hour
Secretarial – No Charge

Clark Hill

Partner/Member (General Counsel/Prosecution) - \$230-\$275
Partner/Member (Bond Counsel) - \$295 - \$750
Senior Attorney (General Counsel/Prosecution) - \$200
Senior Attorney (Bond Counsel) - \$265 - \$655
Associates (General Council/Prosecution) - \$185

Associates (Bond Counsel) - \$225 - \$370

Paralegals (General Counsel) - \$130 - \$150

Paralegals (Bond Counsel) - \$130 - \$235

Copies, faxes, legal research, operating expenses – No Charge

Dickenson Wright

General Counsel - \$210 per hour

Prosecution Services - \$185 per hour

Bond Counsel –

- \$1,000,000 or less – 1% (minimum \$15,000)
- \$1,000,000 - \$3,000,000 - \$15,000 + .5% in excess of \$1,000,000
- \$3,000,000+ - \$25,000 + .25% in excess of \$3,000,000

Mika Meyers

General Counsel - \$210 per hour

Prosecution Services - \$210 per hour

Bond Counsel - \$245 per hour (typically quoted separately on a not-to-exceed basis)

Associate Attorney Services - \$160- \$180 per hour

Secretarial Services – No Charge

Copies, postage, special delivery and filing – At Cost (No Mark-Up)

Miller Canfield (Bond Counsel Only)

General Obligation Bonds

- Minimum \$7,500
- \$3.00 per \$1,000 of bonds up to \$5million
- \$1.50 per \$1,000 of bonds between \$5million and \$10million
- \$0.90 per \$1,000 of bonds over \$10million

Revenue Bonds

- Minimum \$7,500
- \$4.00 per \$1,000 of bonds up to \$5million
- \$2.00 per \$1,000 of bonds between \$5million and \$10million
- \$0.90 per \$1,000 of bonds over \$10million

Installment Purchase Financing

- Minimum \$2,500
- \$1.25 per \$1,000 of bonds up to \$5million
- \$0.75 per \$1,000 of bonds between \$5million and \$10million
- \$0.45 per \$1,000 of bonds over \$10million



CASCADE CHARTER TOWNSHIP

2865 Thornhills SE Grand Rapids, Michigan 49546-7192

Date: August 24th, 2016
To: Trustee Jim Koessel
Supervisor Rob Beahan
Trustee Jack Lewis
From: Ben Swayze, Township Manager
CC: Denise Biegalle, Human Resources Director
Subject: Legal RFP Questions and Responses

At the August 11th meeting the Personnel Committee asked me to pose questions regarding the legal serves bids from Varnum and Bloom Sluggett to the authorized representatives from those respective firms. As well, the committee asked that references be checked for both firms. Below is a summary of the responses received.

Varnum

Question 1 – The committee is interested to know if you [John Huff] would continue to handle the Township land-use issues, or if this could potentially be assigned to another attorney in the firm.

Response – [verbatim] I have been involved in a number of land use/zoning matters. I enjoy this area of the law and believe I have an expertise in these matters. That being said, there are several attorneys here that also have extensive land use experience including Randy Kraker, Matt Zimmerman, and Bob Buchanan. There are also several real estate attorneys here with extensive zoning experience including Nyal Deems, Pete Schmidt and Dave Caldon. We also have municipal litigators who would become involved in litigation matters. This is how we handled litigation at Law Weathers as well. Mike Roth, who has worked on township matters, is here and is one of those attorneys. Unless the township desires to have one of these other attorneys take the lead, it would be my desire to be the primary person on land use matters. I may decide to use the particular expertise of one or more of the other attorneys in some instances if appropriate, and I certainly would consult with them to assure the best possible representation of the township.

Question 2 - The committee would like to know if work on behalf of the Township is assigned to paralegals and if so, how is it charged. Additionally, if work is assigned to paralegals, what is the nature of the work and how often are they utilized.

Response – [verbatim] The firm does have a number of paralegals who usually specialize in specific areas, such as real estate, litigation, or corporate issues. We might utilize a paralegal to prepare real estate documents for the township. If there was a litigation matter, a litigation paralegal might be utilized to catalog documents, prepare deposition notices, or summarize transcripts. The billing rate for paralegals would be \$100 an hour. Historically

(meaning at Law Weathers) there was not much use of paralegals in the municipal area except for ordinance enforcement matters where they would prepare files. This is because while we had paralegals, we had far fewer and most of them had an expertise that was not relevant to municipal work. While I would see utilizing paralegals in the areas outlined above, I would still see a majority of the work being performed by attorneys. We now have the ability, however, to lower costs to the Township by having legal services provided by paralegals where appropriate.

Reference 1 – Grandville

I spoke to Ken Krombeen, Grandville City Manager. Ken indicated that Grandville has utilized Varnum for all of their legal needs for at least 30 years. The Grandville City Attorney is Randy Kracker, and he had very high praise for Randy's professionalism and abilities. Ken indicated there are several of Varnum attorneys that he is in regular contact with, including Pat White (personnel) and Matt Zimmerman (land-use, general). Ken indicated that he could not recall a time in the City where Varnum has had to excuse themselves from a land-use case (i.e. Planning or Zoning) due to a conflict of interest. He did indicate there was an instance when Varnum had to excuse themselves from a tax tribunal case with Meijer because Varnum also represented Meijer. Ken indicated that he was very satisfied with Varnum and found that there is often an attorney with expertise with the firm when they have an issue. He also indicated that Varnum works with them to reduce costs on large cases and bulk work.

Reference 2 – Belding

I spoke with Bruce Brown, Belding City Manager. Bruce indicated that the City had a very long history with Varnum, but couldn't tell me how long they have been with them. He indicated that Varnum supplies all legal services needs to the City. Bruce said that Randy Kracker serves as the City attorney, and that he is a "great guy" and "unflappable." Pat white serves the personnel legal needs and the City sometimes works with Luis Avila <sp?> as well. Luis most recently helped them rewrite their entire personnel manual. Bruce indicated that he was unaware of an instance when Varnum had to excuse themselves from a land use case due to a conflict of interest. Bruce indicated they are extremely happy with the service provided by Varnum.

Note – In addition to the two communities I reached out to for Varnum references, Varnum also serves two of the communities I reach out to for Bloom Sluggett references. These clients are not historical Varnum clients but rather became Varnum client when Law Weathers merged with Varnum.

Reference 3 – Kentwood

I spoke with Mark Rambo – Deputy City Administrator. Mark indicated that Varnum handles personnel legal issues with them, including union negotiations. Personnel issues are handled by Kevin Krauss, and the City is very happy with the services they provide. Until recently Law Weathers provided prosecution services to Kentwood as well, but the contract was bid out this year and Varnum chose not to submit a bid. Mark indicated that the work they do with Varnum is generally more expensive on a per hour basis than the work they do with Bloom Sluggett, but "well worth it."

Reference 4 – Walker

I spoke with Darrel Schmalzel – City Manager. Darrel indicated that they utilize Varnum, and formerly Law Weathers, for personnel, DDA and bond counsel work. He indicated that they

have been very happy with the service that Varnum/Law Weathers provides to the City and would recommend them. Darrel indicated that the hourly rate from Varnum is higher than the hourly rate from Bloom Sluggett, but felt the service was worth the money.

Bloom Sluggett Morgan

Question 1 - Does the firm supply personnel/benefits legal services? If not, how are those handled?

Response – [Referenced Proposal] BSM would not perform the specialized legal services involving bonding/finance, labor or employee benefits.

Question 2 - The committee is interested to know if Bloom Sluggett Morgan was the selected firm, would you (Cliff Bloom) handle the Township land-use issues, or could this potentially be assigned to another attorney in the firm.

Response – [verbatim] With regard to land use issues, I would handle those issues myself (and attend any Township meetings regarding the same, unless I would have an irreconcilable conflict, in which case Jeff Sluggett would normally attend the meeting. As you likely know, Jeff has dealt with land use issues for decades in the City of Kentwood, Alpine Township, etc.). Or, if another attorney in our firm has a particular expertise in a special type of land use situation, that attorney might become involved. We would, of course, check with Township officials beforehand regarding any such conflict or expertise regarding a substitution of one of our other attorneys for a particular matter.

Question 3 - Your proposal references a separate rate for paralegals. The committee would like to know if it would be common for work on behalf of the Township is assigned to paralegals and if so what is the nature of the work and how often are they utilized.

Response – [verbatim] We use our paralegal only for matters that are more complex than our clerical staff normally handles, but not for attorney-type work. Absent litigation or ordinance enforcement cases, it would be somewhat unusual for our paralegal to be involved with a general municipal matter. Furthermore, our monthly statement/bills are generally quite detailed, so that the Township will see clearly any work that a paralegal performs. Transparency in billing is very important to us.

Reference 1 - Kentwood

I spoke with Mark Rambo – Deputy City Administrator. Mark indicated that they currently utilize Bloom Sluggett for General Counsel and Prosecution services. Mark says they are extremely happy with the service they receive from BSM and would highly recommend them. Mark indicated that Jeff Sluggett provides general counsel for them and is outstanding. Mark indicated he also worked with Jeff Sluggett when Mark was the Village Manager at the village of Howard City and that he did great work there as well. Bloom Sluggett recently started prosecution services for the City and Crystal Morgan handles that work, Mark indicated that it has been a smooth transition and Crystal has been doing a great job. Kentwood spends \$500,000 a year on legal services, with 50% of that related to prosecuting services. Mark indicated that Bloom Sluggett has never had to remove themselves from a land use case due to a conflict of interest. Varnum does personnel services for them, and another firm does bond counsel/finance work (see above reference for Varnum).

Reference 2 – Alpine Township

I spoke with Alex Arrends, Township Supervisor. Alex indicated that they have been with Bloom Sluggett Morgan since the firm was formed (they were a former Law Weathers client). Jeff Sluggett serves as the Township Attorney and provides most general counsel for the Township. Crystal Morgan handles the assessing issues and the minimal prosecution work they have. Alex indicated that he is very satisfied with the service BSM provides to the Township. Alex indicated that the Township does not have a separate attorney for personnel matters and said he could not recall a recent personnel issue where legal counsel was involved. Alex indicated if they did have an issue they would request BSM to provide legal counsel, but didn't know how BSM would handle the issue. Alex did not recall an instance where BSM had to excuse themselves from a land use issue due to a conflict of interest. He did indicate that there was conflict of interest issues in water/sewer utility negotiations with Plainfield Township (whom BSM also represents) but indicated they were able to "sort it out." Alex indicated he would highly recommend both Jeff Sluggett and Crystal Morgan

Reference 3 – City of Walker

I spoke with Darrel Schmalzel, City Manager. Darrel indicated that they utilize BSM for general counsel and prosecuting services and Varnum for personnel, DDA and Bond Counsel services (see above reference for Varnum). Darrel indicated that they spend approximately \$55,000 on prosecution and \$65,000 to \$75,000 per year on all other general counsel and specialized legal services. Walker has worked with Jeff Sluggett, Cliff Bloom and Crystal Morgan, as well as other firm lawyers, and their experience with all of them has been outstanding. Darrel could not recall a situation where BSM has had to excuse themselves from a land use case (or any case) because of a conflict of interest. Darrel said he would highly recommend BSM.