

**CHARTER TOWNSHIP OF
ALPENA BOARD OF TRUSTEES**

REGULAR MEETING – September 14, 2021 – 11:00 AM

**CALL TO ORDER
PLEDGE OF ALLEGIANCE
ROLL CALL
ADOPTION OF AGENDA
PUBLIC COMMENT
PAYMENT OF BILLS**

MINUTES – August 23, 2021 (Regular)

CORRESPONDENCE

- a. Alpena Power Company – Hearing Notice
- b. Planning Commission – Minutes August 30, 2021
- c. F & V Operations – Maintenance Agreement 2021 Annual Compensation Adjustment

OLD BUSINESS

- A. Fire Department Update
 1. Fire Report – Ryno Scholtz
 2. Fire Chief Contract
- B. Budget Adjustments

NEW BUSINESS

1. R & R Fire Truck Repair Inc. Invoices
2. F & V Operations – Michigan Life Station Pump #2
3. Piper Tower Additional Repairs
4. Gilmet Construction Agreement
5. Brownfield Redevelopment Authority
6. Water & Sewer Lawn Care Bids for 2022

**PUBLIC COMMENT
DISCUSSION
ADJOURNMENT**

Zoom Meeting

1-646-558-8656

<https://us06web.zoom.us/j/89378057293?pwd=MFNRUohaM3JMZFJyWWhtc05zYoModz09>

Meeting ID: 893 7805 7293

Passcode: 091421

N. Skibbe
R. Rhynard
L. Ellery-Somers
C. Kroll
S. Lappan
M. Palevich
N. Poli

T. Gulden

Alpena News
Bay 108
WATZ
WBKB - TV

Recorded meetings will be available within 7 days of the meeting at: [Charter Township of Alpena - YouTube](#)

PUBLIC MEETING PARTICIPATION RULES

1. Please wait for the Supervisor to acknowledge you before you speak.
2. Begin by stating your name.
3. If participating by teleconference/video conference, please follow steps 1 & 2 for accurate minutes.
4. Give us your comments or opinions on the issues being discussed.
5. To ensure that everyone has time to speak and that we can address other items on the agenda, we may limit an individual's speaking time to 3 minutes. If time permits, we may allow you one additional time period to provide new information.
6. Please be respectful of the board, speakers, and your neighbors.

Again, thank you for attending.

Nathan Skibbe
Supervisor

**OFFICIAL PROCEEDINGS
OF
THE CHARTER TOWNSHIP OF ALPENA-BOARD OF TRUSTEES
August 23, 2021 – 6:00 p.m.
REGULAR MINUTES**

The Charter Township of Alpena Board of Trustees met in Regular session on Monday, August 23, 2021 at 6:00 p.m. at the Charter Township of Alpena Offices, 4385 US 23 North, Alpena, MI 49707.

Present: Supervisor Nathan Skibbe
Clerk Michele Palevich
Treasurer Laura Ellery-Somers
Trustee Cash Kroll
Trustee Russ Rhynard
Trustee Norm Poli
Trustee Steve Lappan

Absent: None

Others present: Attorney Tim Gulden

Supervisor Nathan Skibbe called the meeting to order at 6:00 p.m. followed by the Pledge of Allegiance.

ROLL CALL

Roll call was taken; the following board members were present: Trustee Norm Poli, Trustee Steve Lappan, Clerk Michele Palevich, Treasurer Laura Ellery-Somers, Trustee Cash Kroll, Trustee Russ Rhynard and Supervisor Nathan Skibbe. Absent: None.

AGENDA

Moved by Treasurer Laura Ellery-Somers and supported by Trustee Steve Lappan to approve the agenda as presented with the addition of Dixon Engineering and Zoning Ordinance – Section 9.11. Voice Vote. Motion carried by unanimous voice vote.

PUBLIC COMMENT

None.

PAYMENT OF BILLS

Moved by Trustee Steve Lappan and supported by Trustee Cash Kroll to approve the payment of bills as presented. Roll call vote was taken. AYES: Clerk Michele Palevich, Treasurer Laura Ellery-Somers, Trustee Cash Kroll, Trustee Russ Rhynard, Trustee Norm Poli, Trustee Steve Lappan and Supervisor Nathan Skibbe. NAYES: None. Absent: None. Motion carried unanimously.

MINUTES
August 10, 2021 (Regular)

Moved by Trustee Steve Lappan and supported by Trustee Russ Rhynard to approve the meeting minutes as presented. Voice Vote. Motion carried by unanimous voice vote.

PRESENTATION – FLEIS & VANDENBRINK ENGINEERING

David G. Johnson of Fleis & Vandenbrink (F&V) gave a presentation on Fleis & Vandenbrink's engineering services. F&V as the #1 SAW Grant Consultant, has 250 employees, 11 offices with 90% of their work is for municipalities.

CORRESPONDENCE

Correspondence included: Notice of Hearing – DTE Gas Company and Planning Commission Minutes – August 9, 2021. Moved by Clerk Michele Palevich and supported by Trustee Steve Lappan to receive and file correspondence. Voice Vote. Motion carried by unanimous voice vote.

FIRE CHIEF

Trustee Cash Kroll advised that the Personnel Committee had conducted interviews and were recommending Mark Hansen for the position of Fire Chief. Moved by Clerk Michele Palevich and supported by Trustee Cash Kroll to hire Mark Hansen as Fire Chief at an annual salary of \$69,000.00 to be reviewed each budget year, with an initial bank of 130 hours of Paid Time Off (PTO), accumulation of additional PTO at 10.12 hours per bi-weekly pay period and same benefits package as the FOPLC-Township Contract to include group health with HSA contribution or \$300.00 per month should the Fire Chief opt out of the health insurance coverage, life insurance in the amount of \$30,000.00, long term and short term disability and 401(a) retirement plan contingent to passing physical and drug screening. Roll call vote was taken. AYES: Trustee Russ Rhynard, Trustee Norm Poli, Trustee Steve Lappan, Clerk Michele Palevich, Treasurer Laura Ellery-Somers, Trustee Cash Kroll and Supervisor Nathan Skibbe. NAYES: None. Absent: None. Motion carried unanimously.

FIRE DEPARTMENT UPDATE

Supervisor Nathan Skibbe informed the Township Board that Clerk Michele Palevich and he met with Ryno Scholtz and Mr. Scholtz will be at the September 14, 2021 Board of Trustees meeting to review the Fire Department Report and answer any questions. Steve Lappan advised that the Fire Task Force will continue to meet with the department to continue improving communication.

DIXON ENGINEERING AGREEMENT

Catherine Winn of F & V Operation presented the Township Board with an agreement from Dixon Engineering & Inspection Service to oversee and inspect the painting and repair project at the Piper Road water tower. Moved by Trustee Cash Kroll and supported by Trustee Russ Rhynard to approve the agreement with Dixon Engineering & Inspection Service to provide inspection services for the Piper Road water tower painting and repair project in the amount of \$29,450.00. Roll call vote was taken. AYES: Trustee Norm Poli, Trustee Steve Lappan, Clerk Michele Palevich, Treasurer Laura Ellery-Somers, Trustee Cash Kroll, Trustee Russ Rhynard and Supervisor Nathan Skibbe. NAYES: None. Absent: None. Motion carried unanimously.

L-4029 2021 TAX RATE REQUEST

Clerk Michele Palevich presented the L-4029 2021 Tax Rate Request and informed that the 2021 Current Year "Headlee" Millage Reduction Fraction has been decreased to .9995 to reduce revenue to not exceed the CPI as the taxable value exceeded the CPI. The Township Board discussed options to returning to the original operating millage of 1.29 and will continue to research options. Moved by Trustee Cash Kroll and supported by Clerk Michele Palevich to approve the Form L-4029 Tax Rate Request as presented and submit to the County of Alpena Equalization Department. Voice Vote. Motion carried by unanimous voice vote.

BUDGET ADJUSTMENTS

Supervisor Nathan Skibbe presented the Township Board with budget adjustments. Moved by Trustee Russ Rhynard and supported by Treasurer Laura Ellery-Somers to table the budget adjustments to the next meeting on September 14, 2021. Voice Vote. Motion carried by unanimous voice vote.

FIRE DEPARTMENT SUPPLY ORDER

The Township Board was presented with a supply requisition in the amount of \$2,469.44. Moved by Treasurer Laura Ellery-Somers and supported by Clerk Michele Palevich to table the supply request until it can be reviewed by the Fire Chief. Voice Vote. Motion carried by unanimous voice vote.

BEDROCK CONTRACTING ESTIMATE

Supervisor Nathan Skibbe presented the Township Board with an estimate from Bedrock Contracting to vac, temporarily plug and place flow channels in (2) 48" diameter manholes with 8: SDR-26 sanitary sewer in them at Noralin Drive. Mark Bratshi for F & V Operations recommended making the improvement to improve sewer flow and advised it should have been done when the structure was implemented. Moved by Trustee Russ Rhynard and supported by Trustee Cash Kroll to approve the estimate from Bedrock Contracting to vac, temporarily plug and place flow channels in (2) 48" diameter manholes with 8: SDR-26 sanitary sewer in them at Noralin Drive at a cost of \$4,550.00 to be paid from GL #592-100-754.000. Roll call vote was taken. AYES: Trustee Cash Kroll, Trustee Russ Rhynard, Trustee Norm Poli, Trustee Steve Lappan, Clerk Michele Palevich, Treasurer Laura Ellery-Somers and Supervisor Nathan Skibbe. NAYES: None. Absent: None. Motion carried unanimously.

ZONING ORDINANCE NO. 142 - SECTION 9.22

Supervisor Nathan Skibbe advised the Township Board that clarification on who could enforce Zoning Ordinance No. 142 was needed. Moved by Clerk Michele Palevich and supported by Trustee Steve Lappan to allow the Supervisor, Zoning Administrator, Building Official and Building Inspector to enforce Zoning Ordinance No. 142. Voice Vote. Motion carried by unanimous voice vote.

PUBLIC COMMENT

Gary Partyka commented on items being added to the agenda after the agenda has been posted.

DISCUSSION

Treasurer Laura Ellery-Somers commented on adding a new item to the agenda packet online.

Trustee Norm Poli commented on a MTA zoom meeting he attended on September 10, 2020.

Trustee Russ Rhynard questioned who our current project engineer for water and sewer department is and the status of Planning Commission on marijuana facilities. The next Planning Commission workshop meeting will be August 30, 2021, at 6:00 p.m.

ADJOURNMENT

Moved by Trustee Norm Poli and supported by Treasurer Laura Ellery-Somers to adjourn. Voice Vote. Motion carried unanimously. Meeting adjourned at 7:28 p.m.

Clerk Michele Palevich

Supervisor Nathan Skibbe

**STATE OF MICHIGAN
BEFORE THE MICHIGAN PUBLIC SERVICE COMMISSION
NOTICE OF HEARING
FOR THE ELECTRIC CUSTOMERS OF
ALPENA POWER COMPANY
CASE NO. U-21008**

- Alpena Power Company requests Michigan Public Service Commission's approval to commence a renewable energy cost reconciliation proceeding for the 12-month period ended December 31, 2020.
- The information below describes how a person may participate in this case.
- You may call or write Alpena Power Company, 401 N. Ninth Avenue, PO Box 188, Alpena, MI 49707, (989) 358-4900 for a free copy of its application. Any person may review the documents at the offices of Alpena Power Company.
- A pre-hearing will be held:

DATE/TIME: **Tuesday, September 14, 2021 at 9:00 AM**

BEFORE: **Administrative Law Judge Sharon Feldman**

LOCATION: **Video/Teleconferencing**

PARTICIPATION: Any interested person may participate. Persons needing any assistance to participate should contact the Commission's Executive Secretary at (517) 284-8090, or by email at mposedockets@michigan.gov in advance of the hearing.

The Michigan Public Service Commission (Commission) will hold a pre-hearing to consider Alpena Power Company's (Alpena) June 30, 2021 application requesting the Commission to: 1) determine that Alpena's 2020 Renewable Energy Plan Cost Reconciliation is reasonable and prudent and meets all relevant requirements of PA 295; 2) find that in its Renewable Energy Plan, Alpena incurred \$53,324.10 in expenses and collected no surcharge revenue in 2020, resulting in Alpena not requesting any revenue adjustment; 3) find that the retail rate impact under Alpena's renewable cost revenue recovery mechanism does not exceed the maximum retail rate impacts under Section 45 of PA 295; and 4) grant other relief.

All documents filed in this case shall be submitted electronically through the Commission's E-Dockets website at: michigan.gov/mpscedockets. Requirements and instructions for filing can be found in the User Manual on the E-Dockets help page. Documents may also be submitted, in Word or PDF format, as an attachment to an email sent to: mpscedockets@michigan.gov. If you require assistance prior to e-filing, contact Commission staff at (517) 284-8090 or by email at: mpscedockets@michigan.gov.

Any person wishing to intervene and become a party to the case shall electronically file a petition to intervene with this Commission by September 7, 2021. (Interested persons may elect to file using the traditional paper format.) The proof of service shall indicate service upon Alpena Power Company's attorney, James D. Florip, 109 E. Chisholm St, Alpena, MI 49707.

The prehearing is scheduled to be held remotely by video conference or teleconference. Persons filing a petition to intervene will be advised of the process to participate in the hearing.

Any person wishing to participate without intervention under Mich Admin Code, R 792.10413 (Rule 413), or file a public comment, may do so by filing a written statement in this docket. The written statement may be mailed or emailed and should reference Case No. U-21008. Statements may be emailed to: mpscedockets@michigan.gov. Statements may be mailed to: Executive Secretary, Michigan Public Service Commission, 7109 West Saginaw Hwy., Lansing, MI 48917. All information submitted to the Commission in this matter becomes public information, thus available on the Michigan Public Service Commission's website, and subject to disclosure. Please do not include information you wish to remain private. For more information on how to participate in a case, you may contact the Commission at the above address or by telephone at (517) 284-8090.

Requests for adjournment must be made pursuant to Michigan Office of Administrative Hearings and Rules R 792.10422 and R 792.10432. Requests for further information on adjournment should be directed to (517) 284-8130.

A copy of Alpena Power Company's application may be reviewed on the Commission's website at: michigan.gov/mpscedockets, and at the office of Alpena Power Company. For more information on how to participate in a case, you may contact the Commission at the above address or by telephone at (517) 284-8090.

Jurisdiction is pursuant to 1909 PA 106, as amended, MCL 460.551 et seq.; 1919 PA 419, as amended, MCL 460.54 et seq.; 1939 PA 3, as amended, MCL 460.1 et seq.; 1969 PA 306, as amended, MCL 24.201 et seq.; 1982 PA 304, as amended, MCL 460.6j et seq.; 2008 PA 295, MCL 460.1001 et seq.; and Parts 1 & 4 of the Michigan Office of Administrative Hearings and Rules, Mich. Admin Code, R 792.10106 and R 792.10401 through R 792.10448.

CHARTER TOWNSHIP OF ALPENA PLANNING COMMISSION

MINUTES

Meeting & Workshop - August 30, 2021

MEETING COMMENCED: 6:00 PM

PLEDGE OF ALLEGIANCE

THOSE PRESENT

Chairperson Tom Hilberg, Chuck LeFebvre, Norm Poli, Matt Radocy, Ann Marie Rich and Michelle Woodruff

ABSENT

Larry Dehring

OTHERS PRESENT

Nathan Skibbe – Township Supervisor
Nonie Muller – 226 Fair Avenue
Michael Kramer
Kevin Pauly – Township Building Inspector

ADOPTION OF AGENDA

M. Radocy made a **motion** to adopt the agenda, **supported** by M. Woodruff. *Motion passed unanimously.*

PUBLIC MEETING PARTICIPATION RULES

APPROVAL OF MINUTES

N. Poli made a **motion** to approve the August 9, 2021 minutes, **supported** by C. LeFebvre. *Motion passed unanimously.*

PUBLIC COMMENT - None

CORRESPONDENCE - None

WORKSHOP – Recreational Marihuana

This meeting is a continuation of the past three months regarding marihuana. Denise Cline and the commission discussed how the township might feel regarding regulating these licenses beyond the state regulations. The commission decided to take a poll to determine whether they wanted to move forward with writing a draft ordinance. A **motion** was made by M. Woodruff that the Planning Commission move forward with drafting a marihuana ordinance, **supported** by M. Radocy. *Roll call vote: L. Dehring-absent; T. Hilberg-aye; C. LeFebvre-aye; N. Poli-aye; M. Radocy-aye; A. Rich-aye; and M. Woodruff-aye. Motion passed.*

NEXT MEETING – September 13, 2021

ADJOURNMENT – Meeting adjourned by Chairperson Hilberg at 7:55 p.m.

Respectfully submitted,

Ann Marie Rich, Acting Secretary



August 19, 2021

Mr. Nathan Skibbe, Supervisor
Charter Township of Alpena
4385 US-23 North
Alpena, MI 49707

**RE: Operation and Maintenance Agreement for Water and Wastewater Systems
2021 Annual Compensation Adjustment**

Dear Nathan:

In accordance with the current agreement between F&V Operations and Resource Management, Inc. (FVOP) and the Charter Township of Alpena for contract operations, we are requesting a cost-of-living adjustment to the monthly lump sum fee. This compensation adjustment is consistent with the terms of the existing contract and based on the CPI for United States Department of Labor, Bureau of Labor Statistics, Employment Cost Index, Total Compensation, Midwest Region as published by the US Bureau of Labor Statistics, from June 2020 through June 2021. The results are as follows:

EMPLOYMENT COST INDEX	
June 2020	137.6
June 2021	141.8
Net Increase	3.052 %

Effective September 1, 2021, the new monthly contract operations service fee will be \$654,422.67 which equates to an annual increase of \$11,978.67 per year or \$998.22 per month.

	ANNUAL FEE	MONTHLY FEE
Current Contract Fee	\$642,444.00	\$53,537.00
Requested Increase	\$11,978.67	\$998.22
Total	\$654,422.67	\$54,535.22

We look forward to continued service of your current and future environmental needs. Please feel free to contact me if you have any questions.

Sincerely,
F&V OPERATIONS AND RESOURCE MANAGEMENT, Inc.

H. Blair Selover
Group Manager | Principal

2960 Lucerne Drive SE; Ste. 100
Grand Rapids, MI 49546
P: 616.588.2900
F: 616.977.1005
www.fv-operations.com

**Title: Alpena Charter Township Fire Department
Organizational Development Intervention August 2021**

By Ryno Scholtz

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1. Introduction

Alpena, Michigan, is a town located 242 miles north of Detroit, Michigan. The last calculated census estimates the Alpena population at approximately 9956 residents as at 2019 (US Census Bureau, 2019) with a median age of 48 years. The greater Alpena city area is divided between the Alpena charter township and Alpena city municipalities. The Alpena Charter Township (ACT) covers an area of 104.9 square miles (Fig 1). Fire department responsibilities include the Maple ridge district, with expands Alpena Township Fire Department service responsibilities to approximately 120 square miles.

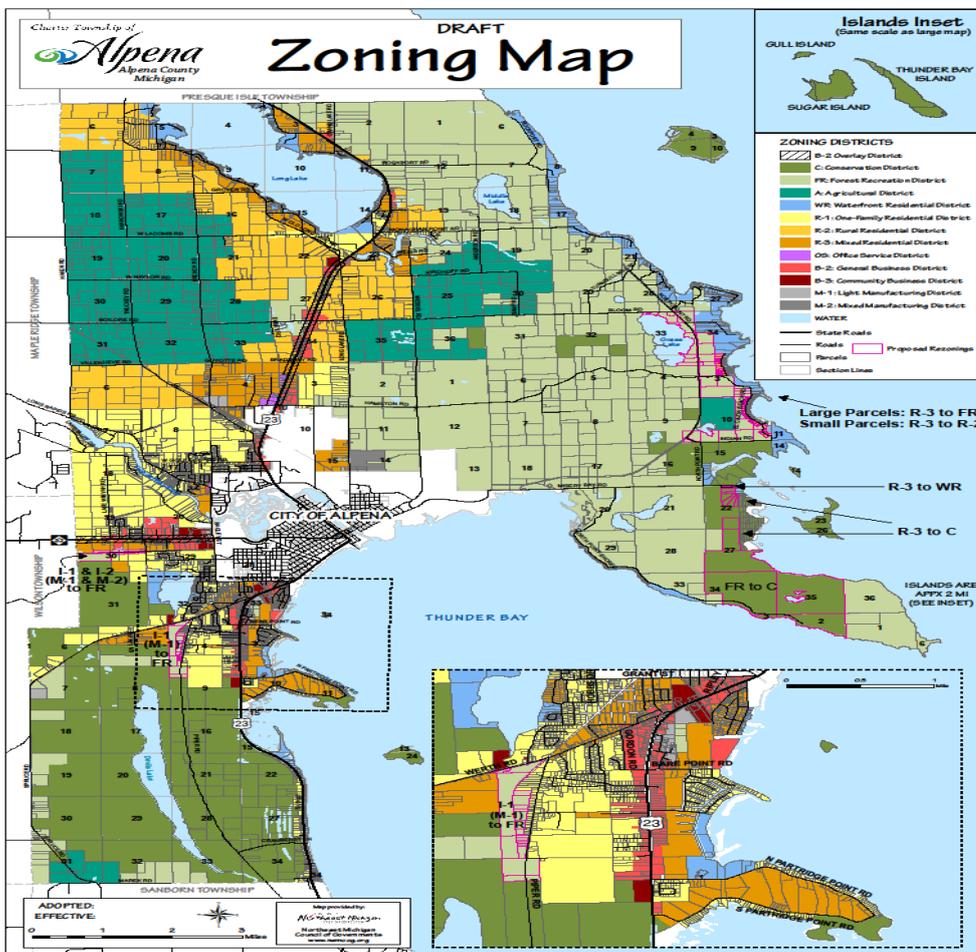


Fig 1: Alpena Charter Township Zoning Map

Due to the geographical dispersion of this area, the average population density within the ACT area is only 86 persons per square mile in comparison to the Alpena city area of 1233 persons per square miles (Hilberg Thomas, 2017). The same report shows that ACT comprised of 4907 housing units as at 2010, in comparison to Alpena city`s 5278.

2. Background information regarding the Alpena Charter Township Fire Department Intervention

In 2016 the ACT planning commission launched a project to gather data regarding the future of the ACT. This report, known as “The Alpena Township Master Plan of 2017” (Hilberg Thomas, 2017), surveyed the opinions of township residents with the ultimate goal of maintaining and improving the quality of life for ACT residents.

From the above survey, residents ranked concerns over fire services as the 6th most important issue out of a list of 42 items.

Historical data reveals that concerns over the ACT Fire Department (ACTFD) started in 2015. In 2015 an ACTFD committee was established to ensure improved oversight over the ACTFD. The fire chief position was created and filled at the start of 2016. In 2016, ACTFD concerns included fiscal sustainability, financial auditing and the breaking down of relations between firefighters and the newly appointed fire chief. The first fire chief resigned in April 2017 and his deputy chief was appointment as new fire chief soon after. Available information regarding the 2017 to 2020 interlude did not reveal signs of self-correction and in 2020 the ACT board of trustees began talks to outsource fire services to the Alpena City Fire Department.

During these unofficial negotiations with the Alpena City Fire Department staff morale at the ACTFD deteriorated to the point that by the beginning of 2021, the ACTFD had suffered the attrition of most of its qualified Emergency Medical Services staff and full-time Fire Fighters. The limited availability of staff led to the suspension of non-emergency transfers (the only income generating section within the ACTFD).

During an ACT council meeting in April 2021, the “outsourcing agreement” from the Alpena City Fire Department was officially tabled to the ACT council and against all expectations ACT trustees voted against this outsourcing. Trustees in turn voted for the re-structuring and re-building of their own Fire Department.

At present, the ACTFD is a licensed basic life support agency that is registered with the Michigan department of health and human services (licensure number 041010). This licensure allows the township to legally operate its emergency services in a first responder capacity.

Against this backdrop, the Organizational Development Consultant, Ryno Scholtz, saw these developments and offered to assist with this restructuring as an unpaid volunteer. The main purpose of the consultant would be to gather and analyze data regarding the current status quo of the ACTFD and to advise the board of trustees regarding any barriers to efficiency and sustainability at the fire department. This mandate, and the obligations of the consultant and client organization, was outlined in a “memorandum of understanding” signed and dated on the 10th of July 2021.

3. Problem Statement

The 2001 terror attacks have re-asserted the role of fire services worldwide. Post “9/11” reviews of New York City’s firefighting capability and the importance of strategic planning and leadership within fire departments, was documented in the McKinsey report in 2002 (Cohen & Eimicke, 2012). In the immediate aftermath of 911, government funding boosted fire department spending and training. However, this funding seemed to wane over time, and emergency services such as fire departments are now under pressure to provide high quality services at reduced costs to municipalities (Degel et al., 2013). Within the United States, organizations constantly compare and weigh fire response options in terms of the effectiveness and cost of volunteer and full time fire stations, with no clear conclusion (Rose, 2014). Due to these global trends, fire service restructurings seem to be on the increase with large city councils and fire service unions at odds over these changes (Schaefer, 2021). Fire department restructurings are rather complex due to the uniqueness of each fire department and its operational mandate.

Competing mandates of providing good service, whilst reducing costs seem to be a common challenge for most fire departments (Rehmann & Robson, 2007).

Within the ambit of giving its residents the best possible service that taxes may afford, the ACT opted to in-source but restructure its current fire services in lieu of a seemingly “easier” option of outsourcing this important function.

Within this context, the following problems have been identified:

- What is the current status quo within the ACTFD?
- What are the current barriers to efficiency and sustainability?

4. Research Design

A mixed methods research design was used with the aim of investigating and reporting on the **current status quo** at the Alpena Charter Township Fire Department, and **to identify possible barriers to efficiency and sustainability**.

4.1 Research approach

A convergent parallel mixed methods research approach was used to combine qualitative and quantitative data, to identify trends within this organization that would allude to the current climate within the organization. The results were then incorporated into a leadership, change and performance model called the Burke-Litwin model, to understand the results and diagnose possible opportunities and threats within the organization.

4.2 Participants

This small study population included 7 trustees from the Alpena Charter Township board of trustees (3 full time employees/trustees and 4 elected trustees), 4 full time firefighters (including the fire chief, lieutenant and 2 fire fighters) and 4 ex-firefighters (2 captains

and 2 lieutenants). Of the current full-time firefighting staff (excluding the fire chief), all were white males of ages ranging from 21 years old to 33 years old.

A probability sampling method was used to identify relevant participants from the ACTFD, such as the trustees (management component) and full-time fire fighters (current and ex- staff members), that could undertake the assessment measures and qualitative surveys. This meant that all participants had an equal opportunity to be selected.

4.3 Statistical Analysis

For the purpose of this study, mean scores were used to draw inferences from the quantitative results. A mean value can be defined as a measure of central tendency, where sum of all scores are divided into the number of scores (Tredoux & Durrheim, 2008).

Due to the high volume of data, only the top and bottom scores of each measure will be interpreted.

The diagnosis included the analysis of various data streams such as surveys, interviews, statistical data, historical meeting minutes and general ledger information. The analyzed data was then arranged into theoretical constructs that enabled the linking of the results to an organizational change model and recommendations.

5. Quantitative Data

5.1 Staff Satisfaction Assessment

Employee satisfaction has been described as the extent to which an individual's desires and needs are met within an organization (Townsend, Sundelowitz & Stanz, 2007). More specifically, job satisfaction involves cognitive, affective and evaluative reactions that have a positive emotive state as a result of a positive appraisal of an individual's job experience (Luthans, 2011). The individual's experience related to work itself, remuneration, promotions, supervision, work teams and working conditions will all have

an influence on an individual's satisfaction levels. In reference to organizational aspects, organizational commitment has been described as a strong desire to remain a member of an organisation and the willingness to exert high effort levels on behalf of the organisation (Luthans, 2011).

Research has found that a circular relationship exists between employee satisfaction, retention, customer satisfaction, loyalty and an increase in profit (Mochama, 2013). Employee satisfaction is closely related to job satisfaction and the decision of an employee to stay with an organization. Research indicates that an inverse relationship exists between job satisfaction and turnover (Martins & Martins, 2014).

The anonymous "Best Companies Group" employee engagement and satisfaction survey was used to assess the employee climate at the ACT Fire Department. The survey dimensions included intra-organizational aspects such as culture, communication, leadership, relationships with supervisors, training and development opportunities, compensation and the work itself. The 86-item survey comprised of multiple-choice and open-ended questions. 1 Item (name your department) was excluded as all participants in this survey were from the same department (fire department).

The multiple-choice answer options were on a 5-point Likert scale, with the least favourable item rating "disagree strongly" and the most favourable item rating "agree strongly". For the purpose of statistical analysis, the Likert scale scoring system assigns the following rating scores to the answer options:

Agree strongly = 5

Agree somewhat = 4

Neutral = 3

Disagree somewhat = 2

Disagree strongly = 1

6. Qualitative Data

According to seminal sources, the purpose of an organizational diagnosis process is to understand an organization in its own terms, and not to simply impose a pre-existing notion onto an organization (Alderfer, 1980). To this effect, qualitative data such as documents, reports, historical accounts and other data sources can be used to triangulate and expand on quantitative data (Martins & Coetzee, 2009).

In terms of this project, qualitative data sources included a leadership views assessment, ex-employee exit interview, official trustee meeting minutes from 2012 to 2021, focus group discussions between trustees and firefighters, newspaper articles, financial documentation such as general ledgers and budgets, staffing rosters, one-on-one meetings with trustees, staff and the fire chief as well as call reports from the county 911 emergency center.

To avoid possible bias, all qualitative data generated from focus groups or one-on-one meetings was used in amplification of confirmed or quantitative data. Wherever this was not possible, multiple qualitative data sources were used to corroborate data.

6.1 Alpena Charter Township Trustees: Fire Department views

The Alpena Charter Township trustees form the leadership and decision-making element of the participating organization. Therefore, it was crucial to assess the views from the leadership element of the organization, regarding the restructuring process of the Fire Department.

Leadership has been the source of many discussions and no single definition of leadership would be possible. Leadership can be described as the ability of an individual to align others with a common goal and to empower team members to take the actions needed to reach these goals (Luthans, 2011). Two main types of leadership have been identified:

Transformational leadership: This form of leadership can be associated with 4 styles of leadership behaviours (Vrba, 2007) which are **idealised behaviours** (expression of leadership values and beliefs), **inspirational motivation** (communication of shared organizational goals), **intellectual stimulation** (using previous assumptions to solve current problems) and **individualised consideration** (leader shows empathy and treats subordinates like individuals).

Transactional leadership: This form of leadership is associated with leadership behaviour that focuses on the **content-reward leadership style** (use of goal settings to clarify expectations and rewards for meeting objectives) and **active management by exception** (detecting mistakes and correcting when something goes wrong) or **management by exception** (waiting to act until mistakes can no longer be avoided).

Transformational leadership has been considered as a more emotionally intelligent leadership style in comparison to transactional leadership, and as such transformational leaders tend to focus on intrinsic motivation, whilst transactional leaders focus on extrinsic rewards (Huysamen et al., 2003).

In terms of this project, a 6-item survey was used to assess the leadership (ACT trustees) views in relation to the task of restructuring the ACTFD. These items included 5 multiple choice questions and 1 open ended question. This assessment did not assign a rating score like the staff satisfaction survey.

6.2 Ex-firefighter exit interview survey

Employees leave organizations for a variety of reasons. Consequences of employee turnover include direct costs of recruiting, training and re-equipping new employees, as well as in-direct costs such as a loss in production, slow performance increase of new employees, lowered moral of remaining employees and the negative interpretation of the exit for remaining employees (Feinberg & Jeppeson, 2000). Assessing these exit-trends provide valuable information when diagnosing current and future problems within organizations (Soerjoatmodjo, 2016).

An anonymous exit-interview exit interview was sent to full time firefighters who left the employ of the ACTFD within the last few years. This anonymous 6-item survey included multiple choice and open-ended questions.

6.3 Event history report from the county emergency center (911 reports)

The 2016-2021 event history for the Alpena Township Fire Stations (North and South) were obtained from the county 911 emergency contact center.

6.4 Interviews with the ACT supervisor, current fire chief and township clerk

Interviews were conducted with the current ACT supervisor, Mr. Nathan Skibbe, the current fire chief, Mr. Dave Robbins, as well as the ACT clerk, Mrs. Michele Palevich. Interviews were focussed on current ACT vision/mission areas, policies, procedures, organizational cultural aspects, historical information, asset information and other operational aspects of the ACTFD.

6.5 Focus group discussion with fire fighters, paid on call firefighters and township trustees

An open forum focus group discussion was attended by 3 trustees from the ACT board, fire-chief, full time firefighters and paid on call firefighters associated with the ACTFD. Topics ranged from improved communication to policy and procedure discussions.

6.6 Financial information

ACTFD budgets (projected income and expenses for 2021 financial year) were received for review. This data assisted in projecting financial sustainability and to identify possible threats and opportunities.

6.7 Historical ACT meeting minutes (2012 – 2021)

Reviewing of historical ACT meeting minutes between 2012 (first electronically published meeting minutes) and 2021 will assist in identifying fire department related

trends. This information will also assist in assessing the leadership climate and relationships between the ACT and FD.

7. Change Model

Organizational development interventions should usually start by diagnosing existing cultures in line with the business strategy. This diagnosis phase includes collecting, analysing and drawing inferences from data, by using different perspectives and diagnostic approaches (Cummings & Worley, 2005). Some of the more prominent organizational diagnostic models are summarised as follows (Martins & Coetzee, 2009):

Weisbord model: This model is well-known and easy to explain. It does however not show interdependencies clearly.

Galbraith STAR model: This model is systematic, but does not include the external environment as an influence.

McKinsey seven-S model: This model explains why renewal is a complex set of processes. Too simplistic however.

Burke–Litwin model: This model explains linkages and distinguishes between the role of transformational and transactional dynamics in and organization. This model is complex, but offers unique insights into organizations where problems are complex.

Important criteria in selecting a diagnostic model include the consultant's knowledge on the available models, as well as the knowledge and skill set of the practitioner. The diagnostic model and its capabilities should also fit the client organizations culture and needs.

The Burke-Litwin model approach was used by this consultant due to its versatility in articulating data within the context of organizational performance and change. This model also fit the client organizations` needs in this intervention. This model also reported as showing cause and effect relationships among organizational factors

(Martins & Coetzee, 2009). The main strength of this model also seems to be its ability to report on and explain the differences between transformational (change) and transactional variables (organizational outputs), as well as linking the internal and external organizational environment to the process of organizational change (practices, systems climate, interpersonal relationships) (Spangenberg & Theron, 2013).

The Burke-Litwin model also has disadvantages. This model is also considered complex and data gathering and the time and cost factors of using this model should be considered careful prior to utilization. In consideration of the long-standing problems faced by the ACTFD (and large amounts of data that preceded the current status quo), it was anticipated that this diagnostic process would take many months to complete. However, due to the critical staffing shortage experienced by the ACTFD as at June 2021, and the important mandate performed by the organization, this intervention was urgent.

The Burke-Litwin diagnostic model presents results under the following dimensions (Spangenberg & Theron, 2013).

Transformational dimensions: External environment (markets, legislation, competition and economy), mission and vision (reasons for the organization's existence, change factors in adjusting to the external environment), leadership (behaviour of senior staff, perceptions of lower staff of these behaviours, and the general top down approach), organizational culture (the way things are done at the organization) and performance (individual and organizational performance, measurable outcomes, salaries, benefits etc.).

Transactional dimensions: Structure (what structural changes have taken place and the effects of these changes), management practices (how management uses human and other resources, professionalism, planning etc.), work unit or departmental climate (perceptions of the immediate working environment), task requirements and individual skills (skills needed to adapt to changes from top leadership), individual needs and values (team member fit and needs of team members), employee motivation (individuals

vs organizational goals), equipment and environment (internal environment and physical facilities).

These dimensions are all linked and there is therefore interconnectedness of the entire structure.

8. Results

8.1 Quantitative Data Results

8.1.1 Staff Satisfaction Assessment

The staff satisfaction assessment was completed by 3 of the current 4 full time firefighters. The fire chief is currently serving his termination notice, and was left out of the assessment to avoid false negative results. It should be noted that although the response rate was 100% of the current full-time firefighting team (with the exclusion of the chief), a sample of only 3 participants is too small to draw statistically sound inferences from. The consultant personally administered the assessments to ensure anonymity and to reduce cross contamination (internal and external influences) in the scoring. The participants completed the assessments at the same time with spacing of at least 2 meters apart. Questions were clarified by the consultant during the process.

The main findings (presented in table 1 with item and calculated mean scores for each item) of the assessments were as follows:

Item and item section	Mean scores
Overall, I am very satisfied with my employer:	2.0
The organization's corporate culture and communications:	
I understand the long-term strategy of this organization	2.3
I have confidence in the leadership of this organization	1.7
The leaders of this organization care about their employees' well being	1.3

Senior leaders live the core values of the organization	2.3
The leaders of this organization are open to input from employees	1.3
<u>This organization's leadership:</u>	
This organization's corporate communications are frequent enough	3.0
This organization's corporate communications are detailed enough	2.3
This organization effectively communicates its progress towards meeting departmental goals	2.0
I have a good understanding of how this organization is doing financially	3.7
I can trust what this organization tells me	2.3
This organization treats me like a person, not a number	1.3
This organization gives me enough recognition for work that is well done	2.0
Staffing levels are adequate to provide quality products/services	1.0
Quality is a top priority with this organization	2.3
Safety is a top priority with this organization	2.3
I believe there is a spirit of cooperation within this organization	2.0
My employer enables a culture of diversity	2.7
This organization makes a strong effort to minimize discrimination	2.0
I like the people I work with at this organization	3.0
At this organization, employees have fun at work	2.7
I feel I can express my honest opinions without fear of negative consequences	1.7
Changes that may affect me are communicated to me prior to implementation	1.0
<u>Your role within this organization:</u>	
I like the type of work that I do	4.7
I am given enough authority to make decisions I need to make	2.7
I believe my job is secure	1.3
Deadlines at this organization are realistic	2.7
I feel I am valued in this organization	2.0
I feel part of a team working toward a shared goal	2.7

I am able to maintain a reasonable balance between work and my personal life	3.0
My job makes good use of my skills and abilities	3.7
I have a clear understanding of my job role	3.7
I understand the importance of my role to the success of the organization	4.0
Most days, I feel I have made progress at work	3.7
<u>Your work environment:</u>	
My physical working conditions are good	4.0
My general work area is adequately heated/cooled	4.7
There is adequate noise control to allow me to focus on my work	4.3
My workspace has adequate privacy for me to do my job	4.3
I feel physically safe in my work environment	3.7
<u>Your relationship with your immediate supervisor:</u>	
My supervisor treats me fairly	5.0
My supervisor treats me with respect	5.0
My supervisor handles my work-related issues satisfactorily	4.0
My supervisor handles my personal issues satisfactorily	4.7
My supervisor acknowledges when I do my work well	5.0
My supervisor tells me when my work needs improvement	4.7
My supervisor is open to hearing my opinion or feedback	4.7
My supervisor wants me to develop to my fullest potential	5.0
I feel I can trust what my supervisor tells me	4.7
<u>Training, development and resources:</u>	
This organization provided as much initial training as I needed	3.0
This organization provides as much ongoing training as I need	3.0
This organization provides the technology, equipment and resources I need to do my job well	3.3
The computer or other hardware I use to do my job is dependable	2.3

The software and program applications I use to do my job are adequate	3.7
Technology issues are resolved in a timely manner	1.7
Technology issues affecting my work are communicated to me in a timely manner	3.3
This organization helps me pursue a career path that aligns with my skills and interests	4.0
This organization encourages me to develop professionally and/or acquire new skills	2.7
If I do good work, I will be rewarded	2.7
Pay and Benefits:	
My pay is fair for the work I perform	1.3
Overall, I'm satisfied with this organization's benefits package	3.3
Specifically, I'm satisfied with the:	
Amount of vacation (or Paid Time Off)	2.7
Sick leave policy	2.3
Amount of healthcare paid for	2.3
Dental benefits	2.0
Vision care benefits	2.3
Retirement plan benefits	3.0
Life insurance benefits	3.3
Disability benefits	3.3
Tuition reimbursement benefits	2.3
Overall feelings about your employment experience:	
Most days, I look forward to going to work	4.0
My job provides me with a sense of meaning and purpose	4.0
I am proud to work for this organization	3.7
I feel this organization has created an environment where I can do my best work	3.0
I am willing to give extra effort to help this organization succeed	4.3
I plan to continue my career with this organization for at least two more years	3.7

I would recommend this organization's products/services to a friend	3.3
I would recommend working here to a friend	2.7

Table 1: Staff satisfaction assessment results



Fig 2: Staff satisfaction assessment results graph

As evident from table 1, employees were most satisfied with their relationship with their line manager, as well as their actual work and their immediate work environment. Dissatisfaction levels were highest for overall satisfaction with the employer, the organizational leadership (ACT) and communication sections.

A more detailed discussion regarding positive and negative employee satisfaction results will be presented in the Burke-Litwin model below.

8.2 Qualitative Data Results

8.2.1 Leadership assessment: views regarding the Fire Department restructuring

The assessment of leadership views regarding the restructuring of the ACTFD was completed by 6 of the 7 ACT board members. Notable results were as follows:

87% of respondents felt that the ACT board had no clear vision and mission across all departments. In terms of the Fire Department restructuring, board members were divided about the exact reason for the restructuring. 33% of trustees felt the Fire Department was not financially viable, whilst 50% of trustees felt that the fire department needed to generate more funds. The remaining 17% (1 respondent) felt that the Fire Department had a range of causal factors including the above reasons, as well as the pressure from the external factors such as Covid-19, poor skills and disciplinary issues.

87% of board members felt that the ACT did not have adequate systems in place to keep the Fire Department accountable. 67% of board members felt that outsourcing the Fire Department was not a viable option. Interestingly, 67% of the board noted that the main barriers to a successful Fire Department restructuring was actually at a leadership level, and 33% of respondents specifically mentioned that board resistance to a successful restructuring would hamper success.

8.2.2 Ex-Employee Exit Interview

The exit interview was sent to ex-firefighters that left the organization in the last few years. 4 male participants, between the ages of 45-64 years, completed the anonymous interview. The ranks of participants included captains and lieutenants. The seniority of the participants is noteworthy.

Positively, 75% of respondents said that the internal culture within the FD, as well as the work itself was the most enjoyable part of their work. Other notable positive remarks were that employees enjoyed shift work and opportunities for further advancement. Furthermore, only 25% of ex-employees said they would not return in future.

Results revealed that 50% of the ex-employees left the ACTFD due to job insecurity and 50% left due to conflict with the ACT township board of trustees. More specifically, conflict with the ACT supervisor Mr. Skibbe was mentioned. In general, open-ended feedback from the participants painted dissatisfaction with and lack of confidence in the board of trustees from the ACT.

8.2.3 *Event history report from the county emergency center (911 reports)*

This data was received from the county 911 office. **This data therefore excludes any calls made directly to the fire department.** These reports reveal that the combined fire and emergency medical service calls for the ACTFD (north and south stations) was 5804 during the period from 2016 to 2021 (5 years). This is an estimated 1161 emergency calls (runs) per year, broken down into an average of 3 calls per day between both stations. In an attempt to corroborate this call data, the consultant requested run reports from the ACTFD directly.

Vast discrepancies were observed between ACTFD and the 911 emergency center call reports. For example, according to the ACTFD total runs for 2018 and 2019 was 2414 and 2183 respectively. This equates to an average of 2299 runs per year and 6.3 runs per day (more than 200% the rate that the county 911 emergency center recorded). For the sake of clarity, the 911 emergency center data was preferred by the consultant to ensure data consistency.

The detailed breakdown of calls by type and station (Fig 2-5) is shown below:

EMS Calls:

The ACTFD North Station received and responded to a total of 2457 EMS calls during the period from 2016-2021 (average of 1.3 calls per day). Of these calls, the most frequent types of complaints were classified as “falls” (20%), “sick” (18%) and “unknown medical calls” (17.5%).

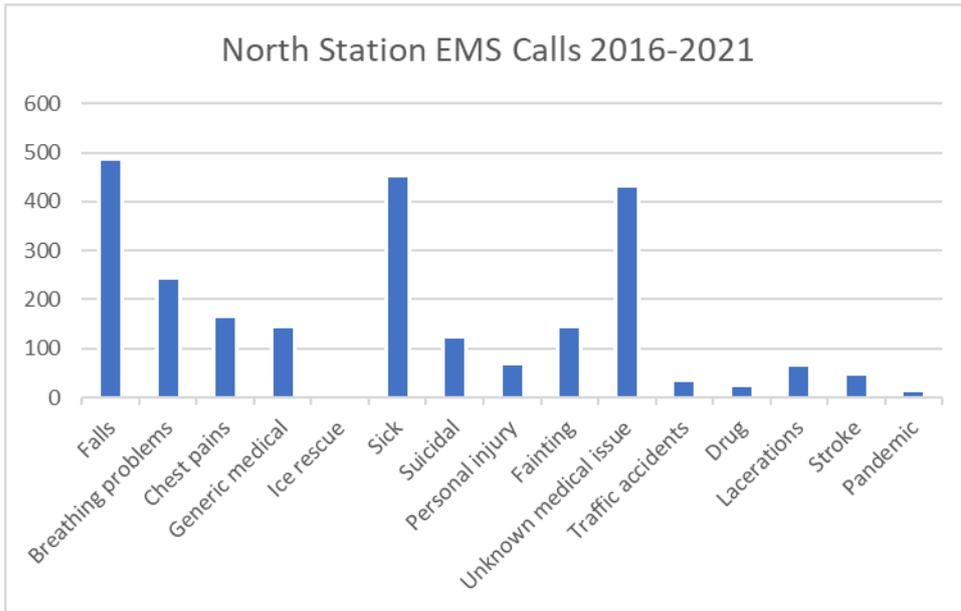


Fig 3: ACTFD North station EMS calls

In comparison, the ACTFD South Station received and responded to 2645 EMS calls during the same 5-year period (average of 1.45 calls per day). The ACTFD South Station therefore showed a 7% higher EMS call rate compared to the north station.

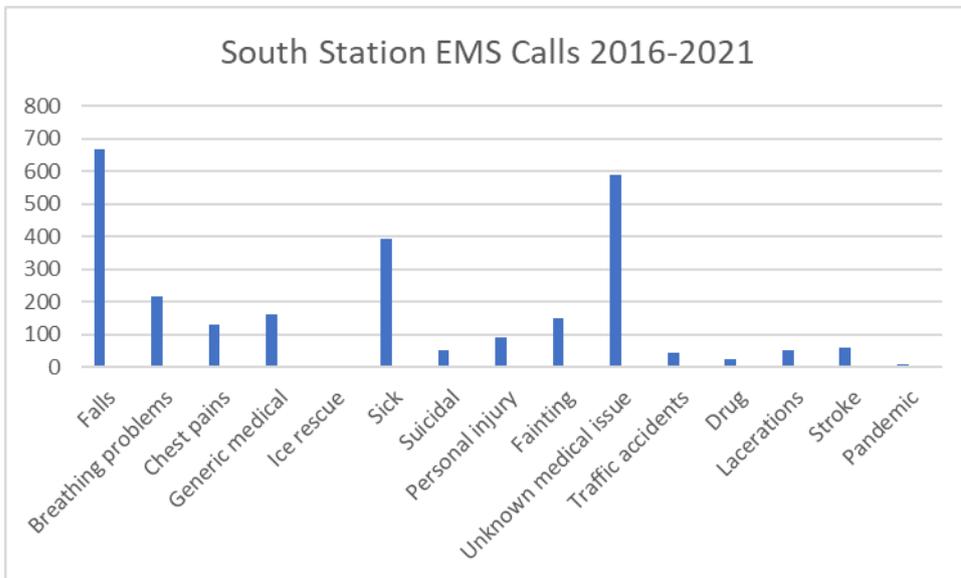


Fig 4: ACTFD South Station EMS calls

Fire Calls:

The ACTFD received and responded to 702 fire and safety related emergency calls during this 5-year period (2016-2021). Of these calls, 370 calls were related to the North Station (0.2 calls per day), with 125 of these 370 calls (34%) related to actual fires.

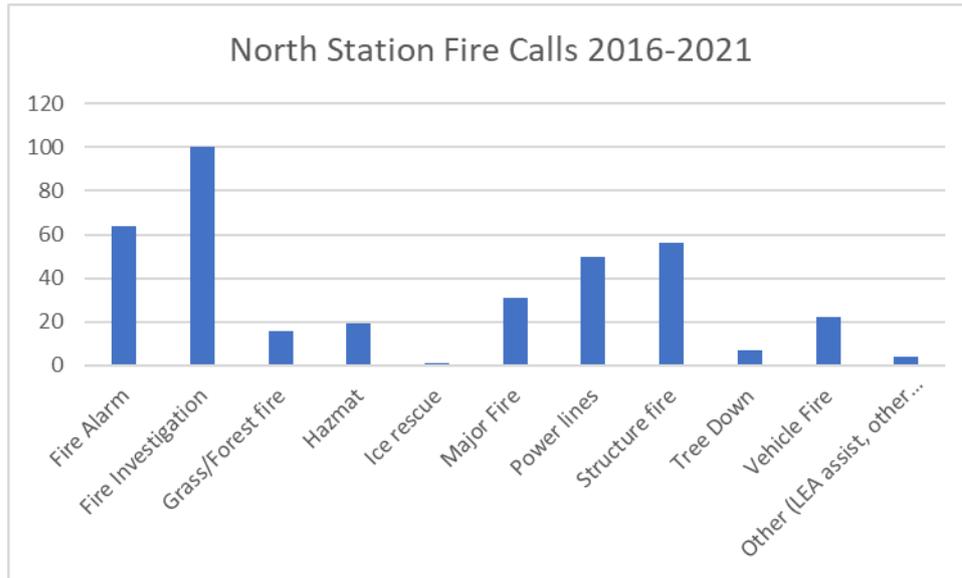


Fig 5: ACTFD North Station fire calls

In comparison, the South Station received 332 fire and safety related calls (0.18 calls per day) with 118 of these calls (36%) related to actual fires.

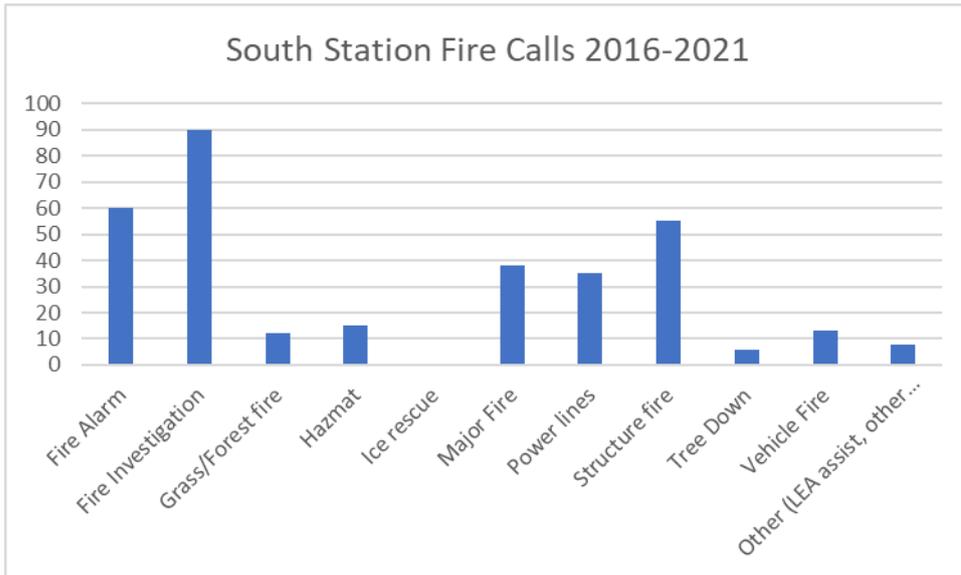
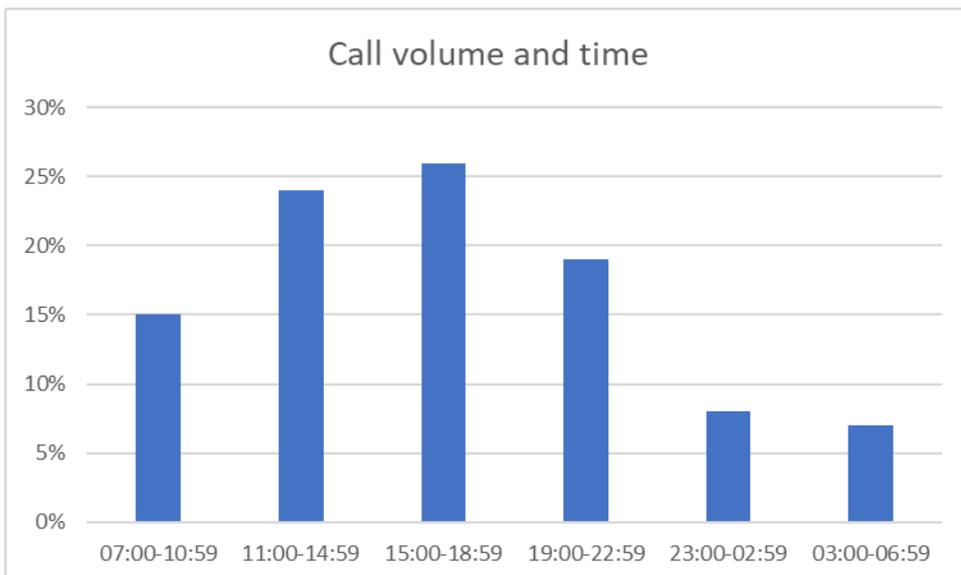


Fig 6: ACTFD South Station fire calls

These call reports reveal that majority of ACTFD calls are EMS calls (88%) and that the combined EMS and fire average call rate per day is approximately 1.5 for the North Station and 1.6 for the South Station.

Statistically, the busiest times of the day was between 11 am and 11 pm, with 69% of all calls taking place during this time (see below fig 7).



This information may provide strategic opportunities in managing limited resources.

8.2.4 *Management interviews with ACT supervisor, fire chief and township clerk*

The consultant interviewed the ACT supervisor, Mr. Nathan Skibbe, the current ACT fire chief, Mr. Dave Robbins and the township clerk, Mrs. Michele Palevich during separate meetings.

The purpose of these interviews was to gather information regarding the strategic focus of the leadership element at the ACT, as well as to gain knowledge regarding policies, procedures and the organizational climate within the organization.

During these interviews it was clear that the ACT leadership element were all equally invested in the Alpena Township. At no stage did the consultant sense that either of these leaders were not interested in the lasting success of the Alpena Township or the health and safety of its residents. All parties were very willing to assist with knowledge and information and welcomed an outsider into the organization. Information was made available whenever possible and the consultant felt that he had unrestricted access to the organization.

During these interviews it seemed that there were competing ideas as to the future of the ACTFD. The consultant also could not gather whether there was a detailed and clear strategic plan regarding the fire department. This observation was corroborated by various sources of information such as the staff satisfaction, leadership view assessments and other focus group meetings.

The deficiency in strategic plan also seemingly led to a lack of procedural clarity in ACT departments. As an example, no organogram, performance management plan or assets register currently exists for the fire department.

8.2.5 *Focus group discussion with fire fighters, paid on call firefighters and township trustees*

A 2-hour long open forum focus group discussion was attended by 3 trustees from the ACT board (acting as a sub-committee on behalf of the ACT board), the fire chief, full-time firefighters and paid-on-call firefighters associated with the ACTFD on the 12th of July 2021. Notably the ACT supervisor was absent from such an important meeting. Topics ranged from improved communication to policy and procedure discussions.

During these discussions the consultant was introduced to all parties present. The consultant made it clear that he would only observe during this meeting.

The consultant observed that many firefighting staff (full-time and paid-on-call) were extremely passionate about their work. The calling experienced by these staff members led to heightened emotions and severe frustrations with the current state at the fire department. It was expressed by a number of fire department staff that they felt the fire department was a scape-goat due to political reasons. Furthermore, the ACT board was openly accused of breaking the fire department's trust, and that "new policies were introduced to settle scores". "A lack of communication from the ACT board" was another main concern for fire department staff. Conflict with the Alpena City Fire Department (dysfunctional relationship) was another area of concern for the fire department staff.

Fire department staff were allowed to openly vent frustrations toward ACT board members and the fire chief seemed to display an avoidant conflict style toward this situation. Although much more assertive, the ACT trustees were very restrained, apart from a sharp retaliatory comment from one trustee, alluding to the poor leadership from the fire chief in that "fire department staff seemed to blame the board for poor communication, yet the fire chief had all the relevant information to keep staff informed". Shortly after this moment the same trustee called the fire chief "insubordinate" in front of all present. At this stage frustrations from the trustees and fire department clearly reached a boiling point.

At this moment the consultant felt that it was prudent to give some feedback (as a neutral observer) and to re-focus the discussion. The consultant said that the sincere honesty shown by all parties was encouraging and that it seemed that progress was being made to re-establish trust between the parties. One fire department staff member interjected and voiced concern at the fruitless meeting. This was another sure sign of the level of frustration and “open aggression”.

From a system psychodynamics perspective, this meeting (called the system for the purpose of psychodynamics) was very informative. System psychodynamics can be described as a group relations theory and this can be an extremely helpful paradigm when diagnosing organization, especially individual roles within a system or group (Fraher, 2004). As an example, in terms of group defences, the “we-ness” shown by the fire department staff and the ACT trustees was evident. The system seating arrangement was in a circular format. Fire department staff subconsciously positioned themselves on the one side of this circle and ACT trustees automatically occupied the opposite side of the circle. The consultant also observed remarkably closed body language such as folded arms from most participants. This style of behaviour can also be described as a “we-ness” and is seen as defensive coping behaviour in system psychodynamics (Barnard & Flotman, 2020). In this temporary system the consultant also saw the individual defence or “me-ness” from the fire chief. This withdrawal or emotional resignation from the chief would continue surfacing on a number of occasions.

These observations established a clear group relations context for the current relationship between the fire department staff and the ACT board.

8.2.6 *Budget information*

ACTFD budgets (projected income and expenses for 2021 financial year) were received for review. This data assisted in projecting financial sustainability and to identify possible threats and opportunities.

A millage is a system of tax calculation based on the value of a property. At present, 2 separate fire department mileages (fire department and fire equipment) are allocated

within the ACT budget. The combined value of the millage is \$772 700.00. Additional fire department budget shortfalls are covered by the ACT general fund, which is projected at \$200 000.00 for the year of 2021.

The medium-term goal of the ACT is to eliminate this general fund burden. Therefore, the current fire department income is currently limited to \$772 700.00.

The 2020 actual expenses totalled \$1 232 926.58. These actual expenses included non-emergency transfer expenses, which have been eliminated as of 2021.

2021 Expenses are projected at \$1 032 082.00. This shows a projected budget shortfall of \$259 382.00.

8.2.7 *Historical ACT meeting minutes (2012 – 2021)*

Historical minutes from ACT trustee meetings are made public on the Alpena Charter Township website. The consultant perused these historic meeting minutes and extracted the following key points in relation to the ACTFD:

- As at 2012 the ACTFD consisted of 3 fire captains and a paid-on-call contingent.
- Throughout 2013-2014 equipment expenditure was over \$500 000.00.
- In 2015 ACT trustees formed a fire department sub-committee, shortly thereafter there was a rush to appoint a new fire chief due to morale problems under fire fighters.
- In January 2016 a fire department restructure was tabled and approved by the ACT board. In March 2016 a fire chief and deputy-chief were appointed in 2016.
- In November 2016 the new fire chief laid complaints against the firefighters for insubordination.

- In November 2016 Mr. Nathan Skibbe was appointed as ACT supervisor.
- In April 2017 chief Osbourne resigns. Chief Robbins appointed as new chief.
- In January 2018 a full audit is called regarding the fire department finances. Throughout 2018 a trend of “missing fire department finances” continue.
- From 2019 to 2020 large equipment purchases include a “mini pumber” and 2 new ambulances.
- In November 2020 the “outsourcing agreement” with the Alpena City Fire Department is officially tabled. Shortly after ACT fire department staff start resigning and non-emergency transport services collapse due to insufficient staff.

From the available historical information, it is clear that there was indecision and uncertainty regarding the “turn around” plan for the ACTFD mentioned in 2015. It is therefore extrapolated that the ACT saw the outsourcing of fire services to the Alpena City Fire Department as a logical solution to outsource this long-standing problem. The behind-the-scenes negotiations regarding this “outsourcing agreement” failed to remain behind the scenes. From the above information it is also clear that the “outsourcing agreement” negotiations led to the mass exiting of staff due to job uncertainty, feelings of betrayal in the firefighter group and subsequent sentiment by these staff.

The public hearings into this fire department merger, and subsequent vote to retain the ACTFD seemed to briefly united the fire department staff. The lack in transformational leadership at various levels of the ACT board (from the township supervisor to the fire-chief) seem to have led to a failure to capitalize on this temporary boost in morale. Momentum for any future restructuring will therefore need to be built from ground level. It is also doubtful that any future restricting or improvement of the ACTFD will be met with optimism.

9. Burke-Litwin Change Model: Alpena Charter Township Fire Department (ACTFD)

The ACTFD diagnostic results can be summarised as follows:

9.1 Transformational factors:

9.1.1 *External environment:*

The external operating environment for fire departments have changed drastically over the last twenty years. Within the United States, organizations constantly compare and weigh fire response options in terms of the effectiveness and cost of volunteer and full time fire stations, with no clear conclusion (Rose, 2014). Due to these global trends, fire service restructurings seem to be on the increase with large city councils and fire service unions at odds over these changes (Schaefer, 2021). Fire department restructurings are rather complex due to the uniqueness of each fire department and its operational mandate. Competing mandates of providing good service, whilst reducing costs seem to be a common challenge for most fire departments (Rehmann & Robson, 2007).

Low wages, dangerous work conditions, shift work and low department funding drive the challenges to recruit and keep firefighters (Vock, 2018). Unions protect the interests of employed firefighters and the National Firefighting Protection association (NFPA) makes recommendations that guide unions and employers. These external elements add to the complications of managing a fire department.

It was reported by ACT trustees that the ACT population was in fiscal contraction of between 2% to 3% per year (unconfirmed and unverified). The ACT board therefore need to be proactive in addressing the fire department restructuring to limit these risks.

This external environment is seen as a direct driver of change within the ACTFD.

Within the context of Alpena as a city, there seems to be a concerted effort by the local newspaper to undermine the ACTFD as figure 8 (below) demonstrated. Motives are

illusory, but the consequences are not. Furthermore, on more than a few occasions it was made clear that a toxic relationship exists between the township and city fire departments.

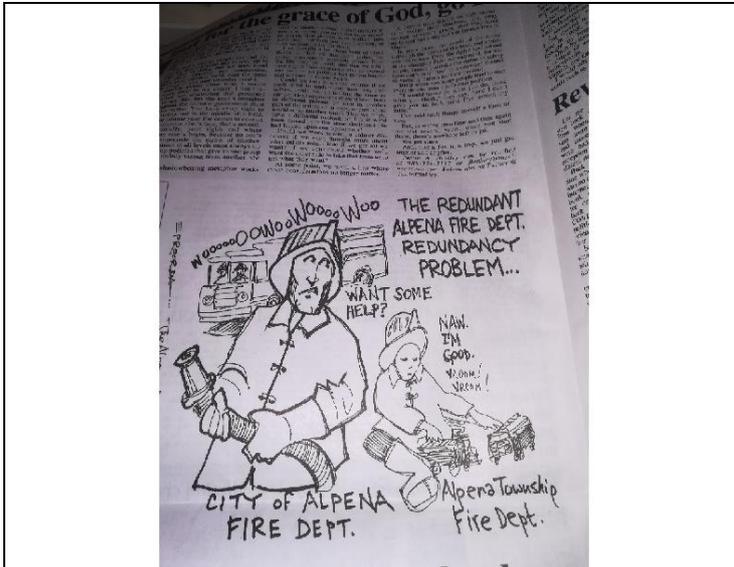


Fig 8: Alpena news cartoon published 24th of July 2021

This hostile relationship undoubtedly adds pressure to fire fighters and the ACT board, and may sway public opinion against the ACTFD and therefore decrease chances of securing votes for additional fire department funding millages. Furthermore, the ACT and firefighters are undermined by these peripheral politics. This external environment is seen as a significant threat that could manifest during a critical incident. The public relations threat is not a driver of change but poses a threat to proposed changes at the ACTFD.

9.1.2 Mission and vision:

Based on the available data, it was rather obvious that a clear mission and vision for the ACT and the ACFD was absent. The consultant found a mission and vision statement on the Alpena Charter Township website that dated to a 2017 strategic planning report (Hilberg Thomas, 2017). According to this report, the ACT strategic goal was to “provide services in an “efficient, environmentally respectful, fiscally responsible and caring

manner to meet the needs of the residents, property owners, business people and visitors”.

The absence of a clear mission and vision within the ACT organization was corroborated by the survey data (leadership view survey and the employee satisfaction survey). During interactions with the ACT board members and fire department staff, the consultant did however sense that there was a natural alignment (a sense of calling) of each ACT representative with the duty of being at service to the Alpena Township residents.

The absence of a clearly stated mission and vision (and by default also strategy) is reflected in the indecisiveness in decision making relating the fire department restructuring. This restructuring was tabled in 2015, and after 6 years no visible change had taken place. No goal setting or timeline could be found for restructuring milestones. Recruitment initiatives have yielded no results since the start of 2021. No asset register could be presented as of July 2021.

Furthermore, the ACT personnel committee initiated a vote of no-confidence against the current fire chief, during a period where the chief was one of only four permanent employees remaining. Although the fire chief could be seen as complicit in this void of strategic leadership, it is highly doubtful that the chief was the source of poor performance in the ACTFD, as this state existed prior to the chief being appointed. As indicated in the employee satisfaction survey, the chief was highly respected by the firefighters. Although the fire chief seemed to employ a “laissez-faire” leadership style, which would not yield any results during a restructuring phase of an organization, he would at least be seen as a stabilizing force with the remaining staff.

This lack of clear mission, vision and strategy amplifies division and ambivalence in change strategies. As will be discussed later on, strategy along with leadership and human capital form the main foundations of any organization, especially organizations that operate in difficult external environments (Spangenberg & Theron, 2013).

After reviewing all relevant information, it seems that a main mission for the ACTFD should **be to offer a high-quality product (fire and rescue) at the lowest cost that the ACT residents will be able to afford.**

9.1.3 Leadership:

Leadership is defined as the process of influencing others to contribute to a greater goal, and in doing so leaders are expected to cultivate engagement and provide direction (Haslam et al., 2015). In terms of this organizational change model, leadership provides one of the three most important levers for successful change (along with vision and organizational culture). Literature on the topic of leadership paints a very clear picture; effective leadership is essential for success in any organization as leadership has proven to increase meaningfulness and productivity in work teams (Wu & Wang, 2015).

Leadership related data from this process identified a key deficiency in the client organization. The organization`s leadership (senior leaders at ACT) scored an average of 2.2 out of 5 in the employee satisfaction survey. Fire department employees listed fear, a lack of trust and a lack of respect from the ACT leadership group as main concerns. In comparison to this, the same group of employees scored their line manager, chief Robins an average of 4.7 out of 5. Employees scored an average of 2.7 out of 5 for organizational goals. These findings were corroborated by the ACT leadership views survey where 87% of respondents felt that there were no clear goals for the organization. 50% of ex-employees left the organization due to conflict with the ACT board.

The above trends pose a very real threat to the restructuring process and future sustainability of the ACTFD. The lack of transparency and trust (as reported by the fire fighters) as well as the division and lack of goals within the leadership structure of the ACT are identified as major barriers to success for the restructuring process and the sustainability of the fire department.

9.1.4 Organizational culture:

Organizational culture can be described as the beliefs, values norms, attitudes, expectations and behaviours of members within the same organization, and positive organizational cultures have been linked to higher work engagement (Pervashnee Naidoo & Nico Martins, 2014).

Within the ACTFD employees reported feeling left out in decision making. These views are corroborated by employee satisfaction score of 1.8 out of 5 for the leadership communication section. This data was also corroborated by the focus group feedback. The consultant witnessed on numerous occasions that employees were resistant to small changes such as a change in expenditure procedure. It is doubtful that employees would resist such small changes if they understood that their smaller sacrifices could lead to an improved state at the fire department. This protection of the status quo could be a powerful factor in preventing successful change (Louw & Martins, 2004).

How should we reduce these barriers to change? One simple strategy could be to focus on small wins (Elloker & Olckers, 2012). If the restructuring is to succeed, the ACT leadership group should adopt a top-down approach to smaller wins. During the focus group discussion with fire fighters and ACT board members, the color of paint became an issue of major contention.

Smaller concessions such as the color of paint in the South Station staff room should be left to the employees (fire fighters). Micromanagement constructs creativity and innovation. This small win mentality will repair trust and fuel larger longer term change programs.

9.1.5 Performance:

At face value it seems that the ACTFD performs well. During the data gathering phase of this intervention, the consultant was witness to several calls and firefighters respond within seconds of being alerted. On one specific day, the consultant experienced an anomaly with 2 calls being received at the same time (1 motor vehicle accident and 1 fire). Both emergencies were dealt with professionally and efficiently.

However, 911 call reports reveal that the average response time was 8 minutes and 30 seconds, from the time that the call is made to the 911 dispatch center to the time of arrival of a first responder. This average was from 5804 calls received within between 2016 to 2021 and includes all calls (24/7, 365). The protocol established by the NFPA standard 1710 is for EMS to arrive on scene in no less than 5 minutes for a minimum of 90% of calls (NFPA Standard 1710, 2016). In terms of this benchmark, the ACTFD did not perform within the guidelines.

Unfortunately, no performance management system or evaluation exists for any of the employees at the ACT. In addition to this, no key performance indicators could be found to measure performance of the ACT departments such as the fire department. This aspect ties in with the lack of goal and void of strategic planning experienced within the ACT. Without performance evaluations and key performance indicators it would be impossible to keep employees and even ACT board members accountable. It would also be impossible to track progress and the attainment of goals.

9.2 Transactional factors

9.2.1 Structure:

There was no documented organizational structure (organogram) available for the ACTFD at the time of this intervention. The consultant assessed the current structure through management discussions. This structure seems traditional and hierarchical (see fig 9 below).

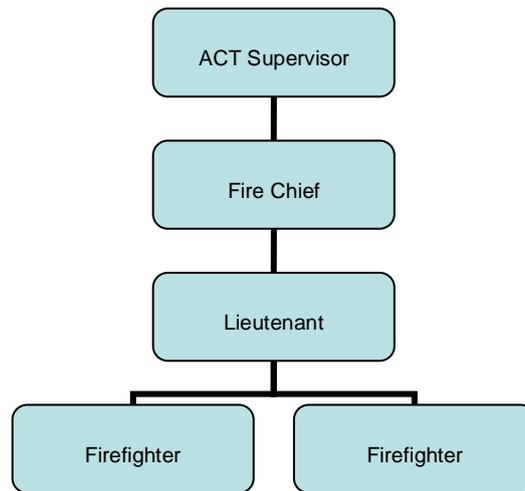


Fig 9: ACTFD Organogram

The fire chief also did not have a set meeting or “one-on-one” with the ACT supervisor and just communicated with his superiors when necessary. The consultant’s assessment of the organizational structure within the ACTFD seemed to be very “relaxed”. The fire chief has seemingly adopted a laissez-faire management style in that certain unprofessional behaviours went unchecked. A laissez-faire management style can be described as a lack of innovation and therefore an investment in the status quo (VonBergen, 2012). Over time, this management style would have led to the strong status quo that has taken hold of the ACTFD. Although the employees are very satisfied with their chief’s relationship, the chiefs management style does not suit the current “crises” experienced at the ACTFD. The employee satisfaction survey also listed elements of this management style as a potential issue for the firefighters. “Resolving the employee’s problems effectively” was the lowest score in the “line manager relationship” section. This affirms the consultant’s perception that the employees also feel the need for stronger leadership in this time of crisis. Counterintuitive to modern leadership thought is the fact that an authoritarian leadership style remains best suited in times of crisis (VonBergen, 2012). The fire chief has since resigned and a new placement should be considered within this context.

9.2.2 *Management practices:*

The management structure of an organization provides the inner framework to support this vision and strategy (Spangenberg & Theron, 2013).

For the purpose of this exercise, management practices would include communication style, policies, procedures, compensation systems and rewards. Poor communication at all levels of the ACTFD has already been identified. The long power distance in the organogram as well as the informal communication style between ACT leadership seems to “dilute” the information received at lower levels within the organization. During the focus group discussions employees complained about the lack of information they received. ACT trustees disputed this, saying that “they have been providing detailed information to chief Robins but that he is the missing link between the ACT and employees”.

The lack of transparency in promotional decisions also drive a feeling of unfairness among employees. The current climate of low-trust will undoubtedly increase perceptions of unfairness. Due to the above, empowerment is generally perceived to be low at the organization.

In terms of policies and procedures, it is clear that ACT is attempting to introduce improved controls in spending. Due to the low-trust environment these attempts at improvement are met with resistance and scepticism. Performance systems are non-existent. Information regarding reward systems (firefighter of the year etc.) seems to be erratic at best. It seems that a “management by exception” style is present within the ACT board. This management style is a reactive management style where management would get involved only when things go wrong. This management style would further strain management-employee relations in this low trust and low-communication environment.

Employees were not satisfied with employment benefits. The detail revealed that staff were dissatisfied with actual pay, not the entire benefit (benefits scored 3.3 out of 5 in the staff satisfaction survey). Some adjustments to actual pay would be welcome in the

benefits area. However, higher compensation will not necessarily motivate employees. Monetary gains remain a “demotivator” when insufficient, but does not motivate staff once perceived benefits are adequate (Griffith, 2014).

9.2.3 *Work environment:*

An urgent need for more staff was noted. This low-staff environment will compromise morale as time passes. The current physical work climate was reported as positive. The employee satisfaction survey reported an average score of 4.2 out of 5 for the work environment. The strong internal “camaraderie” within the employee work team undoubtedly also adds positively to this sentiment. Regardless of problems experienced, the employees report that they are willing to go the extra mile to ensure success for the organization. This is a positive aspect that can be built on.

9.2.4 *Individual skills and task requirements:*

The skill and task requirement aspect of the ACTFD is another area of strength. Employees report a generally high job satisfaction (work itself) and believe that they have adequate skills to perform well. Overall sentiment is that the organization provides adequate training and development opportunities and that they are aligned with their work role. Perceptions of upper management’s skill levels seem low, but this is not surprising, considering the current low-trust and low-communication climate.

9.2.5 *Individual needs:*

Individuals have varying needs. Literature confirms that younger cohorts require more time off (Galinsky & Matos, 2011) whilst older cohorts are more focussed on healthcare and life insurance benefits. This trend was also witnessed at the ACTFD. Younger employees were more dissatisfied with current leave packages than older employees. Older employees were satisfied with benefit packages where younger employees were indifferent in this category. These trends will only increase as more generations start occupying the same workspace. Reward and compensation policies should reflect these future changes and offer more flexible options to the diverse workforce.

In general however, the consultant perceived that basic individual needs of employees were met apart from additional staffing, communication, affective and trust needs mentioned above.

9.2.6 Environment and equipment:

Due to the geographical dispersion of this area, the average population density within the ACT area is only 86 persons per square mile in comparison to the Alpena city area of 1233 persons per square miles. The nature of this low density and rural population leads to a much larger and more complicated fire management plan. With approximately 120 square miles to cover, travel distances for fire responders are much larger and more complex within the Alpena township area. As an example, some populations within this area of responsibility can only be reached by boat.

The physical work environment (stations) seems generally well perceived at the organisation, with the equipment being perceived as adequate. In terms of morale, this area is extremely important to the firefighters. **During focus group and individual discussions with staff, the importance of having ambulances with airconditioned cabins were seen as paramount due to the diverse climate in this area. ACT trustees however mentioned plans to sell off the highly prized ambulances as a fiscal strategy.** This is a typical example of opposing needs between management and the employees. Should the ACT continue with the selling of the ambulances the employees will feel more alienated. The above mentioned “small win” strategy should be kept in mind with these strategic decisions.

10. Burke Litwin outcome summary

According to the Burke-Litwin change model, external factors are the strongest drivers of change (University of Exeter, 2012). The external environment will force transformational factors to change. Changes in the transformational factors will inevitably also lead to changes in the transactional factors. Therefore, by carefully reviewing opportunities (blue) and threats (red) within this context, should assist the organization in taking control of the external factors driving the change.

Transformational factors

Element	Observations	Opportunity / Threat
External environment	<ul style="list-style-type: none"> • Fiscal decline • Complex operational environment (legislation unions, standards) • Hostile PR environment • Conflict with Alpena City Fire Department 	Threat
Mission/Vision	<ul style="list-style-type: none"> • Offer high quality product at lowest cost • No clear strategy from ACT • No clear strategy from ACTFD 	Threat
Leadership	<ul style="list-style-type: none"> • Division within ACT • Division between ACT & ACTFD 	Threat Opportunity (new fire chief appointment)

	<ul style="list-style-type: none"> • Leadership styles (management by exception and Laissez-Faire) • The new fire chief is yet to be appointed. 	
Performance	<ul style="list-style-type: none"> • Financial performance could not be evaluated in absence of ACT financials. However ACTFD information seemed to point to unsustainable financial situation (budget shortfall). • No performance management systems (individual or departmental) • Performance adequate (based on perception) • External key performance indicators (KPI) indicate mediocre performance 	Threat

Transactional Factors

Element	Observations	Opportunity / Threat
Structure	<ul style="list-style-type: none"> • No confirmed structure (organogram) for the ACTFD • Existing structure seems hierarchical (top down) with long power balance (slow decision making) 	Threat
Management Practices	<ul style="list-style-type: none"> • New policies show signs of micromanagement (reactionary due to laissez-faire style of chief) • Policies seem "dotted" • Low trust inhibits 	<p>Opportunity (new policies, good start)</p> <p>Threat (policies showing micromanagement, low trust)</p>

	<p>change</p> <ul style="list-style-type: none"> • Financial principle of contraction in spending is welcome at this stage. • Implementation of financial policies is a good start but no strategic link/communication to overcome resistance 	
Work Environment	<ul style="list-style-type: none"> • Largely positive 	Opportunity
Individual Skills and Task Requirements	<ul style="list-style-type: none"> • Employees have required skill (T&D adequate) • Employees like the work • Alignment with “calling” 	Opportunity

<p>Individual needs</p>	<ul style="list-style-type: none"> • Varying needs (diversify benefits) • More important needs are affective needs (trust, communication, appreciation etc.) • Benefits packages are adequate apart from actual pay (detailed salary information was not obtained and further micro inspection is needed) 	<p>Opportunity</p>
<p>Environment and equipment</p>	<ul style="list-style-type: none"> • Challenging environment (wide dispersion, area and stations) • Adequate equipment • Equipment can act as stabilizing force 	<p>Opportunity (equipment) Threat (environment)</p>

11. Conclusion

Within this challenging operating environment, external forces are driving the need for change within the Alpena Charter Township Fire Department. The ACT board have identified correctly that the fire department is in urgent need of restructuring. Due to various reasons, change has been stagnant. This lingering stalemate has forced the ACT leadership to look outward for a solution. This solution (outsourcing fire services to the Alpena city fire department) and its vetoing by the majority of board members in 2021, has further eroded the relationship between the ACT board and its fire department. This situation has also further damaged the ailing relationship between the Alpena township and city fire departments.

In terms of this intervention, the original problem statements were:

- What is the current status quo within the ACTFD?
- What are the current barriers to efficiency and sustainability?

Various sources seem to allude to the township supervisor, Mr. Skibbe, for this state of affairs at the fire department. However, the historical information (ACT meeting minutes) contradicts these views. The poor fiscal state of the FD seemed to exist prior to the appointment of Mr. Skibbe in 2016. A fire department sub-committee also existed two years prior to Mr. Skibbe being appointed in 2016, with no apparent improvement of the ACTFD.

Regardless, the current status quo seems to be one of a broken-down relationship between the ACT board of trustees and the ACTFD. The fire department seems highly resistant to any attempted change from the ACT board. Low trust and exclusion in communication seems to drive a deeper wedge between these parties. The absence of a clear vision and mission along with a clearly communicated strategy with goals and timelines would be a good starting point in reducing these barriers to change.

In the view of the consultant, the biggest barriers to efficiency and sustainability within the ACTFD are the deficiencies listed above. Although the external environment is driving change, the need for change is not enough for change to take place.

Thorough top-down introspection is needed from all leaders within the ACT. A clear vision, strategic plan and a culture of unity and inclusion will form the basic foundations of any restructuring. These principles would build momentum and trust, which would lead to less resistance to change. As the current status quo is devoid of these foundation elements, massive amounts of energy and resilience will be needed to overcome the current climate of inertia within the ACTFD.

Transformational leadership is necessary to forge a way out of this stalemate. Nothing more than resolute and strategic leadership from the ACT board will resolve this situation. This report could serve as a base for future strategic planning within the ACT. However, in the absence of transformational leadership within ACT and the careful planning and execution of this restructuring, any attempts at change will be stillborn.

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FIRE CHIEF EMPLOYMENT AGREEMENT

This Employment Agreement (the "Agreement") is entered into effective the 8th day of September, 2021, between the Charter Township of Alpena (the "Township") and Mark Hansen ("Mr. Hansen") (collectively, the "Parties"). In consideration of the covenants in this Agreement, the Parties intending to be legally bound, agree as follows:

1. Employment

The Township agrees to employ Mr. Hansen, who agrees to serve as the Fire Chief of the Charter Township of Alpena subject to this Agreement, and in accordance with the statutes of the State of Michigan. Mr. Hansen's authority, duties and responsibilities shall be to perform such services for the Township as are assigned and as may periodically be designated by the Township. In consideration for such employment.

2. Term

The Term of this Agreement shall be for an initial period of three-year (3) year commencing on September 8, 2021 and ending on September 8, 2024 subject to the provisions described in Section 4. This Agreement will automatically extend for successive one-year terms, unless one party gives the other written notice at least sixty (60) days prior to expiration that the Agreement will not be extended.

3. Compensation and Benefits

In consideration for all services to be rendered by Mr. Hansen in any capacity under this Agreement, the Township shall pay to Mr. Hansen the compensation and benefits described below:

A. Salary. A salary ("Salary") in the total amount of Sixty-Nine (\$69,000.00) annually, less applicable withholdings and deductions, payable biweekly. The Township may periodically increase this Salary during the Term of this Agreement based on employee performance, but it is not obligated to do so.

B. Mileage Reimbursement. Mr. Hansen shall be paid mileage at the current federal rate for travel undertaken for his duties as Fire Chief.

C. Paid Time Off. At the start of employment, Mr. Hansen will receive 130 hours of paid time off (PTO). PTO will be accrued at a rate of 10.12 hours per pay period with a carry-over not to exceed 160 hours. The Township will also grant one floating holiday to be used at Mr. Hansen's discretion.

D. Work Schedule. The normal work schedule of the Fire Chief shall be Monday through Friday, 8 a.m. through 5 p.m., or as necessary to fulfill the functions of the position. Mr. Hansen shall provide notice to the Township Supervisor of any absence as soon as possible, if not before the scheduled shift. It is understood that the position of

Fire Chief is exempt from any entitlement to overtime compensation or compensatory time off. Therefore, any overtime pay or compensatory time granted to Mr. Hansen shall be solely at the discretion of the Township Board or its designee.

E. Insurance. The Township shall provide Mr. Hansen with the following:

- i.* Coverage for he and his dependents under the Township's group health insurance plan, with annual health savings account deposits of \$1,300 for single coverage and \$2,600 for family coverage;
- ii.* Coverage under the Township's term life insurance policy and accidental death and dismemberment policy; and
- iii.* Coverage and legal defense through the Township's insurance carrier for Mr. Hansen as an individual defendant as long as Mr. Hansen was acting as the Township's agent and in conformance with the scope of his authority. Should a judgment result against the Township and/or Mr. Hansen arising out of his conduct taken within his authority, the same shall be satisfied by the Township and its insurance carrier. The coverage shall apply after Mr. Hansen has left the employment of the Township at the time the claim or allegation is filed, provided the claim or allegation arose as a result of Mr. Hansen's employment by the Township and within the scope of his authority.
- iv.* The Township may compromise, settle, and pay any claim before or after the commencement of a civil action. Should a judgment for damages be awarded against Mr. Hansen as a result of a civil action for personal injuries or property damage involving Mr. Hansen while in the course of his duties for the Township and while acting within the scope of his authority, the Township will insure Mr. Hansen and pursuant thereto pay, settle, or compromise the judgment in its discretion.

F. Retirement Contribution. Mr. Hansen shall participate in the Township's retirement plan. The Township will pay 95% of the required contribution and Mr. Hansen will pay the remaining 5%.

G. Educational Reimbursement. The Township, in its sole discretion, will reimburse Mr. Hansen for college tuition and books at an accredited college, university, or community/junior college for his continued education up to an annual maximum amount as determined by the Township Board each year. Courses shall be job-related and completed with a final grade of "C" or better to qualify for educational reimbursement.

4. Termination of the Agreement

Mr. Hansen serves at the pleasure of the Township. Nothing in this Agreement prevents, limits, or otherwise interferes with the right of either party to terminate this Agreement at any time for any lawful reason.

- A. Termination by Township.** The Township may terminate Mr. Hansen's employment prior to the expiration of the 3-year term with or without notice. If the Township terminates without just cause, it shall pay Mr. Hansen severance pay at his current pay rate and continue coverage under the Township's group health insurance plan for a period of 90 days following the termination of his employment. If the Township terminates employment with just cause, it shall have no obligation to provide severance pay or continue any coverage.
- B. Termination by Mr. Hansen.** If Mr. Hansen terminates his employment prior to the expiration of the 3-year term, he shall provide the Township with 90 days' advance written notice of his intent to terminate his employment, and he shall not receive severance pay or coverage under the Township's group health insurance plan following the termination of his employment.

5. Other Provisions

- A. Return of Materials.** Mr. Hansen acknowledges that all files, records, lists, books, products, and other materials, whether owned by the Township at the time of employment or developed during the course of employment, used in connection with its operation, shall at all times remain the property of the Township. Upon separation of employment, Mr. Hansen shall return all records, documents, and other written, printed, photographic or physical materials of any type that belong to or pertain to the Township and all other documents relating to the Township then in Mr. Hansen's possession or control, and Mr. Hansen shall not make or retain any copies or extracts, including hand-written summations, of any such documents. In addition, Mr. Hansen shall return to the Township Supervisor all equipment, keys, credit cards and all other property of the Township prior to or upon separation of employment.
- B. Cooperation Covenant.** During the Term of this Agreement, and after the termination of this Agreement, Mr. Hansen agrees to fully and voluntarily cooperate and assist in defending any actions against the Township in which Mr. Hansen is named as a defendant or witness or about which Mr. Hansen has knowledge. The Township agrees to compensate Mr. Hansen a pro-rated sum, based on the salary Mr. Hansen was receiving at the time of separation, for any time that Mr. Hansen spends after separation in assisting the Township to defend against actions against the Township and for all reasonable and documented expenses involved in assisting the Township to defend against actions against the Township. The provisions of this Paragraph shall survive the expiration or termination of this Agreement for six (6) years.

- C. Supervision/Annual Evaluation. The Mr. Hansen reports to the Township Board and Supervisor. The Township Board will evaluate the performance as the Fire Chief annually in advance of annual evaluation that occurs the first business day of October, considering, among other things, progress toward or completion of goals, performance objectives, and the attainment of the Board's policy objectives.
- D. Entire Agreement. The terms of this Agreement may be altered only in a writing signed by all Parties. This Employment Agreement represents the full and complete agreement between the Parties concerning the terms of employment of Mr. Hansen. Any modification of this Agreement must be in writing and signed by both Parties to this Agreement.

Agreed:

Charter Township of Alpena

Fire Chief

By: Nathan Skibbe
Its: Supervisor

Mark Hansen

Michele Palevich
Its: Clerk

GL	Description	Budgeted	Change	Adjusted Budget
Elections				
				-
101-191-731.000	Operating Supplies	8,000.00	(1,527.00)	6,473.00
Clerk				
				-
101-215-728.000	Computer (Hardware)	-	400.00	400.00
101-215-802.000	Data Processing (Software)	1,000.00	1,527.00	2,527.00
101-215-980.000	Equipment & Furniture	1,500.00	(400.00)	1,100.00
General Rev.				
				-
101-000-697.000	Insurance Claims	1,000.00	6,634.00	7,634.00
101-000-677.000	Election Reimbursement	-	7,753.19	7,753.19
BOT				
				-
				-
Supervisor				
				-
101-171-726.000	Legal	500.00	175.00	675.00
101-101-728.000	Computer (hardware)	-	191.15	191.15
Assessor				
				-
101-209-726.000	Legal	500.00	760.00	1,260.00
101-209-727.000	Office Supplies	500.00	750.00	1,250.00
101-209-980.000	Equipment & Furniture	3,000.00	(750.00)	2,250.00
Board of Review				
				-
Treasurer				
				-
101-253-802.000	Data Processing	2,700.00	777.20	3,477.20

GL	Description	Budgeted	Change	Adjusted Budget
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Building & Gnds

LLE

Building Inspt.

PC

101-410-733.000	Zoning Update/books	\$ 500.00	617.64 \$	1,117.64
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PUBLIC SAFETY

Fire Dept.

205-336-820.000	Refuse	\$ -	100 \$	100.00
205-336-931.000	Maint. & repair bldg.	\$ 3,500.00	298.23 \$	3,798.23
205-336-970.000	Equip. Millage Purch.	\$ 233,600.00	9289.77 \$	242,889.77
205-336-987.000	Fire Truck ann. Pay.	\$ 34,497.00	1708.03 \$	36,205.03
205-336-728.000	Computer (hardware)	\$ -	500 \$	500.00

WATER FUND

DPW

592-100-713.000	Vehicle Insurance	\$ 3,099.00	189 \$	3,288.00
592-100-933.000	Grounds Maint./Rep.	\$ 5,000.00	1536 \$	6,536.00
592-100-955.000	Dues & memberships	\$ 2,000.00	166 \$	2,166.00

R & R Fire Truck Repair Inc.
 751 Doheny Drive
 Northville, MI 48167
 248-344-4443



Service Invoice

Bill To:

Charter Township of Alpena Fire Dept.
Attn: Township Clerk
4385 US 23 North
Alpena, MI 49707

Date	Invoice #
8/25/2021	60683
Terms:	Net 30
P.O. Number:	
Date Work Performed	8/9/2021
Federal ID	

Unit	Year/Mfr/Model	VIN #	Miles	Hours	Technician
E-3 Truck 14	88 Pierce Arrow	1P9A01G0JA040201	29,509	.	MS

ITEM ID	DESCRIPTION	QTY	UNIT PR...	EXT. PR...
271201990	15 W 40 CJ4 Oil	42	4.45906	187.28
1970	Oil Filter	1	31.7925	31.79
1749	Oil Filter	1	54.06395	54.06
1623	Trans Filter	1	33.93334	33.93
2714*	Breather	1	7.97	7.97
4107	Heavy-Duty Coolant Test Strip	1	3.50	3.50
6859	Air Filter	1	184.44	184.44
103818K	AD4 Purge Valve Kit	1	21.82	21.82
104358X	AD4 Cartridge	1	81.32098	81.32
226502990	Automatic Transmission Fluid	16.5	4.25733	70.25
277111652	Chev Starplex 2 Grease	1	5.41843	5.42
4071*	Coolant Filter	1	18.92	18.92
0566-MM1-001	30-30 Brake Chamber	2	128.2636	256.53
Pump Test 1	Pump Test 1500 GPM and Lower - Report to follow.	1	180.00	180.00
Hazmat	Hazardous Material Disposal	1	6.00	6.00
DOT	Maintenance Inspection Engine D.O.T. - Report to follow.	1	150.00	150.00
Labor	Labor Per Hour	9.5	105.00	997.50
	Mark Soik M218775			

Michigan Repair Facility Registration F142033	Total
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CERTIFICATION:
 All repairs and parts were furnished in compliance with MICHIGAN AUTO REPAIR ACT (P.A. 300)
 Company Authorized Representative _____

R & R Fire Truck Repair Inc.
 751 Doheny Drive
 Northville, MI 48167
 248-344-4443



Service Invoice

Bill To:

Charter Township of Alpena Fire Dept.
Attn: Township Clerk
4385 US 23 North
Alpena, MI 49707

Date	Invoice #
8/25/2021	60683
Terms:	Net 30
P.O. Number:	
Date Work Performed	8/9/2021
Federal ID	

Unit	Year/Mfr/Model	VIN #	Miles	Hours	Technician
E-3 Truck 14	88 Pierce Arrow	1P9A01G0JA040201	29,509	.	MS

ITEM ID	DESCRIPTION	QTY	UNIT PR...	EXT. PR...
LOF	Lube, Oil and Filter service. Aired tires to specifications. Checked all fluid levels and added as required. Checked batteries and connections. Checked fan belts. Replaced fuel and oil filters. Checked air cleaner. Lubricated the door hinges. Checked chemical quality of the coolant. Greased the drive line and chassis. The waste oil is recycled through an authorized dealer of recycled components and the filters are cut opened and inspected for any unusual contaminants and then they are crushed and disposed of properly. The oil is collected and the metal is then recycled. Any safety problems that are detected will be brought to your immediate attention. Greased the cab lift pins and hinges. Lubricated compartment tray slides. Lubricated moving entry steps. Lubricated compartment door latches. Where applicable.	1		0.00
Pump Service	Serviced fire pump and transfer case. Inspected pump and screens. Checked the primer oil level.	1		0.00
Pump Test 1	Pump Test 1500 GPM and Lower - Report to follow.	1		0.00
DOT	Maintenance Inspection Engine D.O.T. - Report to follow.	1		0.00
Air Dryer	Serviced air brake dryer cartridge and rebuilt the purge valve. Tested operation.	1		0.00
	Mark Soik M410/13 Brake Chambers Faulty			

Michigan Repair Facility Registration F142033	Total
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CERTIFICATION:

All repairs and parts were furnished in compliance with MICHIGAN AUTO REPAIR ACT (P.A. 300)
 Company Authorized Representative _____

R & R Fire Truck Repair Inc.
 751 Doheny Drive
 Northville, MI 48167
 248-344-4443



Service Invoice

Bill To:

Charter Township of Alpena Fire Dept.
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Date	Invoice #
8/25/2021	60683
Terms:	Net 30
P.O. Number:	
Date Work Performed	8/9/2021
Federal ID	

Unit	Year/Mfr/Model	VIN #	Miles	Hours	Technician
E-3 Truck 14	88 Pierce Arrow	1P9A0160JA040201	29,509	.	MS

ITEM ID	DESCRIPTION	QTY	UNIT PR...	EXT. PR...
ttyy	Technician investigated the problem. Found that the rear brake chambers have broke springs. Raised the truck and removed the all lines going to brake chambers. Removed both of the rear brake chambers. Installed two new rear brake chambers. Reconnected all lines for the brake chamber. Lowered the truck. Tested operation of the brake chambers. Unit is good to go. Thank You for your Business!	1	0.00	0.00
	Mark Soik M218775			

Michigan Repair Facility Registration F142033	You are entitled by law to the return of all parts replaced, except those which are too heavy or large, and those required to be sent back to the manufacturer or distributor because of warranty work or an exchange agreement. You are entitled to inspect the parts which cannot be returned to you.	Total	\$2,290.73
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CERTIFICATION:
 All repairs and parts were furnished in compliance with MICHIGAN AUTO REPAIR ACT (P.A. 300)
 Company Authorized Representative _____

R & R Fire Truck Repair Inc.
 751 Doheny Drive
 Northville, MI 48167
 248-344-4443



Service Invoice

Bill To:

Charter Township of Alpena Fire Dept.
Attn: Township Clerk
4385 US 23 North
Alpena, MI 49707

Date	Invoice #
8/25/2021	60682
Terms:	Net 30
P.O. Number:	
Date Work Performed	8/11/2021
Federal ID	

Unit	Year/Mfr/Model	VIN #	Miles	Hours	Technician
E-2 Truck 16	13 Spartan Smeal Engine	4S7CU2D9XDC076625	28,714	.	MS

ITEM ID	DESCRIPTION	QTY	UNIT PR...	EXT. PR...
Maintenance 1	Annual Equipment Maintenance	1		0.00
35966	Exhaust Hanger Clamp	1	11.52	11.52
271201990	15 W 40 CJ4 Oil	28	4.45906	124.85
1748XD	Oil Filter	1	60.34211	60.34
3936*	Fuel Filter	1	34.91	34.91
6891	Air Filter	1	176.36	176.36
3604*	Fuel Filter	1	55.40	55.40
4070*	Coolant Filter	1	16.44	16.44
226502990	Automatic Transmission Fluid	6.5	4.25733	27.67
277111652	Chev Starplex 2 Grease	1	5.41843	5.42
4107	Heavy-Duty Coolant Test Strip	1	3.50	3.50
950011K	Air Dryer Cart-WABCO	1	70.1423	70.14
950014	Purge Kit	1	63.82	63.82
Hazmat	Hazardous Material Disposal	1	6.00	6.00
Pump Test 1	Pump Test 1500 GPM and Lower - Report to follow.	1	180.00	180.00
DOT	Maintenance Inspection Engine D.O.T. - Report to follow.	1	150.00	150.00
Labor	Labor Per Hour	5.75	105.00	603.75
	Mark Soik M218775			

Michigan Repair
 Facility
 Registration
 F142033

Total

CERTIFICATION:

All repairs and parts were furnished in compliance with MICHIGAN AUTO REPAIR ACT (P.A. 300)
 Company Authorized Representative _____

R & R Fire Truck Repair Inc.
 751 Doheny Drive
 Northville, MI 48167
 248-344-4443



Service Invoice

Bill To:

Charter Township of Alpena Fire Dept.
Attn: Township Clerk
4385 US 23 North
Alpena, MI 49707

Date	Invoice #
8/25/2021	60682
Terms:	Net 30
P.O. Number:	
Date Work Performed	8/11/2021
Federal ID	

Unit	Year/Mfr/Model	VIN #	Miles	Hours	Technician
E-2 Truck 16	13 Spartan Smeal Engine	4S7CU2D9XDC076625	28,714		MS

ITEM ID	DESCRIPTION	QTY	UNIT PR...	EXT. PR...
LOF	Lube, Oil and Filter service. Aired tires to specifications. Checked all fluid levels and added as required. Checked batteries and connections. Checked fan belts. Replaced fuel and oil filters. Checked air cleaner. Lubricated the door hinges. Checked chemical quality of the coolant. Greased the drive line and chassis. The waste oil is recycled through an authorized dealer of recycled components and the filters are cut opened and inspected for any unusual contaminants and then they are crushed and disposed of properly. The oil is collected and the metal is then recycled. Any safety problems that are detected will be brought to your immediate attention. Greased the cab lift pins and hinges. Lubricated compartment tray slides. Lubricated moving entry steps. Lubricated compartment door latches. Where applicable.	1		0.00
	Serviced Air Cleaner Complete			
Pump Service	Serviced fire pump and transfer case. Inspected pump and screens. Checked the primer oil level.	1		0.00
Pump Test 1	Pump Test 1500 GPM and Lower - Report to follow.	1	0.00	0.00
DOT	Maintenance Inspection Engine D.O.T. - Report to follow.	1		-0.00
Air Dryer	Serviced air brake dryer cartridge and rebuilt the purge valve. Tested operation.	1		0.00

Michigan Repair Facility Registration F142033	Total
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CERTIFICATION:

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 Company Authorized Representative _____

R & R Fire Truck Repair Inc.
 751 Doheny Drive
 Northville, MI 48167
 248-344-4443



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Attn: Township Clerk
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Date	Invoice #
8/25/2021	60682
Terms:	Net 30
P.O. Number:	
Date Work Performed	8/11/2021
Federal ID	

Unit	Year/Mfr/Model	VIN #	Miles	Hours	Technician
E-2 Truck 16	13 Spartan Smeal Engine	4S7CU2D9XDC076625	28,714	.	MS

ITEM ID	DESCRIPTION	QTY	UNIT PR...	EXT. PR...
	Tail Pipe Hanger Clamp Broken During inspection it was found that the tail pipe clamp was broken. Replace clamp and good to go.			
	Front Hub Covers Loose During inspection, it was found that the front hub cover bolts were loose. Torque bolts to manufacture specifications. Good to go.			
ttyy	Thank You for your Business!	1	0.00	0.00
	Mark Soik M218775			

Michigan Repair Facility Registration F142033	You are entitled by law to the return of all parts replaced, except those which are too heavy or large, and those required to be sent back to the manufacturer or distributor because of warranty work or an exchange agreement. You are entitled to inspect the parts which cannot be returned to you.	Total	\$1,590.12
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CERTIFICATION:
 All repairs and parts were furnished in compliance with MICHIGAN AUTO REPAIR ACT (P.A. 300)
 Company Authorized Representative _____

MEMO



To: **Nathan Skibbe, Supervisor, Charter Township of Alpena**

From: **Catherine Winn, Regional Manager**

Date: **September 3, 2021**

Re: **Michigan Lift Station Pump #2 Replacement**

On July 20, 2021, Kerr Pump and Supply completed the installation of the new Pump #1 at the Michigan lift station and removed Pump #2 for inspection and evaluation.

The Kerr Service Evaluation Report (attached) indicates extensive corrosion and damage, including a broken impeller. Due to the age and condition of the pump, and the cost to repair the pump being 2/3 of the cost to replace the pump, we do not recommend repairing the pump.

Estimated Cost of Repair:	\$16,107.00
Cost to Replace:	\$24,393.00

Specialized equipment and qualified staff will need to be utilized for the installation of a new pump in order to maintain the pump warranty requirements.

Installation of New Pump:	\$4,890.00
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FVOP had obtained competitive quotes for replacement of the identical pump and installation earlier this year, and Kerr Pump and Supply was low for both items. However, the cost of pumps and other water/sewer equipment has significantly increased since the beginning of the year; we have verified this with multiple equipment vendors. Service costs have also increase due to rising fuel prices and other associated charges.

FVOP recommends that the Township approve the quote from Kerr Pump and Supply for \$24,393.00 for a replacement pump as well as \$4,890.00 for installation of the new pump.

Feel free to contact me if you have any questions.



DATE: 8/23/21

Kerr Service Evaluation Report

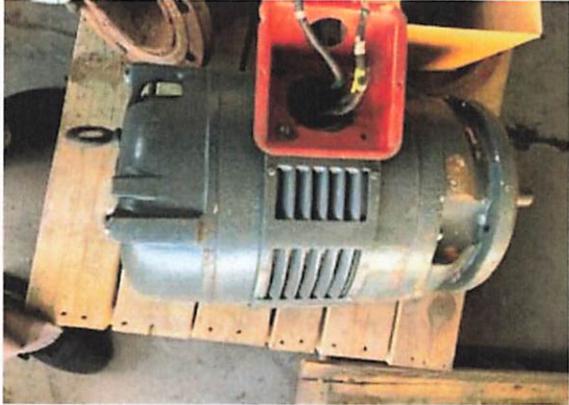
Customer:	F&V OPERATIONS	Equipment Tag or ID:	RGA
Contact Name:	DOUG MOEN	Warranty (Y or N):	N/A
Contact Number:	(989)739-8152		
Kerr Salesman:	LARRY DOAN		
Technician:	JIM LORENZ	Date Disassembled:	8/2/21
Kerr QTE:	QTE204905		
Kerr MFG:	MFG126612		

Product and Application Information

- Model: 7182 6X4
- Serial Number: DP-756747



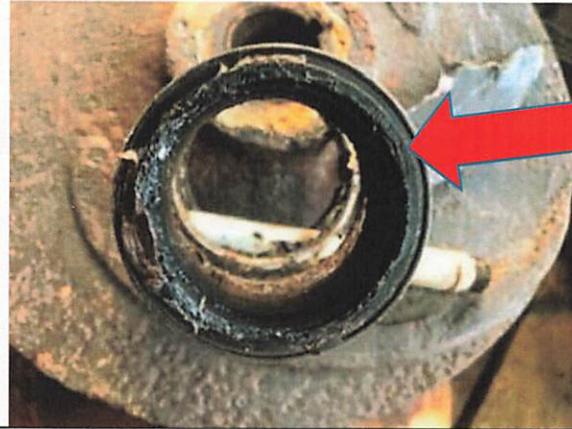
Evaluation:

VISUAL INSPECTION NOTES	RELATED PHOTO
<ul style="list-style-type: none">• THE PUMP WAS PULLED BY THE SERVICE TEAM AND RETURNED TO REPAIR FOR EVALUATION. THE MOTOR IS RUBBING WHEN SPUN BY HAND. DUE TO THE AGE OF THE MOTOR KERR RECOMMENDS REPLACING. (PHOTO A).	<p>PHOTO A</p> 
<ul style="list-style-type: none">• THE CASING WAS REMOVED AND INSPECTED. THERE IS A HEAVY RUST BUILDUP PRESENT. THE CASING WOULD REQUIRE SANDBLASTING. (PHOTO B).	<p>PHOTO B</p> 
<ul style="list-style-type: none">• THE IMPELLER WAS REMOVED AND INSPECTED. THE IMPELLER HAS A BROKEN VANE AND OTHER AREAS ARE SEVERELY CORRODED. (PHOTO C).	<p>PHOTO C</p> 



- THE MECHANICAL SEAL WAS REMOVED AND INSPECTED. THE SEAL IS WORN AND WILL REQUIRE REPLACEMENT. (PHOTO D).

PHOTO D



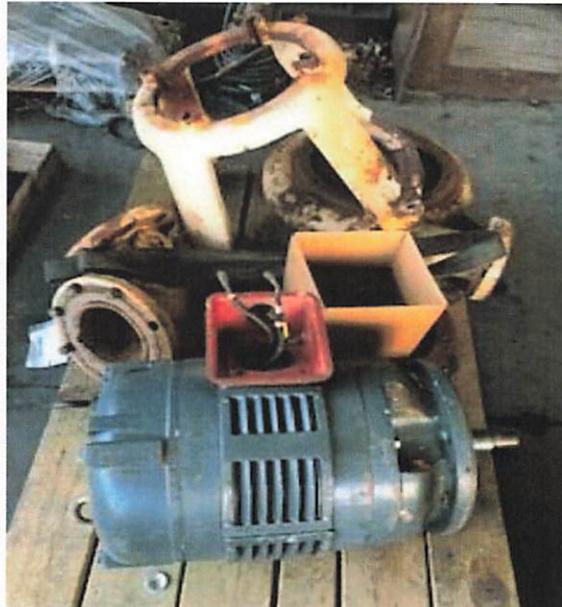
- THE STATIONARY SEAL BRACKET WAS REMOVED AND INSPECTED. THE BRACKET IS PITTED AND CORRODED. A NEW BRACKET WOULD BE REQUIRED. (PHOTO E).

PHOTO E



- THE PUMP WAS COMPLETELY DISASSEMBLED TO PROVIDE A THOROUGH AND DETAILED INSPECTION REPORT. (PHOTO F).

PHOTO F





Recommendations:

1. KERR WILL SANDBLAST/CLEAN ALL REUSEABLE COMPONENTS AND REBUILD THE PUMP INSTALLING A NEW MOTOR, IMPELLER, SEAL BRACKET, SHAFT SLEEVE, MECHANICAL SEAL AND ALL NECESSARY GASKETS. UPON COMPLETING THE REPAIR, THE PUMP WILL BE PRESSURE TESTED, PAINTED, SKIDDED AND RETURNED TO THE CUSTOMER.

Repair Estimate – See attached Kerr Pump quotation

INSPECTION FEE **-\$220.00**(THE INSPECTION FEE IS WAIVED IF THE PUMP IS REPAIRED).

REPAIR ESTIMATE **-\$16,107.00**(ESTIMATED LEAD TIME 5-6 WEEKS ARO).

REPLACEMENT COST **-\$24,393.00**(COST OF THE NEW PUMP \$24,173.00 INCLUDING THE \$220.00 INSPECTION FEE. DEMING MODEL-7182 6X4X12X3, SF LH, 12" IMPELLER DIAMETER, 30HP, 1750RPM, 3/60/230/460 VOLT OPD MOTOR. ESTIMATED LEAD TIME DETERMINED AT TIME OF ORDER).

*THIS INSPECTION FEE ONLY APPLIES IF THE PUMP IS NOT REPAIRED

*IF THE PUMP IS REPAIRED THIS IS NOT A SEPARATE FEE

*IF YOU CHOOSE NOT TO REPAIR THE PUMP IT CAN BE SCRAPPED AT KERR PUMP AND SUPPLY OR RETURNED TO YOU DISASSEMBLED FOB: SHIPPING POINT FREIGHT COLLECT

*PLEASE ADVISE WHETHER YOU WANT US TO PROCEED WITH YOUR REPAIR, SCRAP, REPLACE OR RETURN THE UNIT UN-REPAIRED, FOB-OAK PARK MI BEST WAY FREIGHT COLLECT. WORK ON THE UNIT CANNOT PROCEED UNTIL WE HAVE RECEIVED YOUR AUTHORIZATION VIA RETURN FAX, MAIL OR EMAIL.

*THE COST OF THIS REPAIR IS CONDITIONAL ON USING THE ABOVE-MENTIONED PARTS. IF DURING RE-ASSEMBLY WE FIND THAT THE UNIT CANNOT BE RESTORED TO OEM STATUS BECAUSE OF PREVIOUSLY UNDETECTED WEAR ON A CRITICAL COMPONENT, WE WILL IMMEDIATELY STOP THE REPAIR AND ADVISE YOU OF ADDITIONAL COSTS REQUIRED TO COMPLETE THE REPAIR. IF YOU DECIDE NOT TO COMPLETE THE REPAIR, WE WILL RETURN THE UNIT TO YOU DISASSEMBLED OR SCRAP THE UNIT AND INVOICE YOU ONLY FOR THE TEAR DOWN AND INSPECTION COST.

*PLEASE BE ADVISED THAT ORDERS WILL BE INVOICED ON THE DAY THEY ARE AVAILABLE FOR PICK UP OR SHIPMENT.

*ANY EQUIPMENT ON WHICH WE DO NOT RECEIVE AN AUTHORIZATION TO REPAIR/REPLACE WITHIN 30 DAYS WILL BE RETURNED TO OWNER, UNLESS WE RECEIVE COMMUNICATION



KERR PUMP AND SUPPLY

Office: 248.543.3880 Fax: 248.543.3236

12880 Cloverdale
Oak Park, Michigan 48237

THAT THE QUOTE IS STILL UNDER CONSIDERATION FOR APPROVAL OR IN THE APPROVAL PROCESS. UNITS WILL BE SHIPPED BEST WAY WITH FREIGHT COLLECT AND YOU WILL BE INVOICED FOR THE TEAR DOWN AND INSPECTION FEES.

All Inbound and Outbound Freight: F.O.B.– Shipping point with freight collect and does not include any taxes which may be in effect at time of shipment.

Service Manager Contact Information:

Dan Semones

Dan Semones

Kerr Pump and Supply

Phone: 248-543-3880

dsemones@kerrpump.com

Michigan's Oldest Provider of Pumps and Process Equipment



Quote Date
9/1/2021

PO Number
DOUG MOEN

Quoted By
Mike Pilley
Asst. Repair/Service
Mgr.

Quote Number
QTE205318

Bill To:

F&V OPERATIONS AND RESOURCE MGT.
2960 LUCERNE DRIVE SE
GRAND RAPID, MI 49546
UNITED STATES

Ship To:

F&V OPERATIONS MGMT
ATTN: DOUG MOEN
4385 US HWY 23 NORTH
ALPENA, MI 49707
UNITED STATES



PO Number	Ship Method	Salesperson	Exp Ship	Pay Terms	Customer No.	
DOUG MOEN	R&L - PPD/ADD	79		N30	F&VOP001	
Item	Description	Quantity	B/O	U of M	Unit Price	Extended Price
SERVICE	<p>SERVICE TO REMOVE EXISTING PUMP / MOTOR AND INSTALL NEW DEMING PUMP MODEL 7182 AND NEW 30HP MOTOR</p> <p>KERR TO ARRIVE ON SITE EARLY AFTERNOON, REMOVE EXISTING EQUIPMENT AND PREP STATION FOR EARLY NEXT MORNING INSTALLIATION OF NEW DEMING PUMP MODEL 7182 / 6 X 4 X 12 COMPLETE WITH NEW 30HP, 1750 RPM, 3-60-230/460V, ODP MOTOR. JOB WILL REQUIRE 2 DAYS ALL INCLUDING LABOR, TRAVEL, AND LODGING.</p> <p>SCOPE OF WORK:</p> <p>DAY 1</p> <ul style="list-style-type: none"> - 6AM TRAVEL / ARRIVE LATE MORNING - JOBSITE SAFETY INSPECTION - LOCKOUT / TAGOUT EQUIPMENT - ISOLATE PUMP - REMOVE SYSTEM PIPING - UNWIRE AND REMOVE MOTOR - REMOVE EXISTING PUMP - STATION INSPECTION - PREP STATION FOR NEW PUMP INSTALL <p>DAY 2</p> <ul style="list-style-type: none"> - TECHNICIANS ARRIVE ON SITE (EARLY AM) - INSTALL NEW PUMP AND MOTOR - NEW PIPE GASKETS - REINSTALL SYSTEM PIPING - WIRE NEW PUMP / MOTOR TO PANEL - RESTORE POWER AND CHECK ROTATION - FLOOD SYSTEM CHECKING FOR LEAKS - RUN PUMP CONFIRMING PROPER OPERATION - RECORD AMP DRAWS <p>ESTIMATED SERVICE LEAD TIME 1 - 2 WEEKS AFTER PUMP ARRIVAL (DUE TO SCHEDULE AVAILABILITY)</p>	1	0	EA	\$4,890.00	\$4,890.00



Subtotal	\$4,890.00
Trade Disc	\$0.00
Freight	\$0.00
Misc	\$0.00
Tax	\$0.00
Total	\$4,890.00

All quotations and contracts are subject to Kerr Pump and Supply, Inc. Terms and Conditions of Sale dated 1/1/2018, a copy of which can be found on our website kerrpump.com. Placing an order is acceptance of these terms. Shipment time is an approximation based on current inventory and factory production schedules. Quotation is valid for 30 days from Quote date.

Alpena Township, Michigan
500,000 Gallon Spheroid (Piper Road)
Exterior Overcoat
Wet Interior Spot Repaint
And Miscellaneous Repairs
Contract No. 22-04-60-02-21

September 1, 2021
Bulletin No. 1

Provide prices for the following:

- 1) Reroute the sump pump drain pipe to the overflow pipe. Remove the existing drain pipe and route the new pipe in the pit vault and through the wooden floor at or near the overflow pipe. Install necessary bracketing to ensure the new pipe will remain in place during its operation. The new pipe is to be 1 ½ inch PVC (field verify size). Route the pipe to the overflow pipe. Cut a hole in the overflow pipe approximately 2 inches above the elbow and install a 1 ½ inch NPT threaded female coupling. Weld the coupling using ¼ inch full fillet weld. Install a threaded PVC male coupling and a PVC union connection. All other PVC connections are to be glued together. Install a Fernco Quick Cap at the existing sump drain pipe in the basebell. Work includes coating repairs on the metal surfaces.

\$ 1600⁰⁰

- 2) Replace the steel drain pipe section between the fill pipe and gate valve located at the base of the tank. The replacement pipe section is to be welded to the pipe stub that is connected to the fill pipe and the flanged pipe stub that is connected to the gate valve. Contractor to verify the length of the replacement section. The pipe is to be a SCH10 at a minimum. Weld ends using full penetration welds. Work includes coating repairs on the metal surfaces.

\$ 1850⁰⁰

- 3) Install two brackets on the fill pipe at the base of the tank as directed by the Owner for the Owner to attach a box over the sample tap. The brackets are to be 1/8 inch thick by 1

½ inch plate, bent to a U-shape, the width is match the existing telemetry box in the basebell (field determine). The “U” legs are to be 2” and welded using 1/8 full fillet welds. Brackets are to be spaced so the telemetry box can be bolted at the top and bottom (field determine). Install a sample tap in the fill pipe between the new brackets as directed by the Owner/Engineer. Install a 1 inch heavy wall threaded coupling on the pipe and weld using ¼ inch full fillet weld. Install a 1 inch Corporation Stop Mueller Ball Valve Model B-20046N or approved equal. Install adaptor to a downward facing smooth ended spout (size to be a minimum of ½ inch in diameter). All threaded connections are to be installed with PTFE sealant tape. Remove the existing sample tap and install a 1 inch heavy wall threaded coupling and plug on the pipe at the same location. Weld using ¼ inch full fillet weld.

\$ 2600⁰⁰



Contractor Signature

09-03-21

Date

GILMET CONSTRUCTION SERVICES

220 E. Crapo Street
Alpena, MI 49707 989-356-
9795
989-916-5108 • cell

DONALD H. GILMET

STATE LICENSE NUMBERS:

BUILDERS LICENSE 2101127891

**STATE BUILDING INSPECTOR, PLAN REVIEWER & BUILDING OFFICIAL
REGISTRATION 4521**

SOIL EROSION AND SEDIMENTATION CONTROL CERTIFICATE - SE/C 01345

STORM WATER MANAGEMENT - CONSTRUCTION SITE - CERTIFICATE - C-16254

CONTRACT FOR BUILDING DEPARTMENT MANAGEMENT CHARTER TOWNSHIP OF ALPENA

This contract is between the Charter Township of Alpena (the Township), a Michigan municipal corporation, and Donald H. Gilmet (doing business as Gilmet Construction Services) for Building Official services. Gilmet Construction Services is retained by the Township pursuant to this contract as an independent contractor to perform construction plan reviews, building permit issuance, building inspection services, and the services described below. as follows.

BUILDING OFFICIAL SERVICES

1. Gilmet Construction Services will perform Building Official services for the Township as an independent contractor.
2. Building Official services will include, but are not limited to, ensuring that the Township is in compliance with Michigan Public Act 230 of 1972 (the Act) as it applies to governmental entities enforcing the State Construction Code and related rules and regulations.
3. In addition, Gilmet Construction Services will keep the Township Board informed of any relevant information required for the Township to stay in compliance with the Act.
4. In addition, Gilmet Construction Services will develop Building Department procedures and rules to ensure compliance with the Act as required.
5. In addition, monthly Township Board Building Department reports will be completed by Township staff as currently done.
6. In addition, Gilmet Construction Services will attend monthly Township Board or other meetings as required.

7. In addition, Gilmet Construction Services will assist the Township Clerk in developing budgets for the Building Department as needed.
8. in addition. Gilmet Construction Services will assist the Township Clerk with ordinance language to be approved by the Township Board in regard to adopting the most current state building codes.
9. In addition, Gilmet Construction Services will work with the Township Zoning Administrator to ensure compliance with the Township Zoning Ordinance prior to the issuance of building permits.
10. In addition, Gilmet Construction Services will ensure that the Township Building Board of Appeals is in compliance with the Act.
11. In addition, Gilmet Construction Services will perform the following duties as required:

PLAN REVIEWS, BUILDING PERMITS, AND INSPECTIONS

- a. Gilmet Construction Services will assist and train the new Township Building Official Kevin Pauly to perform construction plan reviews, issue building permits through the Township Building Department staff, and perform all required construction inspections in accordance with the applicable State Building Codes.
- b. Gilmet Construction Services will handle all complaints and settle disputes between contractors and clients as much as possible when issues with the work being performed arise. This service will be at no additional charge to the Township.
- c. Gilmet Construction Services will continue to train the new Township Building Official Kevin Pauly to ensure timely plan reviews and field inspections.
- d. Gilmet Construction Services will only employ additional staff who are in compliance with and registered in accordance with Michigan Public Act 407 of 2016. Only qualified staff will be used.

ADDITIONAL TERMS

Contract will begin October 1, 2021, and will extend for three months, terminating on December 31, 2021. Contract may be extended beyond the termination date by the written agreement of both parties.

Gilmet Construction Services will perform its duties in exchange for a flat monthly fee of \$1,000.00. All expenses for vehicle and fuel are included in this amount. Gilmet Construction Services will invoice the Township monthly for payment of this fee.

Gilmet Construction Services will be responsible for all fees associated with registrations of personnel, training for re-registrations in accordance with Michigan Public Act 407 of 2016, and professional memberships for all Gilmet Construction Service Inspectors.

Donald H. Gilmet and Gilmet Construction Services ("the Independent Contractor") will be afforded coverage for wrongful acts or omissions under the insurance policy of the Township during the entire term of this contract. provided the Independent Contractor is acting on behalf of, in the interest of, and within the scope of the Independent Contractor's duties of the Township.

Donald H. Gilmet and Gilmet Construction Services ("the Independent Contractor") will carry applicable insurance relative to any service that the Independent Contractor performs for the Township. with limits of liability not less than \$1,000,000 per occurrence, with an aggregate limit of liability not less than \$2,000,000, during the entire term of this contract. It is further agreed and understood that the Independent Contractor

will name the Township as an additional insured. In addition, the Independent Contractor will carry automobile liability insurance with limits of liability not less than \$1,000,000 per occurrence. In addition, where applicable, the Independent Contractor will comply with the State of Michigan Worker's Compensation Act.

Donald H. Gilmet and Gilmet Construction Services ("the Independent Contractor") shall indemnify and hold harmless the Township and the Township's board of trustees, employees, agents, and underwriters from any damages, claims, liabilities, and costs, including reasonable attorney's fees, and losses of any kind or nature whatsoever ("Loss"), which may in any way arise from the services performed by the Independent Contractor hereunder, the work of employees or agents of the Independent Contractor while performing the services of the Independent Contractor hereunder, or any breach or alleged breach by the Independent Contractor of this contract, including but not limited to the warranties set forth herein. The Township shall retain control over the defense of, and any resolution or settlement relating to, such Loss. The Independent Contractor will cooperate with the Township and provide reasonable assistance in defending any such Loss and any claims.

Township will be responsible for paying MADCAD subscription fees for on-line code access as it currently does.

This contract may be terminated with thirty (30) days' written notice for any reason by either party. Further, this contract may be terminated by the Township immediately for just cause, or in the event a permanent Building Official is hired by the Township.

GILMET CONSRTUCTION SERVICE

Donald H Gilmet

Dated: _____

CHARTER TOWNSHIP OF ALPENA

Nathan Skibbe, Supervisor

Dated: _____

Michele Palevich, Clerk

Dated: _____

ALPENA TOWNSHIP COMMISSION MEMBERS QUALIFICATIONS

Membership will represent important segments of the community, such as the economic, governmental, educational and social development of the local unit of government, in accordance with the major interests as they exist in the local unit of government. Chief elected official - shall be one (1) member and his/her term of office will correspond with the term of that office.

The Brownfield Redevelopment Authority will consist of a five (5) member board with the membership being the CEO of the township and one (1) financial, one (1) business, one (1) economic developer, one (1) township planning commission member. Staff will include, but not limited to one (1) building/zoning administrator, one (1) township secretary.

Members:

Fred Sterns, Alpena Township Planning
Pete Wilson, Business Owner
Carl Bourdelais, Economic
Donald Mills, AACU
Marie Twite, Chief Elected Official

Charter Township of



Brownfield Redevelopment Authority Members

Mike Mahler, Target/EDC

Michelle Woodruff, Planning Commission

Nick Montie, Wolverine Credit Union

Robert Young, Business Owner

Nathan W. Skibbe, Chief Elected Official

WATER & SEWER LAWN CARE BIDS

2 Old Farts
Lawn Care
Services Grass Hoppers J & H Yard Care

Location

Mowing Cost per Week

Water Towers:

US 23 S	15.00	40.00	25.00
Piper Road	10.00	40.00	15.00
M-32 W	15.00	40.00	20.00

Lift Stations

Hobbs - Werth	10.00	40.00	25.00
French Rd	5.00	40.00	15.00
Princeton Ave.	15.00	40.00	40.00
Michigan Ave.	20.00	40.00	40.00
Wall Ave.	5.00	40.00	15.00
Lay - Werth	5.00	40.00	20.00
Island Dr.	10.00	40.00	30.00
Harbor Dr.	10.00	40.00	30.00
M-32 Booster		40.00	30.00

Total Mowing Cost per Week	120.00	480.00	305.00
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Total Cost April - October (28 Weeks)	3,360.00	13,440.00	8,540.00
----------------------------------------------	-----------------	------------------	-----------------

Spring Clean Ups

Water Towers:

US 23 S	40.00	Per Hour	30.00
Piper Road	40.00		30.00
M-32 W	40.00		75.00

Lift Stations

Hobbs - Werth	10.00		25.00
French Rd	5.00		20.00
Princeton Ave.	15.00		50.00
Michigan Ave.	25.00		50.00
Wall Ave.	10.00		15.00
Lay - Werth	10.00		20.00
Island Dr.	10.00		30.00
Harbor Dr.	10.00		30.00
M-32 Booster			40.00

Total Spring Cleanups	215.00	-	415.00
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Total Annual Cost	3,360.00	13,440.00	8,540.00
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*Grass Hoppers Charges \$60.00/hour for spring clean up and \$80.00/hour for tractor work.



The Charter Township of Alpena is accepting bids for lawn mowing at 3 water towers (US-23 S. Ossineke, Piper Road (Alano Club) and M-32 W (Walmart) and 9 sewer lift stations [Island Dr., Harbor Dr., Hobbs-Werth, Lay-Werth, Michigan Ave. Princeton Ave., Wall Ave., M-32 Booster Station and French Road (Citgo)]. Spring clean ups (raking and blowing leaves, cutting up down trees and raking gravel out of sites). Bidding specs are listed below and may be submitted at Charter Township of Alpena, 4385 US-23 North, Alpena, MI 49707, Monday-Friday 8am-5pm. The bids need to be back to the Clerk by August 23, 2021 at 4 pm. Please submit 2 references along with your bid. Michele Palevich, Clerk 989-356-0297 ext. 206.

1. That the "Contractor" shall mow and trim the grass area to maintain sites". "Contractor" shall be responsible for such mowing and trimming whenever the average height of the grass reaches 3 inches but no more often than once every seven (7) days.
2. That mowing shall reduce the average height of the grass by an amount of expected growth in a seven (7) day period but not more than the amount which will keep the grass healthy.
3. That some trimming will be done each time mowing occurs such that the landscape of each location maintains an attractive appearance and healthy condition.
4. That this agreement is made for the 2022 growing season.
5. That the "Contractor" shall supply all needed equipment, fuel and supplies required to accomplish the obligations herein imposed and shall perform the tasks herein required in such a way that there shall be no damage done to property or injury sustained by any person.
6. That the "Contractor" shall maintain liability insurance with coverage as shall be approved by the "Township" naming the "Township" as an additional insured and provide a copy of such insurance to the Township Clerk.
7. That the "Contractor" shall be liable for and hold "Township" harmless from claims, injuries, or property damage suffered by third parties, if the approximate cause for the injury or property damage relates to the acts, errors or omissions of the "Contractor" or "Contractor's" employees.
8. That the "Contractor" shall be liable for and hold the "Township" harmless from all claims for damage to or loss of "Contractor's" equipment or injury to "Contractor's" employees occasioned while performing the obligations of this agreement. "Contractor" shall maintain workers compensation insurance on its employees and provide a copy of such insurance or "Notice of Exclusion" granted by the Michigan Department of Energy, Labor & Economic Growth Workers' Compensation Agency to the Township Clerk.
9. That the "Contractor" shall not subcontract any part of this agreement without the written consent of the "Township".
10. That this agreement shall be interpreted under the laws of the State of Michigan.

Grass Hopper's

14743 N. US Highway 23

Spruce, MI. 48762

989-884-1316

Website: Grasshoppersmi.com

Charter Township of Alpena

Proposal for 2022 summer season as follows:

3 water towers: \$40 for each location

9 sewer lift stations: \$40 for each location

Spring clean up: \$60/hr.

Tractor work: \$80/hr.

Thank you for considering our bid and we look forward to hearing from you.

Michele Palevich

From: Michelle <michellemariejack@hotmail.com>
Sent: Friday, August 20, 2021 1:12 PM
To: Michele Palevich
Subject: Lawn bid

CAUTION: **EXTERNAL EMAIL** This email originated from outside of The Charter Township of Alpena. DO NOT click links or open attachments unless you recognize the sender and know the content is safe.

Hi Michelle!

If there is anything else you need please let me know. Have a great day!

-Michelle

989-255-7062

<https://documentcloud.adobe.com/link/track?uri=urn:aaid:scds:US:591844c9-7278-44d8-8d44-d43d64deffdd>

Created and shared using Adobe Scan.

[Get the app.](#)

Sent from my iPhone

08/13/2021

The Charter Township of Alpena. Good afternoon I am writing this In regards to the letter we received from you about getting bids in for the 2022 lawn care season. We have put together some bids for you. Here is what we have come up with.

- Water towers the one m32 we would charge \$25 to mow and \$75 for the fall , \$75 spring clean up, the one in Ossineke we would charge \$15 for the mow and \$30 for fall and \$30 for spring clean up, and for the one on piper road \$20 per mowing and \$30 for fall and \$30 spring clean ups .The sewer lift stations are bid as follows.
 - hobbs-werth we would charge \$25 a mow and \$25 a piece for clean ups,
 - Lady-Werth would be as follows \$20 a mow and \$20 for each clean up
 - Island dr would be as follows \$30 a mow and \$30 a clean up
 - Harbor DR would be as follows \$30 a mow and \$30 a clean up
 - Michigan ave would be as follows \$40 a mow and \$50 a clean up
 - Wall ave would be as follows \$15 a mow and \$15 a clean up.
 - Princtor ave would be as follows \$40 a mow and \$50 a clean up
 - MI stop booster station would be as follows \$15 a mow and \$20 per clean up
 - The M32 booster station would be as follows \$30.00 for mow and \$40.00 for clean up
- Here are the references you had asked for thank you
Janet Morency (989)-255-2325, marilaina goeke (989)356-1408,
Holly ,Richard michels (517)404-3266

Warm regards,

Heather beck

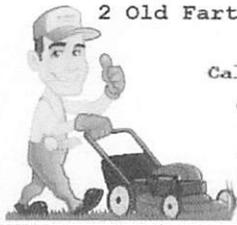
Owner J&H Yard Care

(989)492-2256 

Jandhyardcare@gmail.com 

Jandhyardcare facebook 





2 Old Farts Lawn Care Service

Call For Service
 (989) 884-2402
 or
 (989) 464-4269



Stephen Kamischke
Fully Licensed & Insured
 11608 Ossineke Rd.
 Ossineke MI 49766
 (989) 884-2402

Bid

Submitted 08/19/2021

Bids for 28 Week Service starting in April - Oct
 Charter Township of Alpena

Projects

Spring clean ups, Lawn Service at multiple locations

	Description	Spring clean ups	Lawn Service	Total price
1	Lawn Service at Water Tower (US 23 S - Ossineke)	\$40.00	\$15.00	\$460.00
2	Lawn Service at Water Tower (Piper Rd - Alanon Club)	\$40.00	\$10.00	\$320.00
3	Lawn Service at Water Tower (M 32 W - Walmart)	\$20.00	\$15.00	\$440.00
1	Lawn Service at Sewer Lift Station (Hobbs - Werth)	\$10.00	\$10.00	\$290.00
2	Lawn Service at Sewer Lift Station (French Rd - (Citgo)	\$5.00	\$5.00	\$150.00
3	Lawn Service at Sewer Lift Station (Princeton Ave)	\$15.00	\$15.00	\$435.00
4	Lawn Service at Sewer Lift Station (Michagan Ave)	\$25.00	\$20.00	\$585.00
5	Lawn Service at Sewer Lift Station (Wall Ave)	\$10.00	\$5.00	\$150.00
6	Lawn Service at Sewer Lift Station (Lay-Werth)	\$10.00	\$5.00	\$150.00
7	Lawn Service at Sewer Lift Station (Island Dr.)	\$10.00	\$10.00	\$290.00
8	Lawn Service at Sewer Lift Station (Harbor Dr.)	\$10.00	\$10.00	\$290.00
Notes:		Total Bid		\$3,560.00

THANK YOU

References : Katheryn Kamyfzek
 (517)214-7372

Judith T Lyngos
 (989)324-0016



Mac Consulting Service LLC

Mac McClelland
Mac Consulting Service LLC
8334 Outer Drive South
Traverse City, Michigan 49685
mactc@charter.net
231.633.6303

September 9, 2021

Nathan W. Skibbe, Supervisor
Charter Township of Alpena
skibben@alpenatownship.com

**SUBJECT: PROPOSAL – BROWNFIELD CONSULTING SERVICES
CHARTER TOWNSHIP OF ALPENA BROWNFIELD REDEVELOPMENT AUTHORITY**

Dear Nathan:

Mac Consulting Service LLC is pleased to present our approach for Brownfield Consulting Services for Charter Township of Alpena Brownfield Redevelopment Authority.

Mac Consulting Service LLC will review and facilitate approval of documents that will position the property for Brownfield incentives, including the reimbursement of certain Eligible Activities through the capture of future increase taxes resulting from the private investment.

All Brownfield services provided by Mac McClelland. Mac is celebrating his 24st year in Brownfield Redevelopment, which began when he was the key staff person responsible for the establishment of the Grand Traverse County Brownfield Redevelopment Authority in 1997, served as its first Director, and marshalled the first five major projects, resulting in over \$100 million in investment.

Mac has facilitated over sixty Brownfield Plans throughout northern and western Lower Michigan and the Upper Peninsula, helping to secure over \$131 million in approvals for Brownfield Tax Increment Financing (TIF) reimbursement, working with seventeen Brownfield Authorities. Projects range from the redevelopment of a former industrial site into a bed and breakfast with \$75,000 in Eligible Activities and \$900,000 in investment to the redevelopment of a former rail yard and roundhouse into a regional hospital with \$41 million in Eligible Activities and \$350 million in private investment, and everything in between. Over the past ten years, Mac has secured or implemented over \$2.7 million for EPA Brownfield Assessment Projects in six Michigan communities and over \$11.8 million in EGLE Brownfield Grants and Loans in fifteen Michigan communities.

BACKGROUND - *Brownfield Incentives*

Michigan's Brownfield Redevelopment Financing Act (Act 381, PA 1996 as amended) provides for the reimbursement of certain Eligible Activities costs from the capture of future increased taxes due to additional private investment on Brownfield Eligible Properties, with the approval of a Brownfield Plan and, for State tax capture, an Act 381 Work Plan.

Eligible Property: In order to qualify as Brownfield Eligible Property, the site must be meet one or more of the following criteria:

-) **Part 201/213 Facility:** Documented evidence of contamination above Michigan Department of Environment, Great Lakes and Energy (EGLE) Criteria.
-) **Blighted:** Property declared a public nuisance in accordance with local, state or federal codes or ordinances; an attractive nuisance to children; a fire hazard or is otherwise dangerous; utilities disconnected, tax reverted property, owned by a land bank authority, or has substantial buried subsurface demolition debris.
-) **Functionally obsolete:** Property unable to be used for its intended purpose due to overcapacity, changes in technology, design deficiencies, or similar factors that affect the property or its relationship with surrounding property. An affidavit documenting the functional obsolescence signed by a Level III or IV assessor must be provided.
-) **Historic:** Property listed on the state or federal historic register or within a historic district.

Subject Property

As I understand, previous investigations have identified the presence of contamination above EGLE Criteria – therefore, the property is a “Facility” under Part 201 or Part 213 and qualifies as Brownfield Eligible Property.

Eligible Activities: The main categories of Eligible Activities are Environmental and Non-Environmental:

-) **Environmental:** Environmental Activities include environmental due diligence activities required for an exemption from environmental liability and due care activities to prevent exposure to or worsening of pre-existing contamination, as well as additional response activities necessary to protect human health and the environment. Environmental Eligible Activities include, but are not limited to:
 - o *Baseline Environmental Assessment Activities**
 - Phase I Environmental Site Assessment (ESA) – review of records, interviews, and site visit to identify Recognized Environmental Conditions (RECs);
 - Phase II ESA – sampling and analysis of soil and groundwater to determine if a REC resulted in a release of contamination above EGLE Criteria;
 - Baseline Environmental Assessment (BEA) – If contamination above EGLE Criteria is identified, a BEA must be substantially completed within 45 days of ownership or operation and filed with the EGLE within 6 months.
 - o *Due Care Activities*
 - Investigation* – Additional soil and groundwater sampling and analysis to define boundaries and extent of contamination
 - Due Care Plan (DCP)* – The DCP identifies the intended uses of the property, the extent of contamination, the exposure pathways, and the measures to be taken during development and on-going operation to prevent exposure to or exacerbation of pre-existing contamination.
 - Remediation – Treatment or removal of contamination to prevent exposure or exacerbation.
 - Barriers – Installation of barriers to prevent exposure or exacerbation.
- *Do not require explicit EGLE approval for State tax capture
- o *Additional Response Activities* – Other measures that may be necessary to protect human health and the environment.
- o *Department Specific Activities* – recent amendments to Act 381 provide for additional Eligible Activities under EGLE approval including:
 - Container and UST Removal and Closure
 - Industrial Cleaning

- Solid Waste Disposal
- Dredging in Waterways
- Lead Asbestos Abatement, Demolition, Sheeting/Shoring, Specialized Foundations if related to environmental conditions or an imminent threat to human health and the environment.

Subject Property

In order to provide for an exemption from environmental liability from pre-existing contamination, a Phase I ESA, potentially a Phase II ESA investigation, and a Baseline Environmental Assessment will be necessary and the costs are reimbursable. There will likely need to be additional due care investigation to determine the measures necessary to meet due care obligations. Due care measures, such as soil removal, transport and disposal, are anticipated and would be reimbursable.

-) **Non-Environmental:** There are three categories of Non-Environmental Eligible Activities:
- *Lead and Asbestos Abatement* – Includes surveys, reporting, monitoring, as well as abatement.
 - *Demolition* – Includes pre-demolition audit or survey, total or selective building and site demolition, fill and rough grading to restore site.
 - *Relocation of Public Buildings for Economic Development Purposes* – Includes all costs, including property acquisition, construction, and site development costs to relocate public buildings for economic development purposes, typically for private redevelopment.

Subject Property

The existing transportation center building will need to be removed to provide for the redevelopment. An pre-demolition survey will need to be conducted to determine if there asbestos-containing materials that will need to be abated and Universal Wastes that will need to be removed prior to demolition. In addition, there is significant surface parking that will need to be removed. Pre-demolition surveys, asbestos abatement, and site and building demolition are reimbursable Eligible Activities.

The costs for relocating the Alpena Public Schools Transportation Center is a Brownfield Eligible Activity. The ability to include these costs in a Brownfield Plan is dependent upon the increased taxable value of the private investments. Approval for State tax capture by the MEDC is unlikely.

The Charter Township of Alpena is not a Qualified Local Government (Core Community), and therefore Site Preparation and Infrastructure are not Brownfield Eligible Activities for projects in the Township.

Other Eligible Activities: There are four other general categories of Eligible Activities:

-) **Soft Costs** – In each Eligible Activity area above, professional fees, such as geotechnical, architectural, engineering design, legal or other professional fees are reimbursable, as long as they are directly related to the Eligible Activity
-) **Interest** – Interest accrued on unreimbursed Eligible Activity expenses is a reimbursable expense.
-) **Brownfield Plan** – The costs for preparing and approval of a Brownfield Plan and, for State tax capture, and Act 381 Work Plan are reimbursable.
-) **Administrative and Operating Costs** – The administrative and operating costs of the Brownfield Authority are reimbursable from local tax capture only.

PROPOSED SCOPE OF WORK

The following work scope is provided based on our experience with over sixty Brownfield projects in northern Michigan and the Upper Peninsula and our experience with the first Brownfield Plan for an Authority and local government. The scope of work assumes that the Brownfield Plan and Act 381 Work Plan will be prepared by the Developer's Consultant which will require review and recommendations on behalf of the Brownfield Authority and the Township. We would recommend that the Developer provide an up-front payment \$12,100 to the Brownfield Authority to cover the cost of the Brownfield Service outlined below.

TASK 1: PROJECT DEVELOPMENT

In order to prepare and provide information to all parties for a more complete understanding of the approach and secure support for proceeding with the full Brownfield Plan, Mac Consulting Service LLC will conduct the following activities:

-) Meet with Development Team to prepare preliminary budget estimates for Brownfield Eligible Activities and estimates of private investment and taxable value;
-) Calculate capture and reimbursement, and prepare a narrative summary, including a process schedule for consideration of a Brownfield Plan and Act 381 Work Plan;
-) Meet with the Brownfield Authority and Township officials to discuss the potential Brownfield Plan, address questions and issues, and seek support for proceeding with the full Brownfield Plan;
-) Prepare and present an SSMBRA Project Summary.

The cost estimate includes one meeting in Alpena to meet with Authority and Township officials. The cost for preparing materials and information for the Brownfield Plan is an eligible expense for reimbursement through Brownfield TIF.

Estimated Cost: \$2,200

TASK 2: BROWNFIELD PLAN

Mac will review the Brownfield Plan prepared by the Developer's Consultant and facilitate approval by the Brownfield Authority and the Township Board. Mac will prepare the Notices to Taxing Jurisdictions and approval resolutions for the Brownfield Authority and the Township Board. The cost estimate includes two meetings to present and facilitate approval of the Brownfield Plan to the Authority and to the Township Board. The cost for preparing and securing approval of the Brownfield Plan is an eligible expense for reimbursement through Brownfield TIF.

Cost: \$4,500

TASK 3: ACT 381 WORK PLAN

An EGLE Act 381 Work Plan is anticipated for Environmental Eligible Activities. Mac will review The EGLE Act 381 Work Plan prepared by the Developer's Consultant, meet with the EGLE Staff, make a presentation to the BRA on the Act 381 Work Plan and facilitate approval, and submit the Work Plan and provide follow-up with EGLE to secure approval of State tax capture. The project does not meet many of the additional requirements over and above Act 381 imposed by the MEDC for State tax capture approval for Non-Environmental Eligible Activities. As a result, an MSF Act 381 Work Plan is not anticipated. If preliminary discussions with the MEDC provide the opportunity for consideration of an MSF Act 381 Work Plan, a supplemental proposal for review and approval facilitation will be provided. The cost estimate includes one meeting with the Authority to present and facilitate approval of the Act 381 Work Plan. The cost for preparing the Act 381 Work Plan is an eligible expense for reimbursement through Brownfield TIF.

Cost: \$4,000

TASK 4: DEVELOPMENT AND REIMBURSEMENT AGREEMENT

In order to codify the arrangements for project development and reimbursement, an agreement between the Authority and the Developer is necessary. The Development and Reimbursement Agreement includes key protections for the Developer to receive reimbursement if the development proceeds and to protect the Authority and the Township if the development does not proceed. The Agreement also includes the process for documenting, approving and reimbursing Eligible Activity expenses. Mac will provide a draft Development and Reimbursement Agreement, working with the Township Attorney and assist in negotiating the final agreement. The cost estimate includes one meeting to present and facilitate approval of the Reimbursement Agreement with the Authority. The cost for preparing and approving the Reimbursement Agreement is an eligible expense for reimbursement through Brownfield TIF.

Cost: \$3,000

SCHEDULE

Mac Consulting Service LLLC will begin work as soon as authorized. The Brownfield approval process typically takes two to three months and the Act 381 Work Plan approval takes an additional two months, depending on nature of Eligible Activities. I will work with the Authority and the Township to meet any reasonable timeline to initiate and complete the project.

In general, Eligible Activities should not be initiated until all approvals are in place. There are provisions in the Act to allow for Baseline Environmental Assessment Activities and Non-Environmental Eligible Activities to be conducted before the approval by the State, with the concurrence of the State. We would seek such concurrence, if necessary.

TERMS

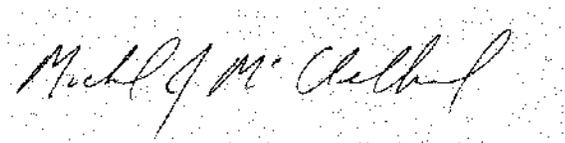
The work will be completed and invoiced as described herein in accordance with the attached project Terms and Conditions. Additional work beyond the scope provided in this proposal will only be executed upon your authorization.

Following your review and acceptance of our proposal, please sign and return the attached project authorization form authorizing Mac Consulting Service LLC to work on this project.

We thank you for the opportunity to provide our proposal for your review and consideration. If you have any questions or concerns, please do not hesitate to contact us.

Sincerely,

MAC CONSULTING SERVICE, LLC.

A handwritten signature in black ink, appearing to read "Mac McClelland", is written over a light gray dotted grid background.

Mac McClelland
Manager

AUTHORIZATION TO PROCEED

Nathan W. Skibbe, Supervisor
Charter Township of Alpena
skibben@alpenatownship.com

Your signature, or an authorized representative's signature, on this form will provide authorization for Mac Consulting Services, LLC to proceed in accordance with our attached standard Contract Terms and Conditions and constitute acknowledgement of the scope of services described in the proposal dated September 10, 2021.

PROJECT DESCRIPTION / COST

Brownfield Redevelopment Services, Charter Township of Alpena Brownfield Redevelopment Authority. Billings would be provided on a time and material basis within the estimates provided below. The Authority would be notified of changes in work scope based on project requirements. A detailed hourly allocation and cost estimate is attached.

Task	Cost
Brownfield Services	
Task 1: Brownfield Project Development and Application	\$2,200
Task 2: Brownfield Plan	\$4,500
Task 3: Act 381 Work Plan	\$2,400
Task 4: Development and Reimbursement Agreement	\$3,000
TOTAL	\$12,100

Additional In Person Meetings \$1,000 per meeting

Please sign below and return a copy of this document via email to mactc@charter.net.

Name: _____

Signature: _____

Title: _____

Company: _____

Address: _____

City, State, Zip: _____

Email: _____

Date: _____

STANDARD TERMS AND CONDITIONS
EFFECTIVE JANUARY 2021

I. Fees for Consulting Services

Hourly rates for: Principal \$120.00

II. Equipment Charges

Mileage \$0.545 per mile

III. Services of Others

On occasion, subcontractors and subconsultants will be used with CLIENT approval. The cost of such services plus a fifteen percent contract administration fee will be included in the CONSULTANT invoice.

IV. Invoices

Invoices will generally be submitted once a month for services performed during the previous month. Payment will be due within 30 days of invoice date. Interest will be added to accounts in arrears at the rate of 1.5 percent per month.

V. On-Site Services During Project Activities

Should the CONSULTANT services be provided on the job site during project activities, clean-up or other site tasks, it is understood that, in accordance with generally accepted engineering practices, the contractor will be solely and completely responsible for working conditions on the job site, including safety of all persons and property during the performance of the work, and compliance with OSHA regulations, and that these requirements will apply continuously and not be limited to normal working hours. Any monitoring of the contractor's performance conducted by the CONSULTANT'S personnel is not intended to include review of the adequacy of the contractor's safety measures, in, on, or near the site.

It is further understood that field services provided by the CONSULTANT will not relieve the contractor of their responsibilities for performing the work in accordance with applicable laws and regulations and with the plans and specifications.

VI. Ownership of Documents

All reports, field data and notes, laboratory test data, calculations, estimates, and other documents which the CONSULTANT prepares, as instruments of service, shall remain the CONSULTANT's property. The CLIENT agrees that all reports and other work furnished to the CLIENT or the CLIENT agents, which are not paid for, will be returned upon demand and will not be used for any purpose whatsoever.

Any documents or reports prepared by the CONSULTANT are intended for the CLIENT use and benefit and any lenders that might rely on the report and findings whose interests are secured by the property. They are not intended for use by any other third party.

Reports and other materials resulting from the CONSULTANT'S efforts on each project or site are not intended or represented to be suitable for reuse by the CLIENT or others on extensions or modifications of each project or for any other projects or sites. Reuse of reports or other materials by the CCBRA or others on extensions or modifications, of each project or on other sites, without the CONSULTANT'S written permission or adaptation for the specific purpose intended shall be at the user's sole risk, without liability on the CONSULTANT'S part, and the CLIENT agree to indemnify and hold the CONSULTANT harmless from all claims, damages and expenses, including attorney's fees, arising out of such unauthorized reuse resulting from the release of documents.

VII. Confidentiality

The CONSULTANT will hold confidential all business or technical information obtained or generated in the performance of services under this Agreement. The CONSULTANT will not disclose such information without CLIENT consent, except to the extent required for: (1) performance of services under this Agreement; (2) compliance with professional standards of conduct regarding immediate and emergency public safety and health concerns; (3) compliance with any court order or governmental directive; and/or (4) protection of the CONSULTANT against claims or liabilities arising from the performance of services under this Agreement. The CONSULTANT'S obligations hereunder shall not apply to information in the public domain or lawfully acquired on a non-confidential basis from others.

VIII. Insurance

The CONSULTANT is protected against risks of liability exposure by Comprehensive General Liability Insurance (bodily injury and property damage), Automobile Liability and Professional Liability Insurance. The CONSULTANT will furnish information and certificates at CCBRA request. The Consultant will not be responsible for any loss, damage or liability arising from CLIENT negligent acts, errors and omissions, and those by CLIENT staff, consultants, contractors and agents or from those of any person for whose conduct the CONSULTANT is not legally responsible.

IX. Standard of Care

In performing professional services, the CONSULTANT will use that degree of care and skill ordinarily exercised, under similar circumstances, by members of the profession practicing in the same or similar locality. The standard of care shall exclusively be judged as of the time the services are rendered and not according to later standards. The CONSULTANT makes no express or implied warranty beyond this commitment to conform to this standard.

X. Limitation of Liability

As part of this contractual Agreement, both parties agree, acknowledge, and so contract between themselves that in the event the owner or signatory to this contract suffers any monetary damage resulting from the negligence of Mac Consulting Service LLC., it is specifically agreed that the liability shall be limited to the extent of coverage of Mac Consulting Service LLC professional liability insurance policy.

XII. Guaranty

The undersigned hereby jointly and severally personally guarantee the full and prompt payment, when due, of the entire principal amount owed Mac Consulting Service LLC for services rendered. The liability of the guarantors on this guaranty shall be continuing, direct and immediate and not conditional or contingent upon the pursuit of any remedies against the client or any other person, nor against security or liens available to Mac Consulting Service LLC.

Brownfield Services Proposal - Former Alpena Schools Transportation Facility Redevelopment

Charter Township of Alpena Brownfield Redevelopment Authority

Mac Consulting Service LLC

Project Development	Hours	Travel	Total Hours	Cost	Mileage	Total	Subtask Total	Rounded Total
Initial Meeting with Authority and Township	2	6	8	\$960.00	\$179.20	\$1,139.20		
Initial Meeting with Development Team	2		2	\$240.00		\$240.00		
Review initial materials	4		4	\$480.00		\$480.00		
Prepare summary for Authority and Township	3		3	\$360.00		\$360.00	\$2,219.20	\$2,200.00
Brownfield Plan								
Review and provide comment on draft	4		4	\$480.00		\$480.00		
Review revised Brownfield Plan	2		2	\$240.00		\$240.00		
Prepare summary for Authority and Township	2		2	\$240.00		\$240.00		
Prepare resolutions for Authority and Township	2		2	\$240.00		\$240.00		
Prepare and send notices for taxing jurisdictions	4		4	\$480.00		\$480.00		
Present Brownfield Plan to Authority	4	6	10	\$1,200.00	\$179.20	\$1,379.20		
Present Brownfield Plan to Township Board	4	6	10	\$1,200.00	\$179.20	\$1,379.20	\$4,438.40	\$4,500.00
Act 381 Work Plan								
Meeting with EGLE and Development Team	2		2	\$240.00		\$240.00		
Review and comment on draft	4		4	\$480.00		\$480.00		
Prepare summary for Authority	2		2	\$240.00		\$240.00		
Present Act 381 Work Plan to Authority	2	6	8	\$960.00	\$179.20	\$1,139.20		
Prepare transmittal letter	2		2	\$240.00		\$240.00	\$2,339.20	\$2,400.00
Reimbursement Agreement								
Prepare initial draft	3		3	\$360.00		\$360.00		
Review with Authority and Township Supv and Att	3		3	\$360.00		\$360.00		
Revise agreement	2		2	\$240.00		\$240.00		
Negotiation agreement	6		6	\$720.00		\$720.00		
Prepare summary for Authority	2		2	\$240.00		\$240.00		
Present to Authority for review	2	6	8	\$960.00	\$179.20	\$1,139.20	\$3,059.20	\$3,000.00
TOTALS	63	30	93	\$11,160.00	\$896.00	\$12,056.00	\$12,056.00	\$12,100.00
Mileage	320 miles @		\$0.56 =	\$179.20				
Hourly Rate	\$120.00 /hour							

**Statement of Qualifications
MAC CONSULTING SERVICE, LLC**



**Mac Consulting Service, LLC.
8334 Outer Drive South
Traverse City, Michigan 49685
231.633.6303**

**Statement of Qualifications and Proposal
MAC CONSULTING SERVICES, LLC**

SECTION A: FIRM OVERVIEW

1. Firm Description

Mac Consulting Services, LLC is a sole proprietor consulting firm based in Traverse City, serving the Brownfield and municipal consulting needs for clients across northern and western Michigan. The Michigan Limited Liability Corporation was established in 2018 by Mac McClelland after 23 years of Brownfield experience and 36 years of professional experience in the public, non-profit and private sectors.

My mission is to exceed clients' expectations with high quality, cost effective, and innovative service. Over the past 30 years, I have served hundreds of clients, including local and county governments and private companies with expert services and advice, with a focus on Brownfield redevelopment and Brownfield authority representation.

I have worked with a wide range of clients from small family businesses to large private corporations to local governments. I am especially proud that I have established a strong reputation for providing innovative and responsive professional services at a fair cost and have retained many clients for numerous years. Experience, thoughtful approach, clear communication, problem solving and understanding client's needs are reasons why municipalities, Brownfield Authorities and the development community rely on Mac Consulting Services, LLC.

Mac Consulting Service experience covers many perspectives: From serving as a brownfield redevelopment authority director, in county administration, and managing and administering state and federal grants, to providing extensive technical support to brownfield authorities and municipalities, to representing private sector clients in brownfield redevelopment projects. I bring this broad based and diverse experience to each project with an understanding of what is necessary from a variety of perspectives to move through the complex brownfield redevelopment process.

Federal ID Number: 38-2816421

Officer: Michael J. (Mac) McClelland

2. Michigan Office Location

Mac Consulting Services, LLC
8334 Outer Drive South
Traverse City, Michigan 49685

3. Primary Services

Mac Consulting Service is uniquely qualified to provide high quality, cost effective and innovative Brownfield redevelopment consulting services under the provisions and requirements of Act 381, PA 1996 as amended to Brownfield Redevelopment Authorities (BRAs) with a combination of previous Authority management, extensive current Authority support, development and environmental knowledge, and state and federal brownfield grant and loan experience.

Primary areas of service include Brownfield and Municipal Consulting:

Brownfield: Mac McClelland has been a leader in brownfield redevelopment in Northern Michigan since the State Legislature passed the brownfield redevelopment laws in 1996. Mac has developed and/or reviewed and facilitated

approval of seventy Brownfield Plans and forty Act 381 Work Plans through eighteen different Brownfield Authorities in northern and western Michigan, totaling over \$157 million in estimated Eligible Activities, encouraging over \$1 billion in additional private and public investment. Mac has worked with eighteen Michigan communities and one Tribe under \$2.2 million in EPA grants and \$13.8 million in EGLE grant and loans to identify, assess, and position property for redevelopment.

Municipal Consulting: Mac Consulting Service provides support to local governments in a variety of areas, particularly focused in grant procurement and Tax Increment Financing. Mac has supported communities in Development and TIF Plan updates and amendments for Local Finance Development Authority and Downtown Development Authorities, regional organizations in broad-based planning, public entities in citizen input, community outreach and strategic planning, as well as grant procurement and management.

SECTION B: QUALIFICATIONS

1. Key Personnel

Mac McClelland-Project Manager (36 years experience)

Mac McClelland, Manager for Mac Consulting Services, LLC will be the “Key” personnel for the Brownfield Redevelopment Authority and serve as the primary contact for the BRA and its Administrator. Mac will be responsible for all of the consulting services in the Scope of Work.

Mac McClelland is celebrating his 23rd year in Brownfield Redevelopment, which began when he was the key staff person responsible for the establishment of the Grand Traverse County Brownfield Redevelopment, served as its first Director, and marshalled the first five major projects, resulting in over \$100 million in investment. Mac has developed, facilitated approval, and/or implemented sixty-six (66) Brownfield Plan projects, and represented or worked with sixteen Brownfield Redevelopment Authorities across Northern and Western Michigan. Mac has effectively managed EGLE Brownfield Grants and Loans totaling over \$10.5 million and USEPA Brownfield Grants totaling over \$2.4 million.

Mac has also worked with Brownfield Authorities and developers to leverage other sources of funding to support Brownfield Projects, in addition to the EGLE and EPA Brownfield Grants. The following are some examples:

- Obsolete Property Rehabilitation Act (OPRA) – Cobbs Mitchell, Cadillac
- Community Development Block Grant (CDBG) – Cadillac Lofts, Cadillac
- Community Revitalization Program (CRP) – Liberty Way, Marquette
- Community Redevelopment Act (PA 210) – DLP Marquette General Replacement Hospital
- Community Revitalization Act (PA 255) – Lofts on Lake Street, City of Boyne City
- Coastal Management Program Grant – Rivers Edge Traverse City
- DDA – Eligible Activity Reimbursement – Boyne City DDA

Prior to joining Mac Consulting Service, Mac served as the Deputy County Administrator in Grand Traverse County for 12 years and intimately understands local government operations and relationships with local government, business, and non-profit partners. Prior to joining Grand Traverse County, Mac worked in variety of roles with the State Energy Office, including working with cities to establish community energy management programs, leading statewide efforts in responsible commercial and industrial wood energy, reaching consensus among utilities, environmental groups, state agencies and consumer advocates on the environmental impacts of electricity resource options. Both as a private consultant and public administrator, Mac has worked with over fifty federal, state local and private grant programs ranging from recreation development to community corrections and brings a unique understanding of the

opportunities and challenges for securing and implementing grant funding. Mac's broad based and extensive experience in the private and public sector provide a unique ability to understand all sides of Brownfield redevelopment.

Mac received his Bachelors Degree in Environmental Science and his Masters Degree in Community Education from Michigan State University, providing the perfect blend of academic training for a community-based brownfield redevelopment program, combined with his years of public sector experience.

Mac has a provisional Michigan Teachers Certification, NCSBCS Energy Auditor Certification, is a Certified Public Purchasing Officer through the National Institute of Governmental Purchasing and is a certified Charette Planner through the National Charette Institute.

The following Scope of Work and Mac's relevant experience is provided as an example process:

- 1. Brownfield Project BRA Application Assistance:** Prior to the preparation of the Brownfield Plan and Act 381 Work Plan, meetings are anticipated between the Developer Team, the Authority Consultant, and applicable staff to discuss the project and determine Brownfield eligibility, nature and extent of Brownfield Eligible Activities, public improvement opportunities, and whether the project meets community needs, interest and plans. Once the initial meeting is completed and a staff recommendation is made, an application is prepared for submittal to and consideration by the BRA to consider inviting a Brownfield Plan. The application provides information on the Eligible Property, estimated Eligible Activities, nature and extent of the development, amount and timing of investment to estimate Brownfield TIF revenues, and other information as desired by the BRA. Assistance will be provided to the developers to walk through the application and ensure the information is appropriate and accurate.

Experience: Mac has developed the Brownfield Project Application for the City of Marquette, City of Cadillac, Charlevoix County, and Emmet County BRAs and has supported twenty projects in completing their applications.

- 2. Brownfield Plan Negotiation and Development:** Once the Project Application is accepted by the BRA, a Brownfield Plan will be negotiated and prepared for approval by the Brownfield Authority and the governing body. For County Brownfield Authorities, the local governmental unit in which the project is located must also concur with the Brownfield Plan. For projects located in a Downtown Development Authority (DDA) or Local Development Finance Authority (LDFA) TIF District, an interlocal agreement under the Urban Cooperation Act must be approved by the DDA/LDFA and the Brownfield Authority to allocate the capture to the Authority for Brownfield Eligible Activity reimbursement. In order to capture State taxes, an Act 381 Work Plan must be approved by the Authority and the Michigan Department of Environment, Great Lakes and Energy (EGLE) for Environmental Eligible Activities and the Michigan Strategic Fund (MSF) for Non-Environmental Eligible Activities. A Development and Reimbursement Agreement is negotiated and executed, which outlines the roles and responsibilities between the Brownfield Authority and Developer, and public entities, if public improvements for which Brownfield Tax Increment Financing (TIF) reimbursement are anticipated and included as Eligible Activities in the Brownfield Plan. ***We recommend an up-front fee by the developer to cover the cost of preparation or review of the Brownfield Plan, Act 381 Work Plan, and Development/Reimbursement Agreement.***

Experience: Mac McClelland has developed and/or reviewed and facilitated approval of sixty-nine Brownfield Plans and forty-five Act 381 Work Plans through sixteen different Brownfield Authorities in northern and western Michigan, totaling over \$146 million in estimated Eligible Activities, encouraging over \$1 billion in additional private and public investment.

Mac worked with Jim Olson, Grand Traverse County Brownfield Redevelopment Authority Attorney in 1997 to prepare one of the first Brownfield Development and Reimbursement Agreement in the State, which has served as a Statewide template and has been intimately involved in drafting and/or negotiating over forty-five Development and Reimbursement Agreements.

Mac is particularly skilled at contract negotiations, representing Brownfield Authorities throughout northern and western Michigan with the best representation to ensure community goals are met and the Authorities and municipalities are protected against undue risk. For example, Mac negotiated Financial Assurance Agreements to ensure that bond payments would be secured for the early construction of a seawall and boardwalk for a waterfront development in Marquette.

- 3. Meeting Material Development and Participation:** Materials and presentations are prepared and delivered for consideration of Brownfield Plans, Act 381 Work Plans, Development and Reimbursement Agreements by the BRA, County Commission, local governmental units, EGLE, MEDC and MSF. The Brownfield Plan should be accompanied with a summary of key elements, including description of the project, Eligible Activity amounts, estimated timeframe for reimbursement, initial taxable value revenues, and revenues after Brownfield Plan obligation is met. A PowerPoint presentation is prepared for each project for the BRA and the governing body, as well as other entities for which approvals are required. Materials for consideration by the BRA must be clearly written, with complete descriptions of the agenda item to be addressed, the options for consideration and a recommendation, in the form of a motion for consideration by the Board, prepared and distributed to the Board well before the meeting for review. Participation and communication in the meeting must be clear and concise, with ample opportunity for the Board to ask questions, receive a thoughtful response, and fully discuss the material to develop with a recommendation and action.

Experience: Mac has developed and/or facilitated approval of sixty-nine Brownfield Plans, including presentations at Brownfield Authority, local government and county government board meetings. Over the last 12 years as a Brownfield Consultant, Mac has prepared over 400 agenda items for consideration by Brownfield Authorities that summarize the agenda item, outline options and considerations, and provide a recommended motion. Mac has attended over 300 public meetings, including Brownfield Authority, local government, and county government board meetings to present Brownfield Plans and other agenda items for consideration. Combined with his County government experience, Mac has prepared over 3,000 agenda items and attended over 2,000 public meetings.

- 4. Brownfield Project Federal, State, and Local Application Assistance:** A very early step in the process is to meet with the MEDC Community Assistance Team staff person to secure support. There are EPA and EGLE Brownfield Grants and Loan available that provide up-front funding for Brownfield Eligible Activities and reduce the burden for future Brownfield TIF reimbursement. The opportunities for grant funding should be explored during the Brownfield Project application process, given the lead times to secure EPA or EGLE funding. EPA funding is available once per year, typically in the late fall, with funding available the next October 1. The funding is very competitive, as evidenced by only two Michigan communities being funded for FY 2019. The EGLE Brownfield Grant and Loan program is also very competitive, but applications are taken on an on-going basis and there is additional available funding for Leaking Underground Storage Tank (LUST) properties. Once the determination is made to pursue State or Federal funding, applications must be prepared, along with any authorizing resolutions by the BRA or the City Commission, working with the developers and the Administrator to ensure the grant application package is complete. EGLE or EPA Grants received by the BRA or City must meet all reporting, accounting, and procedural requirements to ensure compliance with the grant agreement.

Experience: Mac has extensive experience in working with the EPA and EGLE to secure funding and can provide a preliminary evaluation of the efficacy of pursuing grant/loan funding. Mac has prepared over thirty grant applications for EGLE and EPA funding. Mac prepared one of the only two successful EPA Assessment Grants for FY 2019 in Michigan. In addition, Mac has worked extensively with MEDC, MSHDA, and EGLE to secure support for Brownfield projects. Mac has prepared and facilitated approval of eighteen Interlocal Agreements under the Urban Cooperation Act for the DDA or LDFA to forgo capture to match MEDC state funding for Non-Eligible Activities. Mac has provided a lead role in managing twenty EGLE Brownfield Grant/Loans totaling over \$12 million and six EPA Brownfield Area-Wide Assessment Grants totaling over \$2.7 million.

5. **BRA Administration Support:** The management of a significant governmental enterprise that is governed by a complex and detailed state law requires administrative attention to ensure appropriate finance tracking, management and reporting, and to ensure that all obligations of Act 381 operations. Another key element in the Brownfield Plan implementation process is the review and recommendation of actual invoices for determination of the long-term debt obligation for Brownfield TIF reimbursement. The Brownfield Plan, Act 381 Work Plan, and Project Work Plans all provide estimates of Eligible Activities costs. In order to determine the actual cost of Eligible Activities, documentation of expenses through invoices or application and certification for payment and documentation of payment through cancelled checks or waivers of lien must be submitted to the Authority for review and recommendation for approval by the Authority to establish the total Eligible Activity obligation.

Experience: Mac facilitated the establishment of the Brownfield Authorities for Grand Traverse, Charlevoix, Emmet, Cheboygan, and Mackinac Counties and has prepared policies and procedures for the Brownfield Authorities of Charlevoix, Emmet, Cheboygan, Manistee Counties, the Cities of Marquette and Cheboygan, the Villages of Kalkaska and Elberta, and Whitehall Township. Mac has also assisted the City of Marquette, and Charlevoix, Emmet, and Manistee Counties in establishing their Brownfield budget and project tracking system. Mac assists the Brownfield Authorities of Charlevoix County, Emmet County, Clare County, Whitehall Township, and the City of Marquette to meet their Act 381 reporting requirements. Mac has provided invoice review and recommendation services as the contracted Brownfield Authority consultant for Brownfield Authorities of Charlevoix, Emmet and Manistee Counties, the Cities of Alpena, Cheboygan, and Marquette, and Whitehall Township, with a total amount of approved Eligible Activities of over \$36 million.

6. **Other Brownfield Redevelopment Consulting:** There may be other matters or potential programs that require discussion and consensus on approach and implementation, including policies for the use of the Local Brownfield Revolving Fund or unique initiatives with community partners for workforce housing, recreation, and/or infrastructure.

Experience: Mac has a long and effective history in bringing key stakeholders together to determine the most effective methods to address key community issues. While the Deputy County Administrator for Grand Traverse County, Mac was the lead staff person in several County initiatives, including recycling, Geographic Information Systems, wastewater system capacity, and governmental and recreation facility development, which included local government partners and the first citizen-based input processes to reach consensus on the most effective approach on these issues. Mac developed and implemented a strategic planning process for all County departments that, for the first time, matched programmatic planning and budgeting through the Commission budget process. Mac has also provided strategic planning support for the Boyne City LDFA and DDA and the Grand Rapids DDA.

2. Resume

Mac McClelland has extensive experience in Brownfield redevelopment, particularly in representing Brownfield Authorities to develop, review, and facilitate the approval of Brownfield Plans and Act 381 Work Plans, review invoices and recommend reimbursement for Eligible Activity obligation, assistance in budgeting, financial management, and reporting.

Mac McClelland currently serves as the contracted Brownfield Consultant for the Brownfield Redevelopment Authorities of the Cities of Cadillac and Marquette, the Village of Kalkaska and the Counties of Charlevoix, Emmet, and Manistee County.

In addition, Mac McClelland as the project manager with Otwell Mawby as the environmental consultant for EPA Brownfield Assessment Grants in the City of Alpena, and the Counties of Clare, Cheboygan, Manistee, and Mason, and Little River Band of Ottawa Indians (LRBOI) EPA Tribal Response Program, as well as the environmental consultant for EGLE Brownfield Grants and Loans in Ludington, Elberta, Cadillac, Muskegon Heights, Muskegon Heights DDA, Charlevoix County and Clare County.

Mac McClelland has worked with fifteen Brownfield Redevelopment Authorities in Michigan by either providing direct services or presenting Brownfield Plans and Work Plans for consideration and provided environmental and brownfield redevelopment services to several private developers throughout Northern Michigan. Combined with our experience in brownfield redevelopment authority management, county government, and serving private developers to redevelop brownfield sites, Mac Consulting Service provides a complete spectrum perspective on how to most effectively utilize brownfield incentives to bring brownfield plans to reality.

Our ability to secure and administer various grants and low interest loan programs from sources such as EPA, United States Department of Agriculture (USDA), Housing and Urban Development (HUD), Michigan Economic Development Corporation (MEDC), and the Coastal Management Program, demonstrates our effectiveness in integrating various funding mechanisms and incentives into the redevelopment process. Mac Consulting Service has experience with Brownfield incentives, obtaining and administering grants, securing supplemental funding that leverages Brownfield dollars, to community outreach programs that develop consensus.

3. Previous Experience - Brownfield Authority Representation

The following experience listing for Brownfield Authority Representation where Mac McClelland was the Key Personnel member while with Otwell Mawby, P.C. Mac exclusively conducted all Brownfield Tax Increment Financing and Brownfield Grant/Loan procurement and management service for all Brownfield Authorities. Environmental due diligence and due care services, asbestos inspections and monitoring, and demolition supervision, if completed, were conducted by Otwell Mawby staff under the direction of Mac McClelland, the project manager.

CITY OF MARQUETTE BROWNFIELD REDEVELOPMENT AUTHORITY

Mac began representing the City of Marquette Brownfield Redevelopment Authority in 2009 with the initiation of the Founders Landing Brownfield Project, after the MBRA had been dormant for over ten years. Since that time, Mac has worked the MBRA and City to prepare all Brownfield Plans, Act 381 Work Plans, Development and Reimbursement Agreements and Notices to Taxing Jurisdictions for all five MBRA projects, assist in the development of the budget and

financial tracking system, and reviewed all invoices and made recommendations for the Eligible Activity obligation for reimbursement.

Mac is intimately involved with discussions with the MBRA Director in working with community members and developers for potential new Brownfield projects – currently three proposals are under consideration. The total amount of project investment of approved projects is estimated at over \$430 million, with Brownfield Eligible Activities estimated over \$88 million, with over \$35 million in public improvements.

Founders Landing – City of Marquette: Working with the City of Marquette, Marquette Brownfield Redevelopment Authority (MBRA), and the Landing Development Group II, Mac McClelland prepared and facilitated the approval of a Brownfield Plan and Act 381 Work Plan with over \$30 million in Eligible Activities and assisted in the preparation of a Michigan Business Tax Brownfield Credit of \$10 million. Mac Consulting Service also developed and negotiated the Development and Reimbursement agreement between the MBRA, the City, and the developer. In January 2010, Mac Consulting Service was asked by the Mayor to lead the implementation of the project on the City’s behalf with the retirement of the City Manager. Critical and important issues arose that threatened a major hotel investment. Mac Consulting Service worked with the developer representatives, City staff including engineering, public works, assessor, planning, and finance, Brownfield Authority members, and City Commissioners to negotiate a complex agreement to address the key issues and facilitate Recovery Zone Facility Bonds under the American Recovery and Reinvestment Act with repayment through Brownfield Tax Increment Financing (TIF) revenues. The result of this project will be a major \$50 million mixed use, walkable community that will be a tremendous asset to the area.



Cliffs Dow: The City of Marquette acquired the former Cliffs Dow property in October 1997 and agreed to address all environmental responsibilities on the property. The City donated the southern portion of the property to Northern Michigan University for the construction and operation of the Superior Dome and attendant athletic fields and sold a portion of the northern parcel of the property to Community Bio-Resources, which was the subject of the original Brownfield Plan. The center portion of the property was the primary location of the charcoal pig iron manufacturing facility of a joint venture of Cleveland Cliffs Iron Company and Dow Chemical. The historical use of the property resulted in significant environmental impact for which the City was responsible. Mac McClelland prepared a Brownfield Plan amendment to continue to use local tax increment financing revenues to finance the environmental response activities. The City is in the final stages of working with the EGLE for No Further Action. A subsequent Brownfield Plan is anticipated for the center parcel, with anticipated environmental due diligence and due care activities for the developer and relocation of Lakeshore Boulevard for public infrastructure. In addition, Mac has been contracted by the

City of Marquette to facilitate the marketing and proposal evaluation for sale of the Cliffs Dow property, as well as other surplus City property.



Liberty Way: Representing the Marquette Brownfield Redevelopment Authority, Mac Consulting Service prepared and facilitated the approval of a Brownfield Plan and Act 381 Work Plan for a major mixed-use development on W. Washington Street in the City of Marquette.

The Veridea Group, LLC has developed a 126,000 square foot high-density, mixed-use center with an estimated \$31 million in private investment that will serve as a vibrant gateway into downtown Marquette. The project included two 40,000 square foot commercial buildings with mBank and the Upper Peninsula Health Plan (UPHP) and a new Staybridge Suites hotel. Importantly, this transformational development is anticipated to spur significant spin-off development of adjacent properties of the West Washington Street corridor, an underutilized area of downtown Marquette. Mac McClelland prepared and facilitated approval of the Brownfield Plan and Act 381 Work Plan for over \$14 million in Brownfield TIF reimbursement and assisted in securing a \$500,000 grant and \$1 million loan through the new Community Reinvestment Program.

A component of the Brownfield Plan and Act 381 Work Plan included a partnership between the MBRA and Veridea to include privately financed underground parking as an Eligible Activity through a unique lease arrangement. The project will also include public infrastructure improvements to the Washington – Lincoln Street intersection, streetscapes, and connection to the City’s Multi-Use Pathway.





Nestledown Bed and Breakfast: A couple wishing to relocate to Marquette proposed the development of bed and breakfast north of downtown across the street from Shiras City park on Lake Superior. The site was the former Lakeshore Industries with two complications: A restrictive covenant for residential use and the parcel was part of a larger Brownfield Plan that was partially developed. Mac McClelland worked with the developers who were unfamiliar with Brownfield incentives, their environmental consultant, and the EGLE District office to determine the measures necessary to address the conditions of the restrictive covenant. To address the Brownfield consideration, Mac prepared the recommendation and resolution for termination of the original Brownfield Plan under a new provision of Act 381 and prepared and facilitated the approval of a Brownfield Plan to reimburse the environmental response activities.



DLP Marquette General Replacement Hospital: Duke LifePoint acquired Marquette General Hospital in 2014 and conducted an evaluation of remodeling the existing hospital or building a new hospital. Because of facility and space limitations at the existing hospital and the need to meet current and future health facility standards, DLP determined that a new hospital would best meet the needs as regional health facility. After an extensive site evaluation, DLP and the City of Marquette agreed to the sale of the Municipal Service Center property and adjacent former Roundhouse property the City has acquired from the Wisconsin Central Ltd/Canadian National Railway property in 2001. In order to bring the project to reality, an incredibly complex series of agreements and one of the largest and most complex Brownfield Plans and Act 381 Work Plans in the State needed to be negotiated and approved. Once a Memorandum of Understanding was negotiated between DLP and the City of Marquette, Mac McClelland was involved in every intimate detail of the arrangements, including review and input on the purchase agreement, post-closing development agreement, two bonds issues of the Brownfield Authority totaling over \$31 million, as well as preparing and facilitating approval of the Brownfield Plan and Act 381 Work Plan with Eligible Activities of \$39.2 million, with a minimum private investment of \$170 million and anticipated investment of over \$350 million. A Commercial Rehabilitation Act (PA210) local and state property tax exemption of 50% for 12 years was granted by the City. The project included Michigan Strategic Fund approval for State tax capture of \$18 million for the relocation of the Municipal Services Center under the Act 381 provision for "relocation of public facilities for economic development purposes" as an Eligible Activity, only the second time the provision has been approved by the State in twenty years.



References:

Sheri Davie, Executive
Director

Marquette Brownfield
Redevelopment Authority

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906.235.2279

Mike Angeli, City Manager

City of Marquette

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906.225.8101

Bob Mahaney, President
(Developer Reference)

Veridea Group

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906.228.3900

Barry Polzin
(Developer Reference)

Barry Polzin Architects

bpolzin@bjparchitects.com
906.226.8661

CITY OF CADILLAC BROWNFIELD REDEVELOPMENT AUTHORITY

Mac has been working with the City of Cadillac since 2007 on Brownfield redevelopment opportunities. Mac currently serves as the Brownfield Consultant for the Cadillac Brownfield Redevelopment Authority, preparing and facilitating approval all Brownfield Plans, Act 381 Work Plans, and Development and Reimbursement Agreements, providing support for BRA administration and policies, including packet preparation and meeting facilitation, preparing, facilitating approval, and implementing EGLE Brownfield Grants and Loans.

Harris Milling: Mac assisted the City of Cadillac in securing a \$849,275 EGLE Brownfield Grant and \$280,025 EGLE Brownfield Loan to conduct environmental due diligence and due care activities and demolish the blighted building. Additional environmental assessment was conducted and a BEA was prepared on behalf of Chemical Bank to acquire the property and construct a \$1.25 million office and bank services building. An Act 381 Work Plan was prepared and approved by the Cadillac Brownfield Redevelopment Authority and the Michigan Economic Growth Authority for reimbursement of infrastructure costs associated with the project. Mac supervised an asbestos and lead survey,

secured contractors, and supervised asbestos abatement and demolition inspections as project manager. Construction was completed in April 2010 and the bank is now in operation.



Former Harris Milling



Demolition



Chemical Bank

MDEQ (EGLE) Site Assessment Grant: Mac Consulting Service helped secure and served as the Environmental Consultant for an MDEQ Site Assessment Grant for the City of Cadillac Brownfield Redevelopment Authority to conduct environmental assessments and position property for redevelopment throughout the City. Three properties were positioned for redevelopment, resulting in over \$4 million in private investment.



Cobbs Mitchell



Former CWTA



Baker College

Mitchell Bentley: The City of Cadillac received the former Mitchell Bentley property through tax foreclosure in 2016 and has been working with the Cadillac Industrial Fund and EGLE to clean up the abandoned factory that left 6,000 cubic yards of rubble after a fire. Mac prepared, secured and managed a \$30,000 MDEQ Brownfield Assessment Grant to determine the environmental conditions of the property and to position the property for redevelopment. Based on the results of that assessment, Mac supported the City in applying for, securing, and managing a \$949,000 EGLE Brownfield Grant and \$500,000 EGLE Brownfield Loan to clean up the property for the development of a utility solar facility by Consumers Energy, which is currently under construction. Mac prepared and facilitated approval of a Brownfield Plan was prepared to provide Brownfield TIF revenue to repay the ELGE Loan.



Cadillac Lofts: Mac also prepared and facilitated approval of a \$499,000 EGLE Brownfield Grant and \$267,000 Loan to redevelop a major downtown property with a vacant grocery store into a four story mixed use commercial residential project. Mac also assisted in the implementation of a Community Development Block Grant (CDBG) by preparing the NEPA Environmental Assessment and managing asbestos abatement and demolition to prepare the site for

redevelopment. Mac prepared a Brownfield Plan and Act 381 Work Plan to provide for Brownfield TIF reimbursement for Environmental and Non-Environmental Eligible Activities, as well as support a Community Revitalization Act PA 255 tax abatement on behalf of the City of Cadillac.



Brownfield Plans: Mac prepared and facilitate approval of Combined Brownfield Plans for three additional downtown projects in underutilized downtown buildings.



Cadillac Ace Hardware



412 Cadillac



Raven Restaurant

References:

Marcus Peccia, City Manager City of Cadillac

mpeccia@cadillac-mi.net

231.775.0181

CITY OF ALPENA AUTHORITY FOR BROWNFIELD REDEVELOPMENT

Mac prepared the grant application and was selected as the Brownfield Consultant through a competitive process to implement their \$400,000 EPA Brownfield Assessment Grant to position properties for redevelopment. Over 100 properties were inventoried and 17 Phase I's, 11 Phase II's, 5 Baseline Environmental Assessments, and 2 Brownfield Plans were completed under the EPA grant. The work resulted in three redevelopment projects with an estimated \$5 million in private investment. Mac worked with the City and a private developer for the redevelopment of a former sawmill site in downtown Alpena into a Holiday Inn Express. Mac recently assisted the Alpena Brownfield Authority to secure a \$300,000 EPA Brownfield Assessment Grant, one of only two EPA grants awarded in the State of Michigan for FY 2019 and was selected through a competitive process to implement this most recent EPA Brownfield Grant.





Dean Arbour Ford



Holiday Inn Express



Summit Sports – Bigby Coffee

References:

Rachel Smolinski, City Manager	City of Alpena	rachels@alpena.mi.us	989.354.1700
Greg Sundin, Former City Manager	City of Alpena	gregsundin@gmail.com	989.916.5115

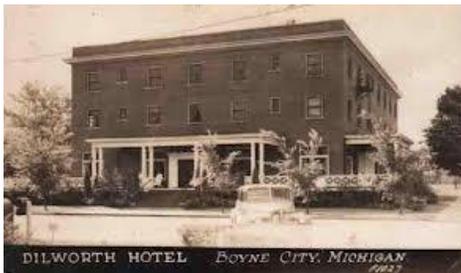
CHARLEVOIX COUNTY BROWNFIELD REDEVELOPMENT AUTHORITY

As an independent consultant, Mac helped established the Charlevoix County Brownfield Redevelopment in 2000, in anticipation of the redevelopment of the Advance Power Plant on Lake Charlevoix. The project did not proceed, and the Authority was dormant until 2009, when a waterfront redevelopment project was proposed in the City of Boyne City. The Boyne City Manager contacted Mac to represent the City for their concurrence in this initial Brownfield Plan. Subsequently, the Charlevoix County Brownfield Redevelopment Authority joined the contract and Mac represented both the City and County. Since that initial project, Mac has represented the City and County on five additional projects and the County on one additional project, as well as four other municipal consulting projects for the City of Boyne City: City Facilities Analysis to determine the most effective options to meet City facility needs for City Hall, Fire Station, and Department of Public Works, the Boyne Air Industrial Park Local Development Financing Act (LDFA) TIF and Development Plan update, representation for a PA 255 Community Revitalization Act tax abatement, and the Boyne City DDA/Main Street Development and TIF Plan.

One Water Street: After an extended dormant period, the Charlevoix Brownfield Redevelopment Authority (CCBRA) and the City of Boyne City were requested to consider a Brownfield Plan for a waterfront redevelopment project for a former Boyne City Gaylord and Alpena railroad company roundhouse and operations and the W.H. White Company shingle mill, as well as a commercial boat docking facility. The property was significantly environmentally impacted by previous operations and contained significant fill materials. The project included the development of a two-story commercial building and nine, three story cottages of approximately 2,400 square feet. Mac reviewed the Brownfield Plan and Act 381 Work Plan, negotiated the Development and Reimbursement Agreement, and facilitated approval of an Interlocal Agreement with the Boyne City DDA to forgo local tax capture, on behalf of the CCBRA. Mac also reviewed Eligible Activity invoices and recommended the Eligible Activity obligation for reimbursement to the CCBRA.



Dilworth Hotel: The Dilworth Hotel was established by a committee of the city’s economic elite in 1912 to serve the city and provide up-to-date accommodations that would provide a favorable impression of the city to visitors and served as the city’s leading hotel for over half a century. In 2000, the Dilworth was closed and, in 2011, two local developers proposed the purchase and renovation. Mac McClelland prepared a Brownfield Plan, working with developers, who also had the opportunity to utilize a Brownfield Michigan Business Tax (MBT) Credit and historic tax credits. Financing fell through and a local successful businessman proposed to bring the Dilworth back to its original splendor. Mac prepared and facilitated approval of a Brownfield Plan amendment and Act 381 Work Plan on behalf of the CCBRA. In addition, Mac worked with the City of Boyne City and their DDA to amend the DDA TIF and Development Plan to provide for reimbursement of fire suppression, barrier free access, and façade improvements from DDA TIF capture. Brownfield Eligible Activities of lead and asbestos abatement and selective demolition are estimated at \$33,000 and DDA Eligible Activities are estimated at \$310,000, with an estimated \$9.8 million in private investment.



Lake Street Redevelopment: Catt Development, who also developed One Water Street, owned three parcels of property in downtown Boyne City that have long been a targeted opportunity for redevelopment, but with many physical and financial barriers. Under contract with the CCBRA, Mac McClelland prepared and facilitated local and State approval of a Combined Brownfield Plan for environmental due diligence investigation and due care response activities, lead and asbestos abatement, and selective demolition. As with Dilworth, Mac worked with the City of Boyne City and their DDA to amend the DDA TIF and Development Plan to provide for reimbursement of fire suppression, barrier free access, and façade improvements from DDA TIF capture. Brownfield Eligible Activities of environmental due diligence and due care, lead and asbestos abatement and selective demolition are estimated at \$130,985 and DDA Eligible Activities are estimated at \$310,000, with an estimated \$9.8 million in private investment.



St. Mary’s Cement: St. Marys Cement Inc. (U.S.) (“SMC”) owns and operates a Portland cement manufacturing plant, located near the City of Charlevoix, in Charlevoix County, MI. The property on which the plant is located is approximately 100 acres in size and contains multiple cement manufacturing structures and equipment. SMC was evaluating plans to modernize and expand the cement making process and equipment at either the Charlevoix facility or a Dixon, Illinois facility, and a key factor in their financial determination is the availability of financial incentives, including Brownfield Tax Increment Financing (TIF), to reduce capital costs. In order to secure Brownfield incentives, Mac McClelland prepared a Combined Brownfield Plan under contract with the CCBRA on behalf of SMC for reimbursement of Non-Environmental Eligible Activities of lead and asbestos abatement and demolition of \$2,846,250.

This proposed modernization and expansion project will increase cement production capacity at the Charlevoix cement plant from 1.2 million metric tonnes to 2.0 million metric tonnes. Upon completion of the modernization and expansion, it is expected that there will be an additional 10 new permanent well-paid jobs created at the Charlevoix plant; bringing total plant employment to 139 full time employees. Conduct of the project will result in approximately 300 construction jobs during its peak period of construction. The total projected investment is expected to be approximately \$130 million. The proposed development includes provision for an Industrial Facilities Tax exemption (Act 198, PA 1974) abatement of 50% of local taxes on new investment for a period of twelve years, which is estimated to provide a local contribution of over \$680,000.



Save A Lot Grocery: Catt Development acquired the former Challenge Mountain and Knights of Columbus property for the development of a Save A Lot grocery in Wilson Township. As part of the redevelopment, Mac prepared and facilitated approval of a Brownfield Plan under contract with the CCBRA on behalf of the developer for environmental due diligence and response activities, lead and asbestos abatement, and demolition of the two buildings. Mac also prepared and secured on behalf of the CCBRA and the developer an \$249,000 MDEQ Brownfield Grant and \$127,000 MDEQ Brownfield Loan that is anticipated to cover all Eligible Activity costs. Subsequent investigation identified the presence of a significant release under the Challenge Mountain building that laboratory results indicated must be disposed as a hazardous waste. Mac Consulting Service prepared bid documents for the asbestos abatement, demolition and remediation and recommended the qualified low bidder. Mac Consulting Service provided on-site monitoring and supervision, including Verification of Soil Remediation (VSR) sampling and analysis and lead and asbestos air monitoring. A soil gas investigation will be conducted to determine whether vapor intrusion measures are necessary for the development of the grocery.



References:

Michael Cain, City Manager

City of Boyne City

mcain@boynecity.com

231.582.0377

Becki King, County Clerk

Charlevoix County

browec@charlevoixcounty.org

231.547.7217

Glen Catt, President
(Developer Reference)

Catt Development

gbcatt@cattdevelopment.com

989.732.9722

EMMET COUNTY BROWNFIELD REDEVELOPMENT AUTHORITY

As the Deputy County Administrator and Brownfield Authority Director for Grand Traverse County, Mac assisted Emmet County in 1999 in the setup for their Brownfield Redevelopment Authority and has been working with the ECBRA and a consultant over the last 18 years. Mac also assisted in the creation of the Emmet County Land Bank Authority and developed their Articles of Incorporation and Policies and Procedures.

Petoskey Manufacturing: As a consultant in 2000, Mac worked with the ECBRA to develop a Brownfield Plan for the redevelopment of the former Petoskey Manufacturing property. In 2005, Emmet County asked Mac to represent the Brownfield Authority in the review of invoices and recommend the Eligible Activity obligation for reimbursement for the developers.



Petoskey Pointe: Mac also represented the Authority in 2007 in the review and recommendation of a Brownfield Plan for the Petoskey Pointe project, now referred to as the Lake Street property. That project did not proceed, and Mac was contracted to represent the City of Petoskey and the ECBRA for a new proposal in 2015, and worked with the City, ECBRA and Developer on determining the opportunity for an integrated parking deck. That project also did not proceed, and Mac has been working with the City, the DDA and ECBRA to review opportunities for public parking in downtown Petoskey and redevelopment of the Lake Street site. Another proposal has come forward for the redevelopment of 200 Lake Street, and Mac has been intimately involved in discussions and negotiations representing the City, DDA and ECBRA with the developers that is anticipated to ultimately result in a significant Brownfield Plan/Act 381 Work Plan.



Great Lakes Center for the Arts: Mac was contracted by the ECBRA to develop and facilitate approval of a Brownfield Plan for the development of the Great Lakes Center for the Arts, utilizing the Tax Increment Financing revenues from additional investment at Bay Harbor to reimburse the Eligible Activities for GLCFA, as well as infrastructure improvements for Bay Harbor. Because Bay Harbor is under a PA 451 agreement with the City of Petoskey, the project was able to take advantage of the City's Core Community status for site preparation and infrastructure. The total investment for GLCFA and Bay Harbor is estimated at \$11 million, with an estimated \$ 3.2 million in Eligible Activities. The approval process included complex negotiations with the City of Petoskey for concurrence and the ECBRA and Emmet County for approval, with a unique Brownfield Plan that provides interest for only the GLCFA Eligible Activities and twenty percent of the tax increment and the inflationary increase is retained by taxing jurisdictions.



Tammy Doernenburg
Planning Director

Emmet County

tdoernenburg@emmetcounty.org

231.439.8998

Rob Straebel
City Manager

City of Petoskey

rstraebel@petoskey.us

231.347.2500

OTHER BROWNFIELD AUTHORITY REPRESENTATION

The following is a list of other Brownfield Authorities represented by Mac McClelland and Mac Consulting Service. Representation for many of the Authorities has included securing and/or implementing EPA Brownfield Assessment Grants and/or EGLE Brownfield Grants and Loans or EGLE Site Assessment Grants.

Mac has successfully implemented \$10.4 million in EGLE Brownfield Grants and Loans, and over \$2.4 million in EPA Brownfield Assessment Grants, working directly with the EPA and EGLE and communities to meet community objectives, protect public health, and position property for redevelopment. Each of the EGLE Brownfield Grants/Loans and EPA Brownfield Assessment Projects included environmental assessment work plan development and implementation, financial and program reporting, and meeting fiscal requirements.

MANISTEE COUNTY BROWNFIELD REDEVELOPMENT AUTHORITY

Mac was contracted by the Manistee County Brownfield Redevelopment Authority to represent the Authority in the review and approval facilitation for two Brownfield Plans in 2006. The Authority subsequently selected Mac and Otwell Mawby through a competitive process to implement their \$397,000 EPA Brownfield Assessment Grant. Mac McClelland has continued to represent the Authority in the resurrection of one of the Brownfield Project and provides support to the annual Act 381 reporting for the Authority.

Rob Carson
Former Planning Director

Manistee County

rob.carson@networksnorthwest.org

616.293.8667

CITY OF CHEBOYGAN BROWNFIELD REDEVELOPMENT AUTHORITY

Mac assisted the City of Cheboygan Brownfield Redevelopment Authority in preparing and facilitating approval of Brownfield Plans for the redevelopment of the former Woolworth property downtown, expansion of the Straits Area Federal Credit Union in downtown Cheboygan, and the development of the Calcite Credit Union.

Tom Eustice
City Manager

City of Alpena

teustice@cheboygan.org

231.627.9931

CITY OF LUDINGTON BROWNFIELD REDEVELOPMENT AUTHORITY

Mac was selected through a competitive proposal process to implement a \$200,000 MDEQ Site Assessment Fund Grant to position property for redevelopment throughout the City. Four properties were positioned for redevelopment, with an anticipated private investment of \$6 million. Mac has continued to represent the City to prepare a Combined Brownfield Plan and facilitate local and State tax capture approval for a major downtown redevelopment that includes relocation of a public facility for economic development purposed, the third such approval in the State.

John Shay Former City Manager	City of Ludington (now with Ottawa County)	jshay@miottawa.org 616.738.4898
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MASON COUNTY BROWNFIELD REDEVELOPMENT AUTHORITY

Mac Consulting Service was selected through a competitive proposal process to implement their \$200,000 EPA Brownfield Assessment, in conjunction with the Ludington MDEQ Site Assessment Fund grant in 2005. Mac Consulting Service inventoried 121 properties and completed 14 Phase I's, 7 Phase II's, and 3 Baseline Environmental Assessments under the EPA grant. The work resulted in three redevelopment projects with an anticipated \$5 million in private investment. Mac Consulting Service continued to work with the Authority in the redevelopment of the former Mason County Service Building in 2014 and the downtown Ludington project in 2016.

Fabian Knizacky County Administrator	Mason County	fkizacky@masoncounty.net 231.843.7999
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CLARE COUNTY BROWNFIELD REDEVELOPMENT AUTHORITY

Mac prepared the grant application and was selected as the Brownfield Consultant through a competitive process to implement their \$200,000 EPA Brownfield Assessment Grant to position properties for redevelopment. Mac Consulting Service inventoried 292 properties and conducted 14 Phase I's, 9 Phase II's, and 3 Baseline Environmental Assessment under the EPA grant. The work resulted in two redevelopment projects with an anticipated \$2 million in private investment. Mac continues to work with the Clare County Brownfield Redevelopment Authority and assisted in the establishment of the Clare County Land Bank Authority and the sale and redevelopment of its first property.

Tracy Byard County Administrator	Clare County	byardt@clareco.net 989.539.2510
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d) Value Added Services

Mac McClelland brings a width and depth of public and private sector experience that few other Brownfield Consultants can match. In addition to providing all of the necessary services for effective Brownfield Authority operations, Mac has extensive experience in TIF authority consulting, strategic planning, and citizen input processes that may provide significant additional value to the operations of the Brownfield Authority and the community.

TIF Authority Consulting: Mac marshalled an amendment of the Boyne City DDA Development and TIF Plan to provide for the reimbursement of façade improvements, barrier-free access and fire suppression expenses for downtown building, with the combination of a Brownfield Plan for environmental, lead and asbestos abatement and demolition costs where the State approved the DDA TIF capture as a match and the State provided 95% of the funding for Brownfield Eligible Activities, effectively doubling the available resources for two important downtown projects, the Dilworth Hotel and the Lake Street redevelopment. Mac was the key consultant for the LDFA TIF and Development Plan for the City of Boyne City Local Development Financing Authority. Mac was recently contracted to extend the Boyne City DDA Development and TIF Plan. As part of a Project Team, Mac facilitated discussions with the property owners and the community for a transformation of the 200 East Front Street alley and later the Garland Street warehouse district for pedestrian, service and private vehicle, and recreation use for the Traverse City DDA.

Strategic Planning: With Bryan Crough, Traverse City DDA Director, Mac designed and facilitated a Strategic Plan for the Grand Rapids DDA in 2009, providing targeted objectives that continue to be implemented. While Deputy County Administrator, Mac led the County's Strategic Planning and Continuous Quality Improvement efforts including program design, training development and delivery, technical assistance to departments, and program evaluation. Served as Chair of the County Quality Council, a group comprised of representatives from labor, administration, County Board, courts, internal and external service departments, and department heads.

Citizen Input: Mac led a process to create a community vision of a 54-acre historic park owned by the City of Traverse City – Charter Township of Garfield Recreational Authority that was once part of the former Traverse City State Psychiatric Hospital. Mac worked with Rec Authority representatives and key stakeholders to design the process and facilitated five community meetings that resulted in community vision with broad based support and continued to work with Rec Authority and community groups in the implementation of the vision. Mac also led a community input process for the design and implementation of the South Campus Entrance to the Grand Traverse Commons, one of the first new roads constructed in the Traverse City area in fifteen years. McClelland is a Certified Charette Planner through the National Charette Institute.

SECTION C: REFERENCES

References are provided under each of the project listing and BRA reviewers are encouraged to contact our client references.

SECTION F: INSURANCE CERTIFICATIONS/LICENCES

Mac Consulting Service, LLC insurance certification is attached.

ATTACHMENTS

RESUME – MAC McCLELLAND

PROFESSIONAL LIABILITY CERTIFICATION – MAC CONSULTING SERVICE LLC



**MAC CONSULTING SERVICE
8334 OUTER DRIVE SOUTH
TRAVERSE CITY, MICHIGAN 49685
231.633.6303**

MAC McCLELLAND
mactc@charter.net

Mac McClelland is one of the leading brownfield redevelopment specialists in Michigan. Mac has worked with communities and private developers throughout Michigan to stimulate investment on brownfield properties. Mac has developed, facilitated approval, and/or implemented sixty-nine (69) Brownfield Plan projects totaling over \$146 million in estimated Eligible Activities, encouraging over \$1 billion in additional private and public investment, and represented or worked with fifteen (15) Brownfield Redevelopment Authorities across Northern and Western Michigan.

Mac has effectively managed USEPA Brownfield Grants totaling over \$2.7 million and MDEQ Brownfield Grants and Loans totaling over \$12.9 million and served on statewide committees to assist in drafting and implementing brownfield legislation.

Mac also has over 20 years of public sector experience including 13 years in local government. He joined Grand Traverse County in 1989 and initially served as the coordinator responsible for managing state, federal, and private grants, securing over \$4 million in grants to support county activities. In 1991 he was promoted to Deputy County Administrator and established the Grand Traverse County Brownfield Redevelopment Authority, one of the state's foremost brownfield redevelopment programs. He also led a citizen participation process to address wastewater treatment needs in a growing community. Based on that process, Grand Traverse County's wastewater treatment plant was expanded and modernized, with tertiary discharge quality that exceeds NPDES standards, adjacent to a historic neighborhood in downtown Traverse City. Mac also led planning processes for court and correctional facilities expansions, established a multi-jurisdictional cooperative recycling program and a county-wide Geographic Information System, and facilitated the expansion of recreational property and a non-motorized trail network.

Mac's collaborative approach and innovation earned the respect of business executives and local government officials. Twice he won the Environmentalist of the Year award from the Northern Michigan Environmental Action Council for his work to ensure cost-effective and environmentally sensitive public works projects.

Prior to joining Grand Traverse County, Mac was with the Michigan Public Service Commission's state energy office where he developed the Michigan Biomass Energy Program, provided technical assistance to communities in comprehensive energy efficiency programs, and led an environmental assessment of future electricity resource options.

Mac received his Bachelors and Masters degrees from Michigan State University.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

01/27/2021

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

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

PRODUCER Larkin Group of Traverse City 13900 S West Bay Shore Drive Traverse City MI 49684		CONTACT NAME: Carlson Nancy PHONE (A/C, No, Ext): (231) 947-8800 FAX (A/C, No): (231) 346-6111 E-MAIL ADDRESS: ncarlson@larkingrp.com	
		INSURER(S) AFFORDING COVERAGE	
		INSURER A: Environmental Risk Managers, Inc.	
		INSURER B:	
		INSURER C:	
		INSURER D:	
		INSURER E:	
		INSURER F:	
INSURED MAC Consulting Services, LLC 8334 Outer Drive South Traverse City MI 49684			

COVERAGES

CERTIFICATE NUMBER: 21/22

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	COMMERCIAL GENERAL LIABILITY			ENV56200235101	01/15/2021	01/15/2022	EACH OCCURRENCE \$ 1,000,000
	<input checked="" type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence) \$
	<input checked="" type="checkbox"/> Professional Liability						MED EXP (Any one person) \$
	GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						PERSONAL & ADV INJURY \$
	AUTOMOBILE LIABILITY						GENERAL AGGREGATE \$
	<input type="checkbox"/> ANY AUTO						PRODUCTS - COMP/OP AGG \$
	<input type="checkbox"/> OWNED AUTOS ONLY	<input type="checkbox"/> SCHEDULED AUTOS					Aggregate Limit \$ 2,000,000
	<input type="checkbox"/> HIRED AUTOS ONLY	<input type="checkbox"/> NON-OWNED AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident) \$
	<input type="checkbox"/> UMBRELLA LIAB	<input type="checkbox"/> OCCUR					BODILY INJURY (Per person) \$
	<input type="checkbox"/> EXCESS LIAB	<input type="checkbox"/> CLAIMS-MADE					BODILY INJURY (Per accident) \$
	DED	RETENTION \$					PROPERTY DAMAGE (Per accident) \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	<input type="checkbox"/> Y / N	<input type="checkbox"/> N / A				\$
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						PER STATUTE
	If yes, describe under DESCRIPTION OF OPERATIONS below						OTHER
							E.L. EACH ACCIDENT \$
							E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$

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

CERTIFICATE HOLDER**CANCELLATION**

EVIDENCE OF COVERAGE FOR INSUREDS USE

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

AUTHORIZED REPRESENTATIVE

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