

AGENDA
CASCADE CHARTER TOWNSHIP
BOARD MEETING WORK SESSION

Wednesday, March 20, 2024

5:30 P.M.

Cascade Fire Station 1
2865 Thornhills SE,
Grand Rapids, MI 49546

Expected Meeting Procedures

1. During public comments you may speak on any item not noted on the agenda for a public hearing.
2. Please limit comments to 3 minutes per person and the Board may or may not choose to respond.
3. Please limit your comments to a specific issue.
4. Please turn OFF cellular phones.

Article 1. Call to Order, Roll Call

Article 2. Approval of Agenda

Article 3. Public Comments - Anything on the Agenda not scheduled for a public hearing. (Limit comments to 3 minutes)

Article 4. New Business – Discussion of Fire Millage

Article 5. Adjournment

Discussion Points for March 20th Board Workshop

Review Fire Department operations

Review taxable value assumptions

Review ten-year projection budget projections

Discuss fund balance policy – “floor” and “target” percentages

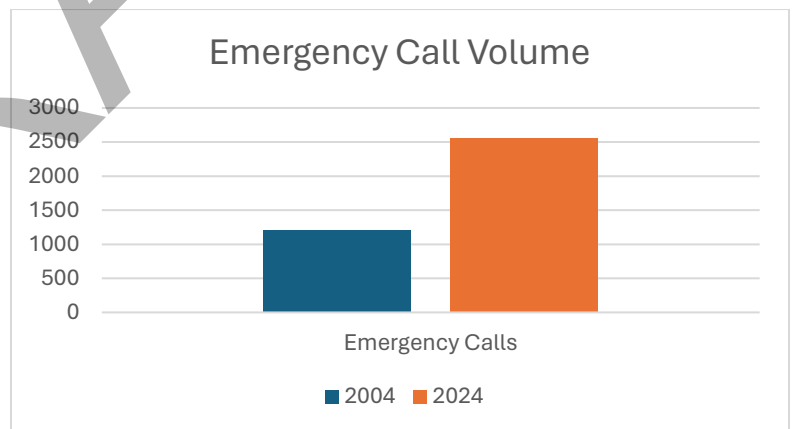
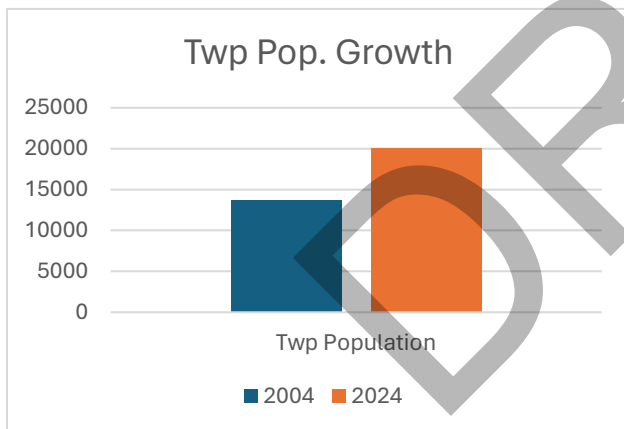
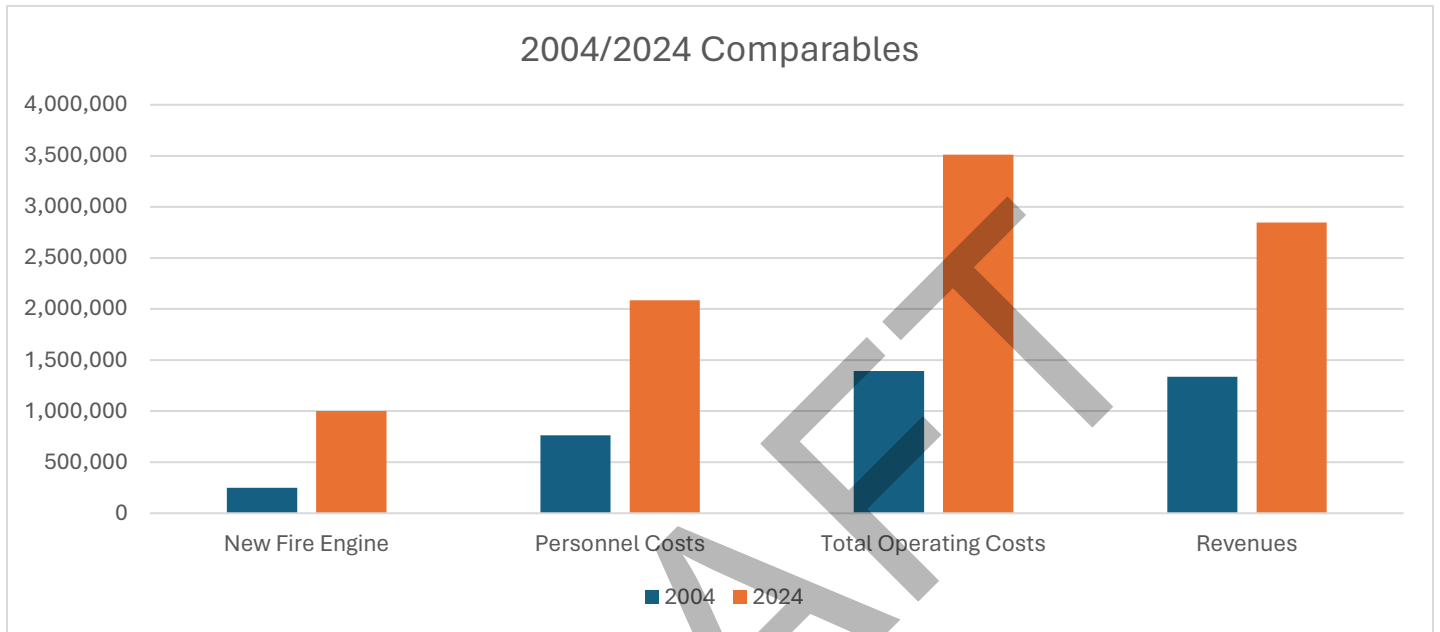
Discuss replacement millage details

- Number of years

- Millage rate

In 2004, Cascade residents approved a millage request of .58 mils over 20 years to support the fire department. The millage dollars support the following:

- Station 2 upgraded to accommodate 24-hour staffing.
- Full-time staff at station 2.
- Purchase a water tender vehicle to serve the non-hydrant area of the township.
- Purchase a medical unit for station 2.
- Increasing cost of operations.



Cascade Fire department overview.

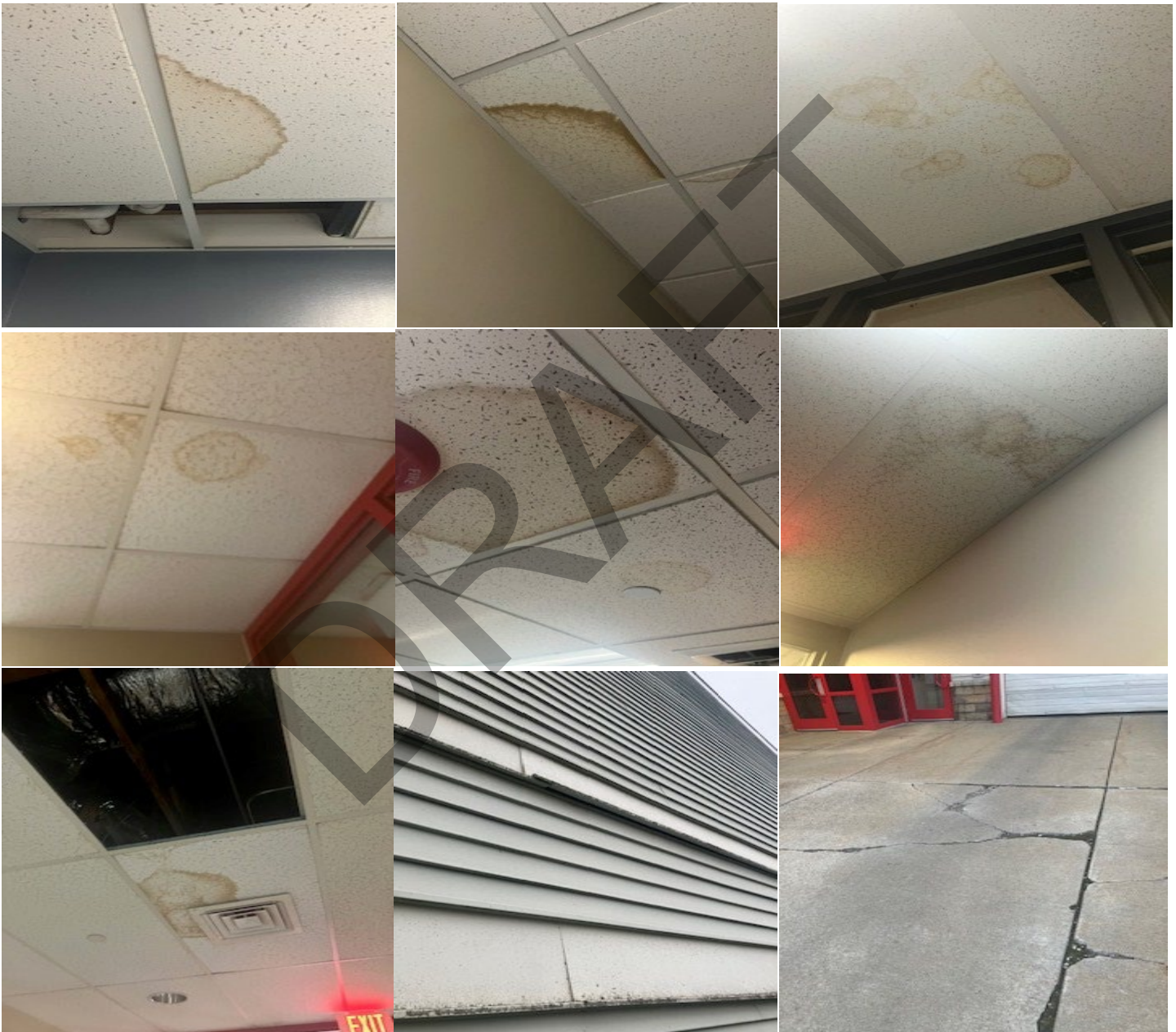
Cascade Fire covers 35 square miles and serves 20,000+ residents. Cascade Fire is an “all hazards” department that covers any emergency, including Fire, Medical, Technical Rescue, Automobile crash/rescue, Hazardous Materials, alarms, etc. The department also maintains a Fire Prevention division that covers the Township’s inspections, investigations, and community risk reduction programs. The department maintains 24-hour coverage with firefighter/EMTs at 2 stations.

20 Year Forecast

Emergency calls in Cascade have historically seen an annual increase of 4-5%. Expected call volume in 2044 expected to exceed 5,000. The current staff can handle approximately 1300 more calls without staff increase. (approx. 10 years)

Station 2 maintenance issues: Station 2 was constructed in 1996 and updated in 2004. It was constructed using lightweight wood and vinyl siding. Most components estimated a 25-year life expectancy. See attached photos. The HVAC system was replaced in 2023. Other items that need replacement soon include:

- Station generator. The current one does not power the entire building, maintenance costs are increasing.
- Vinyl siding - in poor shape.
- Masonry exterior - in poor shape.
- Concrete pads - in poor shape.
- Overhead doors - in poor shape.
- Roof leaking. Expected replacement soon.





Vehicle Maintenance/replacement 2024 – 2044:

- Tender is now 20 years old. Due for refurbishment.
- Engine 5 due for reserve status. Replacement in 2025.
- Medic 2 replacement in 2028.
- E-1 Replacement in 2029.
- Medic 1 replacement in 2031.
- E-2 replacement in 2034.
- Tender replacement in 2036.
- POC engine replacement in 2039.
- Staff cars as needed.

Frequently asked questions:

- Why does running a fire department cost so much?

Municipalities that provide emergency services must follow all applicable standards and laws pertaining to those services. For example: Firefighters must maintain certifications/continuing education for firefighting, EMT, HazMat, Tech rescue, emergency driving. Departments are also required to provide and maintain equipment that meets all laws/standards. For example, turnout gear ensembles are close to \$5000 and are only compliant for 10 years. Cascade maintains more than 50 sets! A fire engine costs approximately 1 million dollars and is expected to last 15 years. Cascade maintains an entire fleet of apparatus.

- What's the difference between Cascade Fire department and neighboring departments?

Area departments vary depending on call volume, population, budget, etc.

- Cascade Fire – 2500+ emergency calls, 3 million budget, 20,000 population.
- Kentwood Fire – 6000+ emergency calls, 9 million budget, 54,000 population.
- Ada Fire – 650 emergency calls, 1.6 million budget, 14,000 population.
- Caledonia Fire – 1200 emergency calls, 1.5 million budget, 16,000 population.

- The fire engines still look nice. Why do they have to be replaced?

The NFPA standard for life expectancy on a fire engine is 15 years for frontline service and no more than 20 years for reserve apparatus. This is especially true for Michigan fire apparatus being exposed to salty winter conditions.

- What alternative models are out there? Would they work for Cascade?

Cascade provides a traditional, combination fire service model. Cascade Fire has both full-time and paid on-call firefighters that are trained and equipped to handle firefighting, medicals, hazmat, tech rescue, vehicle crashes, alarms, etc.

Alternative models:

- PSO. This model is where an officer fills all police/fire/medical duties. A few notable communities that use this model include East Grand Rapids, City of Kalamazoo, City of Albion. This model is expensive to start up and maintain. Difficult for an officer to be trained and responsible for all disciplines. Popular in the late 80s and early 90s but has fallen by the wayside as studies show its ineffectiveness.
- ALS Transport. This model is where the fire department is trained to a higher paramedic level, and takes over ambulance services from private companies. This would potentially allow the Township to recoup some costs by invoicing for ambulance services. This model is popular on the east side of the state. Some downsides to this model include large start-up costs, crews being sent to other communities to cover their medical calls, perception of double taxation when residents get invoices, and lack of personnel available for fire calls due to transportation time.
- Service reduction. Cascade responds to all 911 calls for service. This includes non-life-threatening calls like falls, broken limbs, general illness, alarms, etc. Cascade could see some reduction in operating costs if the fire department limited response to only immediate life-threatening calls/emergencies. The downside is residents getting a lesser quality of service. Some calls are triaged as low priority and changed when crews arrive and assess, some calls can escalate to life threatening if not treated in an appropriate amount of time. Ambulance times are slow on these calls compared to fire department response. Ambulance response is often close to 40+ mins.
- Mutual Aid. This model is where certain calls can be farmed out/sent to other departments. Utilizing shared resources can save money. Cascade has mutual aid agreements with all our neighbors. It's

important to maintain balance between aid requested and aid given; mutual aid agreements are often canceled due to a community asking for resources too much.

- All volunteer/Paid on-call staff. Many departments in Michigan rely on volunteers or part-timers to staff the department. This model saves money by avoiding benefits/overtime/insurance/etc. This model typically works for rural communities with low call volume and cost of living. Cascade Township has a high call volume and cost of living. It is difficult to recruit volunteer or part-time firefighters that are willing to go through the training and do the labor-intensive work for little to no money. Those that are willing typically cannot afford to live in Cascade's response area.
- Cost recovery. This model is where the department invoices for all responses. Some communities use this model to recoup expenses and fund the department. This model has relatively high administrative costs, due to the invoicing functions. This also gives the perception of double taxation.

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Year	Current Year	Previous Yr		Annual Change in %	CPI	icr	Transfers and Growth	% Attributed to Transfers	TV Uncapped from Transfer	Additions / Growth	% Attributed to Additions
	Beginning AD Valorem TV	Beginning Valorem TV	AD Total Change in TV								
2024	\$ 2,199,756,894	\$ 2,038,822,063	\$ 160,934,831	107.89%	105.00%		2.89%	1.21%	\$ 24,732,613	\$ 34,261,115	1.68%
2023	\$ 2,038,822,063	\$ 1,870,510,563	\$ 168,311,500	109.00%	105.00%		4.00%	1.35%	\$ 25,238,953	\$ 49,547,019	2.65%
2022	\$ 1,870,510,563	\$ 1,771,040,328	\$ 99,470,235	105.62%	103.30%		2.32%	1.27%	\$ 22,473,755	\$ 18,552,149	1.05%
2021	\$ 1,771,040,328	\$ 1,722,922,378	\$ 48,117,950	102.79%	101.40%		1.39%	1.20%	\$ 20,702,383	\$ 3,294,654	0.19%
2020	\$ 1,722,922,378	\$ 1,648,036,704	\$ 74,885,674	104.54%	101.90%		2.64%	1.08%	\$ 17,721,223	\$ 25,851,754	1.57%
2019	\$ 1,648,036,704	\$ 1,575,842,302	\$ 72,194,402	104.58%	102.40%		2.18%				
2018	\$ 1,575,842,302	\$ 1,498,249,396	\$ 77,592,906	105.18%	102.10%		3.08%				
2017	\$ 1,498,249,396	\$ 1,458,108,390	\$ 40,141,006	102.75%	100.90%		1.85%				
2016	\$ 1,458,108,390	\$ 1,456,275,488	\$ 1,832,902	100.13%	100.30%		-0.17%				
2015	\$ 1,456,275,488	\$ 1,398,028,174	\$ 58,247,314	104.17%	101.60%		2.57%				
2014	\$ 1,398,028,174	\$ 1,355,219,634	\$ 42,808,540	103.16%	101.60%		1.56%				
2013	\$ 1,355,219,634	\$ 1,342,682,126	\$ 12,537,508	100.93%	102.40%		-1.47%				
2012	\$ 1,342,682,126	\$ 1,364,316,097	\$ (21,633,971)	98.41%	-1.59%	102.70%	-4.29%				
2011	\$ 1,364,316,097	\$ 1,377,441,894	\$ (13,125,797)	99.05%	-0.95%	101.70%	-2.65%				
2010	\$ 1,377,441,894	\$ 1,447,167,484	\$ (69,725,590)	95.18%	-4.82%	99.70%	-4.52%				

	CPI	Transfers Growth	Total	
5 year trend	3.32%	1.22%	1.43%	5.97%
10 year trend	2.39%	2.28%	4.67%	
15 year trend	2.13%	0.76%	2.89%	
Average of the 5, 10, 15 year trend:			4.51%	

2024 figures are pre-Board of Review

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2024 Fire Millage Campaign

	CURRENT STATE	FUTURE STATE	Difference	2024 AD Valorem Taxable Value =	2,199,756,894
Millage #1 (Exp 2027) =	0.2157	0			-
Millage #2 (Exp 2033) =	0.5013	0.5013		2023 DDA Value Deduction=	100,429,187
Millage #3 (Exp 2024) =	0.5724	0		Average Home Value =	480,000
General Fund contribution expressed as mills	0.1905	0			
Millage #4 (Exp 2034)	<u>1.37</u>	<u>1.37</u>			
Total Mills dedicated to Fire	1.4799	1.8713	0.3914		
Average Homeowner Cost, 2024	\$ 355.18	\$ 449.11	\$ 93.93	This annual cost equates to	\$ 7.83 per month
Total Tax Levy	3,106,873	3,965,306	858,433		

GL NUMBER	DESCRIPTION	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	NOTES
Fund 206	FIRE											
REVENUES												
206-000-401-402	TAX LEVY (Exp. 2027)	452,825	0	0	0	0	0	0	0	0	0	3.50%
206-000-401-402	TAX LEVY (Exp 2033)	1,052,393	1,089,227	1,127,350	1,166,807	1,207,645	1,249,913	1,293,660	1,338,938	1,385,801	1,434,304	3.50%
206-000-401-402	TAX LEVY (Old 2024)	1,201,655	0	0	0	0	0	0	0	0	0	expired
206-000-401-402	New Levy		2,876,079	2,976,742	3,080,928	3,188,760	3,300,367	3,415,880	3,535,435	3,659,176	3,787,247	3.50%
206-000-401-410	PERSONAL PROPERTY TAX	0	0	0	0	0	0	0	0	0	0	this line is included in the levies above
206-000-401-412	DELINQUENT TAXES-LEVY	5,000	5,175	5,356	5,544	5,738	5,938	6,146	6,361	6,584	6,814	3.50%
206-000-401-437	ABATEMENT TAXES-LEVY	20,400	21,114	21,853	22,618	23,409	24,229	25,077	25,954	26,863	27,803	3.50%
206-000-401-445	INTEREST & PENALTIES ON TAX	700	714	728	743	758	773	788	804	820	837	2%
206-000-573-000	LOCAL COMMUNITY STABILIZATION SHARE	47,177	48,121	49,083	50,065	51,066	52,087	53,129	54,192	55,275	56,381	2%
206-000-655-661	DISTRICT COURT FINES	550	550	550	550	550	600	600	600	600	600	Year 6 Bump
206-000-665-000	INTEREST REVENUE	45,000	9,885	7,174	11,785	13,048	19,432	23,871	16,813	20,950	22,028	1% Return on Fund Balance
206-000-671-671	MISCELLANEOUS INCOME	300	300	300	300	300	350	350	350	350	350	Year 6 Bump
206-000-671-675	DONATIONS	550	550	550	550	550	600	600	600	600	600	Year 6 Bump
206-000-671-683	REIMBURSEMENTS/REFUNDS	300	300	300	300	300	350	350	350	350	350	this is gone - but GF will continue to pay debt on fire station
207-000-677-000	TRANSFER FROM GENERAL	400,000	0	0	0	0	0	0	0	0	0	Replaced by new millage
	TOTAL Revenues	3,226,850	4,052,014	4,189,986	4,340,189	4,492,124	4,654,639	4,820,450	4,980,398	5,157,369	5,337,314	
EXPENDITURES												
206-336-702-000	WAGES - FULL-TIME	1,485,751	1,560,039	1,638,040	1,719,943	1,805,940	1,896,237	1,991,048	2,090,601	2,195,131	2,304,887	5%
206-336-702-001	WAGE-DEPARTMENT HEAD	113,580	119,259	125,222	131,483	138,057	144,960	152,208	159,818	167,809	176,200	5%
206-336-707-000	WAGES - CASUAL	150,000	157,500	165,375	173,644	182,326	191,442	201,014	211,065	221,618	232,699	5%
206-336-713-000	WAGES/SALARIES OVERTIME	100,000	105,000	110,250	115,763	121,551	127,628	134,010	140,710	147,746	155,133	5%
206-336-723-000	FIRE MEMBERSHIPS AND DUES	4,000	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219	3%
206-336-725-000	FIRE TUITION	7,000	7,210	7,426	7,649	7,879	8,115	8,358	8,609	8,867	9,133	3%
206-336-726-000	FIRE TRAINING	45,740	48,027	50,428	52,950	55,597	58,377	61,296	64,361	67,579	70,958	5%
206-336-727-000	FIRE OFFICE SUPPLIES	8,000	8,240	8,487	8,742	9,004	9,274	9,552	9,839	10,134	10,438	3%
206-336-738-000	FIRE MAINT SUPPLIES	1,700	1,751	1,804	1,858	1,913	1,971	2,030	2,091	2,154	2,218	3%
206-336-745-000	FIRE FUELS	23,000	23,690	24,401	25,133	25,887	26,663	27,463	28,287	29,136	30,010	3%
206-336-752-000	SUPPLIES	2,500	2,575	2,652	2,732	2,814	2,898	2,985	3,075	3,167	3,262	3%
206-336-752-100	MEDICAL SUPPLIES	7,000	7,210	7,426	7,649	7,879	8,115	8,358	8,609	8,867	9,133	3%
206-336-768-000	FIRE UNIFORMS	16,000	16,480	16,974	17,484	18,008	18,548	19,105	19,678	20,268	20,876	3%
206-336-787-000	MISCELLANEOUS	4,000	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219	3%
206-336-790-000	FIRE PREVENTION - INVEST	7,700	7,931	8,169	8,414	8,666	8,926	9,194	9,470	9,754	10,047	3%
206-336-791-000	TECH RESCUE	2,530	2,606	2,684	2,765	2,848	2,933	3,021	3,112	3,205	3,301	3%
206-336-792-000	HEALTH WELLNESS	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524	3%
206-336-802-000	FIRE CONTRACTUAL SERVICES	21,000	21,630	22,279	22,947	23,636	24,345	25,075	25,827	26,602	27,400	3%
206-336-803-000	FIRE FIGHTER HIRING	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610	3%
206-336-804-000	RESPIRATORY PROGRAM	12,020	12,381	12,752	13,135	13,529	13,934	14,353	14,783	15,227	15,683	3%

206-336-807-000	FIRE AUDIT FEES & SERVICES	2,861	2,947	3,035	3,126	3,220	3,317	3,416	3,519	3,624	3,733	3%
206-336-810-000	FIRE PROPERTY/CON/VEHICLE INS	23,911	24,628	25,367	26,128	26,912	27,719	28,551	29,408	30,290	31,198	3%
206-336-850-000	COMMUNICATIONS	18,000	18,540	19,096	19,669	20,259	20,867	21,493	22,138	22,802	23,486	3%
206-336-863-000	VEHICLE MAINTENANCE	69,995	72,095	74,258	76,485	78,780	81,143	83,578	86,085	88,668	91,328	3%
206-336-887-000	FIRE PUBLIC RELATIONS	8,991	9,261	9,539	9,825	10,119	10,423	10,736	11,058	11,390	11,731	3%
206-336-901-000	FIRE PUBLICATIONS	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957	3%
206-336-928-000	UTILITIES	25,000	25,750	26,523	27,318	28,138	28,982	29,851	30,747	31,669	32,619	3%
206-336-928-001	TEMP FIRE STATION UTILITIES	1,000	0	0	0	0	0	0	0	0	0	n/a
206-336-932-000	FIRE OFFICE EQUIP & COMPUTER REPAIR	9,800	10,094	10,397	10,709	11,030	11,361	11,702	12,053	12,414	12,787	3%
206-336-936-000	FIRE STATION MAINT	6,100	6,283	6,471	6,666	6,866	7,072	7,284	7,502	7,727	7,959	3%
206-336-936-002	FIRE STATION MAINT/BUTTRICK	26,500	27,295	28,114	28,957	29,826	30,721	31,642	32,592	33,569	34,576	3%
206-336-937-000	FIRE RADIO MAINT	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	3%
206-336-938-000	FIRE EQUIP MAINT	15,086	15,539	16,005	16,485	16,979	17,489	18,013	18,554	19,110	19,684	3%
206-336-939-000	FIRE COPIER/LEASE/SERVICE	1,188	1,224	1,260	1,298	1,337	1,377	1,419	1,461	1,505	1,550	3%
206-336-941-000	FIRE POSTAGE & MACHINE LEASE	900	927	955	983	1,013	1,043	1,075	1,107	1,140	1,174	3%
206-336-957-000	FIRE PHYSICAL EXAMS	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957	3%
206-336-958-000	FIRE SUPPLEMENTAL EQUIPMENT	6,720	6,922	7,129	7,343	7,563	7,790	8,024	8,265	8,513	8,768	3%
206-336-959-000	FIRE PROTECTIVE CLOTHING	45,000	46,350	47,741	49,173	50,648	52,167	53,732	55,344	57,005	58,715	3%
206-336-960-960	FIRE HAZMAT	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610	3%
206-336-981-000	SMAL EQUIPMENT/FURNITURE	18,914	19,481	20,066	20,668	21,288	21,927	22,584	23,262	23,960	24,678	3%
206-850-715-000	FICA-EMPLOYER	144,022	151,223	158,784	166,723	175,060	183,813	193,003	202,653	212,786	223,425	5%
206-850-716-000	DEFINED CONTRIBUTION PLAN	153,743	161,430	169,502	177,977	186,876	196,219	206,030	216,332	227,148	238,506	5%
206-850-717-000	WORKERS COMP INSURANCE	95,000	99,750	104,738	109,974	115,473	121,247	127,309	133,675	140,358	147,376	5%
206-850-718-000	VISON INSURANCE BENEFITS	2,661	2,714	2,769	2,824	2,880	2,938	2,997	3,057	3,118	3,180	2%
206-850-718-200	OTHER BENEFITS	33,000	34,650	36,383	38,202	40,112	42,117	44,223	46,434	48,756	51,194	5%
206-850-718-300	OTHER BENEFITS - PTO BUYBACK	18,000	18,900	19,845	20,837	21,879	22,973	24,122	25,328	26,594	27,924	5%
206-850-719-000	HEALTH INSURANCE BENEFITS	201,136	211,193	221,752	232,840	244,482	256,706	269,541	283,019	297,169	312,028	5%
206-850-719-100	OPT_OUT INSURANCE	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	Flat
206-850-720-000	LIFE & DISABILITY INSURANCE	20,105	20,708	21,329	21,969	22,628	23,307	24,006	24,727	25,468	26,232	3%
206-850-720-100	FIRE CASUALTY INSURANCE	9,800	10,094	10,397	10,709	11,030	11,361	11,702	12,053	12,414	12,787	3%
206-850-721-000	DENTAL INSURANCE BENEFITS	22,531	23,207	23,903	24,620	25,359	26,120	26,903	27,710	28,542	29,398	3%
206-850-722-000	PENSION PLAN BENEFITS	110,000	115,500	121,275	127,339	133,706	140,391	147,411	154,781	162,520	170,646	5%
206-901-970-000	CAPITAL OUTLAY											
	2024 HOSE REPLACEMENT	12,000	13,000		14,000		15,000		16,000		17,000	
	2024 APPROVED CIP	52,000										
	2025 PURCHASE E-2		950,000									
	2025 PURCHASE C-5		75,000					75,000				
	2026 RADIO REPLACEMENT			15,000		15,000		20,000		20,000		
	2026 TENDER REFURBISH			200,000								
	2026 PURCHASE C-1			75,000					75,000			
	2027 STATION 2 SIDING/DOORS				500,000							
	2027 STATION 2 SIDING GENERATOR				100,000							
	2028 PURCHASE M-2					70,000						
	2029 SCBE REPLACEMENT						250,000					
	2030 PURCHASE E-1							1,300,000				
	2031 PURCHASE BRUSH								75,000			
	2031 PURCHASE M-1								75,000			
	2032 STATION 2 ROOF									500,000		
	PLACEHOLDER										300,000	
	TOTAL EXPENDITURES	3,203,485	4,323,132	3,728,829	4,213,918	3,853,760	4,210,736	5,526,241	4,566,692	5,049,528	5,060,207	
	NET OF REVENUES/APPROPRIATIONS	23,365	(271,118)	461,157	126,271	638,364	443,903	(705,790)	413,705	107,841	277,107	
	BEGINNING FUND BALANCE	965,134	988,499	717,381	1,178,538	1,304,809	1,943,173	2,387,076	1,681,286	2,094,991	2,202,832	
	ENDING FUND BALANCE	988,499	717,381	1,178,538	1,304,809	1,943,173	2,387,076	1,681,286	2,094,991	2,202,832	2,479,939	
	FUND BAL. AS % OF EXP BDGT	30.86%	16.59%	31.61%	30.96%	50.42%	56.69%	30.42%	45.88%	43.62%	49.01%	