

**DELHI CHARTER TOWNSHIP
COMMITTEE OF THE WHOLE MEETING HELD ON JULY 17, 2012**

The members of the Delhi Charter Township Committee of the Whole met on Tuesday, July 17, 2012, in the Multipurpose Room at the Community Services Center, 2074 Aurelius Road, Holt, MI. Supervisor Goodrich called the meeting to order at 6:30 p.m.

Members Present: Supervisor Stuart Goodrich, Clerk Evan Hope, Treasurer Roy Sweet, Trustees Derek Bajema, John Hayhoe, Jerry Ketchum, DiAnne Warfield

Members Absent: None

Others Present: John Elsinga, Township Manager
Lt. Eric Trojanowicz, Ingham County Sheriff's Office/Delhi Division
Rick Royston, Fire Chief
Sandra Diorka, Director of Public Services
Tracy Miller, Director of Community Development
Brian Ball, Assistant Fire Chief
Wendy Thielen, Assistant Township Manager of Human Resources
Amy Finch, Assistant Township Clerk/Deputy Clerk

PUBLIC COMMENT - None

BUSINESS

SHARED PUBLIC SERVICES INITIATIVE CAPITAL AREA FIRE FINAL REPORT

The Board reviewed a memorandum dated July 13, 2012 from Twp. Mgr. Elsinga (ATTACHMENT I).

Rick Royston summarized the Shared Public Services Initiative Capital Area Fire Final Report. The report recommends a four phase implementation strategy over an extended period of time. Phase one would establish a platform for collaboration; phase two would expand collaboration; phase three would be an intermediate collaboration/consolidation and phase four would be a final collaboration/consolidation.

CONTRACT BETWEEN DELHI CHARTER TOWNSHIP AND MEDICAL MANAGEMENT SYSTEMS OF MICHIGAN, INC. – MEDICAL BILLING AND ACCOUNTS PAYABLE MANAGEMENT

The Board reviewed a memorandum dated July 11, 2012 from Twp. Mgr. Elsinga (ATTACHMENT II).

Brian Ball, Assistant Fire Chief, stated that several area fire departments currently contract with Medical Management Systems of Michigan. Rick Royston, Fire Chief,

SUBJECT TO APPROVAL

**DELHI CHARTER TOWNSHIP
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summarized the services of Medical Management and stated that they would accept credit card payments along with all other forms of payments at no costs to the client. Several staff members have met with Rick Frankfort, Vice President, Medical Management, and feel comfortable working with Medical Management. Mr. Frankfort stated that the funds paid to Medical Management are automatically wired to the Township.

INGHAM COUNTY SHERIFF'S OFFICE/DELHI DIVISION – JUNE ACTIVITY REPORT

Lt. Eric Trojanowicz, Ingham County Sheriff's Office/Delhi Division, reported on the highlights of the June Ingham County Sheriff's Office/Delhi Division Activity Report (ATTACHMENT III).

COMMUNITY DEVELOPMENT DEPARTMENT – JUNE ACTIVITY REPORT

Tracy Miller, Director of Community Development, reported on the highlights of the June Community Development Department Activity Report (ATTACHMENT IV).

FIRE DEPARTMENT – JUNE ACTIVITY REPORT

Rick Royston, Fire Chief, reported on the highlights of the June Fire Department Activity Report (ATTACHMENT V).

PUBLIC COMMENT – None

ADJOURNMENT

Meeting adjourned at 7:27 p.m.

Date: _____

Evan Hope, Township Clerk

Date: _____

Stuart Goodrich, Supervisor

/af

SUBJECT TO APPROVAL

DELHI CHARTER TOWNSHIP**MEMORANDUM**

TO: Delhi Township Board Members

FROM: John B. Elsinga, Township Manager

DATE: July 13, 2012

RE: Accept the Shared Public Services Initiative Capital Area Fire Final Report

Enclosed for your review and acceptance is the Shared Public Services Initiative Capital Area Fire Final Report dated June 6, 2012. This report was initiated through a 50% grant from the Michigan Municipal League Foundation and prepared by Plante and Moran. The six communities participating in this study include the cities of East Lansing and Lansing along with the Townships of Delhi, Delta, Lansing and Meridian.

The study looked at existing assets within the 6 jurisdictional region and evaluated whether or not, through improved collaboration/consolidation, there could be improved services at reduced costs (overall). "For the sake of clarity in this report, collaboration refers to cooperative efforts to improve services, reduce costs and/or expand services to the benefit of the communities. Consolidation refers to a merger of two or more fire departments within the communities." (page 3).

The study recognizes there has been significant collaboration between all six jurisdictions and their neighbors for more than a decade. It also revealed there exists a strong interest within this region to improve current levels of fire/EMS services at the lowest possible cost. The recent consolidation of the 911 Center along with an expressed desire to standardize fire/EMS operations present us with the foundation to improve these services.

Therefore, I would recommend we continue to participate with the other six jurisdictions to explore Phases 1 and 2 as described in the study to establish a platform for expanded collaboration with all six jurisdictions.

Recommended Motion:

To accept the Shared Public Services Initiative Capital Area Fire Final Report dated June 6, 2012 and continue collaboration with the other six jurisdictions to enhance the delivery of fire and EMS services within our region.

Shared Public Services Initiative Capital Area Fire

City of East Lansing
City of Lansing
Delhi Township
Delta Township
Lansing Township
Meridian Township

Final Report | June 6, 2012

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I. Management Summary

Project Scope and Objectives

Through the Michigan Municipal League Foundation (MML), Plante & Moran, PLLC (“Plante Moran”) was retained to assist the Michigan communities of:

- City of East Lansing
- City of Lansing
- Delhi Township
- Delta Township
- Lansing Township
- Meridian Township

(collectively “the Communities”) with a Shared Public Services Initiative Project (the “Project”) involving the exploration of various collaboration scenarios for the representative fire departments of each community.

The main objectives of the project included:

1. Assess the feasibility of creating an actionable plan for the fire departments, leading to either a
 - full-merger
 - partial-merger
 - mutually beneficial cooperative agreement
2. Facilities plan, using existing infrastructure and resources to the extent feasible
3. Organizational strategies and structure, including possible functional consolidation
4. Offer a phased approach, including identifying:
 - Immediate opportunities (e.g., smaller consolidations, common response protocol, automatic mutual aid, etc.)
 - Longer term plan for remaining objectives

For the sake of clarity in this report, collaboration refers to cooperative efforts among the Communities’ fire departments to share services or undertake other collaborative efforts to improve services, reduce costs and/or expand services to the benefit of the Communities. Consolidation refers to a merger of two or more fire departments within the Communities.

Project Governance

The Executive Sponsors for the project include the Communities, Lansing Economic Area Partnership (LEAP) and the Lansing Regional Chamber of Commerce. Grant funding for the project is from the Michigan Municipal League Foundation.

The Steering Committee includes representatives from each of the six communities, including both union and non-union representatives from the fire departments and city/township management, as well as representatives from the business community. The Steering Committee’s role is to provide overall

project guidance ensuring objectives are met through a sound project approach and methodology. Members of the Steering Committee were the primary decision makers and resources within each community, including fire representatives to address the specific operational issues and city or township supervisors/managers to address the managerial and financial issues (i.e., Community Sponsors).

The Community Sponsors include the fire representatives (i.e., fire chiefs) and city/township management from each community. The role of the Community Sponsors is to provide general input on consolidation benefits and barriers along with operational and financial data from the communities. Additional input was sought from union and business leadership regarding benefits and barriers of collaboration and consolidation.

The Stakeholders include any individual that is impacted by recommendations in the report.

It is important to note that there is no Governance Committee or legal agreement in place between the Communities at this juncture for any form of consortium or other form of governance or shared service.

Project Approach

1. Project Initiation

This project was launched on November 30, 2011 at a project kickoff meeting with the Steering Committee. Prior to the kickoff, the project Steering Committee was established.

2. Documentation Review

Following project initiation, Plante Moran provided a detailed information request list and reviewed documentation provided by all participating entities. The request list consisted of matrices to collect specific operational and financial data from each community.

3. Conduct Leadership Interviews

Plante Moran conducted leadership interviews involving fire chiefs and management from each of the Communities. The purpose of these interviews was to understand leadership perspectives regarding collaboration, understand the current organization/operations and validate information required to complete the quantitative analysis.

4. Conduct Site Visits

Plante Moran conducted independent site visits to each community. The focus of the site visits were to gain detailed operational, technical, and financial information regarding current fire operations and project expectations related to collaboration and consolidation of fire services.

In addition, separate site visits were conducted to examine and collect data regarding the condition of existing facilities for each community.

5. Visioning Session

Upon completion of the site visits, Plante Moran compiled information gathered from the individual meetings and held a Steering Committee meeting with the emphasis on establishing collaboration and/or consolidation scenarios, specifically those scenarios that focused on opportunities for cost savings, improved service levels, or both.

To get a key understanding of the most reasonable collaboration scenarios and to design a consolidated fire department, Plante Moran facilitated a Visioning Session to address the following key topics:

- Convey status of the analysis and request Steering Committee guidance on further data validation
- Present preliminary data, analysis and scenarios to seek Steering Committee feedback and direction

6. Conduct Additional Data Validation

After completion of the Visioning Session Plante Moran conducted several additional follow-up activities to collect data required to complete its operational and financial model. Steps involved in completing this activity included sending out additional information requests and conducting an additional full day session in East Lansing, MI with the Community Sponsors in order to further validate the data to ensure the most accurate and comparable data possible.

Following this meeting, additional worksheets were distributed with identified gaps in data. Data was collected and included in Plante Moran's operational and financial model for further analysis.

7. Create Operational and Hypothetical Financial Model

Plante Moran created an operational and financial model for proposed collaborative scenarios. The results are included in this report. During the Visioning Session, the Steering Committee expressed that a multi-phased approach for implementation was the most desirable and should consider:

- Increased regional collaboration
- Full consolidation of all departments

8. Draft Report and Presentation

Plante Moran created this management report for all participating communities to review, which outlines increased collaboration scenarios, operational benefits of increased collaboration and advantages of a consolidated operation. Because of multiplicity of service, labor, and fixture conditions and assumptions that would have to be resolved by the communities it is impossible to provide anything but a hypothetical model and range of savings based on current costs, which a consolidation might realize. With an understanding of such limitations, Plante Moran agreed to undertake such modeling for the purpose of providing the communities some understanding of the potential range of savings a consolidation might realize and the estimated total costs and/or secondary savings available to the communities. Plante Moran met with the Steering Committee to present its findings, scenarios for the Steering Committee to consider, a phased approach for collaboration/consolidation as well as the recommended next steps.

9. Finalize Report

Plante Moran accepted feedback from the Steering Committee and finalized the report.

Next Steps

During the next step, the Communities will discuss the operational case for collaboration and implementation scenarios for the multi-phased approach. The identified "ideal" timeframe for the implementation plan as expressed by the Steering Committee representatives ranged from three to ten years to achieve final consolidation. It is Plante Moran's experience that final consolidation will likely not occur for seven years based on research of other departmental consolidations.

In the near term, the Steering Committee will need to decide if Plante Moran will be retained for the second phase of this project which includes the development of an implementation plan. This planning is the necessary first step to proceed with the recommendation presented in this report.

Summary Findings and Results

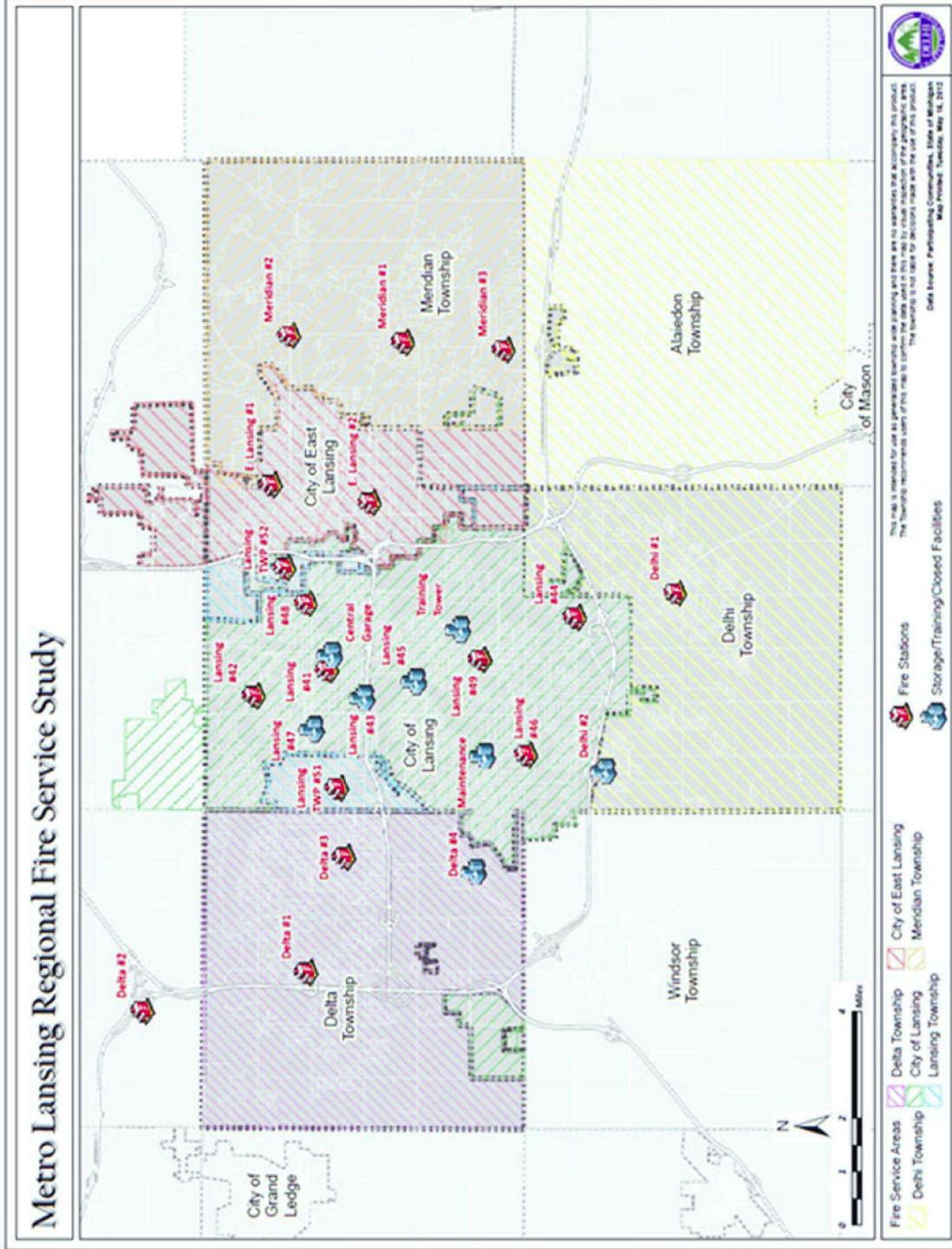
Overview

The Communities represented in this study are represented in the following table, which shows general demographic data about each community:

Item	City of East Lansing	City of Lansing	Delhi Township	Delta Township	Lansing Township	Meridian Township	Total
Population (1)	48,579	114,297	25,877	32,408	8,126	39,688	268,975
Geographic Area (sq. miles)	13	35	29	35	5	32	149
Population Density (population/sq. mile)	3,601	3,294	908	917	1,625	1,240	1,805

Each of the Communities currently operates its own independent fire department. The service area represented by the six Communities is 149 square miles consisting of urban, residential and rural locations. The State Capitol and many government buildings are located within the City of Lansing. Michigan State University's (MSU) campus is located in East Lansing. Several prominent businesses are located within the service area, each with major facilities. The Board of Water & Light has a large power facility located on the south side of Lansing and there are three large hospitals in the City of Lansing (McLaren, Sparrow, and St. Lawrence). Several major retail outlets include the Meridian Mall, the Lansing Mall, and Eastwood Towne Center.

Major freeways include US 127, I-69, and I-94. The area also has several train tracks running east and west. The following map provides an overview of the Communities along with locations of the various fire facilities.



¹ Note that Delta #2 is outside of the service area of this Shared Public Services Initiative project.

Significant Findings

The majority of our effort during this feasibility stage of the project was to accomplish the following:

- Collect data to support feasibility relative to various collaboration and consolidation scenarios.
- Confirm interest, benefits and potential barriers to consolidation among Steering Committee and Community Sponsor participants.
- Gain consensus on general collaboration and consolidation approaches.

During this time, we learned the following:

- Data was difficult to collect and normalize. During the discovery process, numerous follow-ups were required to collect adequate data. Even through this effort, some gaps remain in the data that Plante Moran needed to fill through a “normalization” process.
- The Communities prefer and complexities of the legal, labor and service and political factors require a phased approach toward possible full consolidation before the benefits of collaboration can be fully realized.
- The Communities prefer not to include community legacy costs (e.g., retirement obligations) in the analysis or the ultimate entity that may be formed as part of a consolidation.
- The Communities have had a history of collaboration and general interest around collaboration has existed since June 1997 with a joint HAZMAT initiative. Further collaborative efforts and studies have since ensued resulting in other shared services around procurement, training, etc. These efforts have resulted in a platform for more formal collaboration to take place, potentially leading to consolidation.
- A potential barrier to consolidation includes the variety of standards and services among the communities and disagreement on a standard operating model for a single entity. Another barrier often mentioned was one of culture and identity the employees had with their particular department.
- Generally, the facilities are in good condition. The majority of the facilities need renovations/maintenance of less than \$1M, with three stations in excellent condition. Four of the facilities are either in need of renovations/maintenance of more than \$1M or are no longer salvageable.
- Operationally, the six fire departments are more similar than different. Significant exceptions include:
 - The City of Lansing and Meridian Township operate using a 2 shift schedule while the other communities operating use a 3 shift schedule.
 - The Cities of Lansing and East Lansing do not use a ‘jump truck’ model; i.e., staff are assigned to a particular truck/ambulance and do not provide services unless their truck/ambulance is needed.
 - Mutual aid is in place but only Lansing Township and Delta Township share automatic mutual aid.
- Communities indicated interest in forming an authority as part of consolidation, and an authority is eventually necessary for the full cost and service benefits of collaboration to be realized.

- There is a strong interest in improving current service levels (e.g., response times, etc.) under collaboration/consolidation scenarios along with standardization.

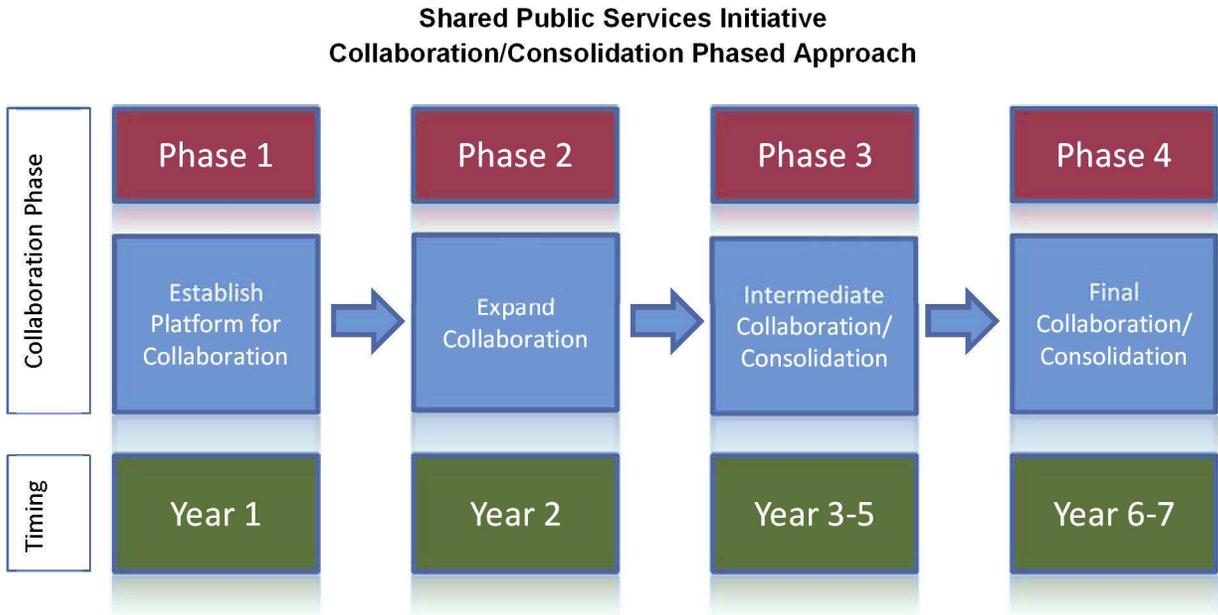
Major Conclusions

Based on our analysis of the Communities, the following represents several of the key project conclusions:

- Given the current state of the Michigan economy and the current operational challenges experienced by each of the fire departments independently, we believe that fire department collaboration is an attractive option for all communities participating in the study. Ultimately full consolidation should be considered. However, it is important to understand that full consolidation can take a number of different forms that could involve a variety in levels of local involvement in fire/EMS service.
- The Communities have the unique opportunity to work together to provide enhanced coverage to the entire geography, and stabilize the fire department's personnel and operations to provide improved service for all project participants. Shared services, such as automatic mutual aid, typically result in improved response times, improved services, and better utilization of resources based on experience with other communities that have implemented them.
- The Steering Committee supports a multi-phased approach to increase regional cooperation of the fire departments in the Greater Lansing Area in order to mitigate risks associated with a short-term, full consolidation scenario. The initial phases (1 and 2) are intended to work toward increased collaboration between departments to improve service levels and slightly decrease costs for each community. Later phases (3 and 4) are intended to weigh the merits of combining departments into a single, larger department in the future. This report outlines the general feasibility and cost structure of a combined department for the region.
- There is no consensus yet on the necessity or shape of full department consolidation at this time, nor is there an appropriate governance or financial structure in place to facilitate consolidation. The communities recognize the need to work together to develop service enhancements and/or cost reductions that can be achieved through enhanced collaborative efforts. There is general Steering Committee agreement to move forward with increased regional collaboration in the short term and, in fact, the communities have worked closely on other collaborative efforts regarding fire and EMS services. Developing and implementing effective instruments for building a common identity within the fire departments and for providing some local input and control will be necessary to ensure collaborative success and critical organizational stability.
- There appears to be economies of scale and service improvements associated with consolidating fire department operations among the six communities. The Communities collectively incur about \$37M in annualized expenditures relative to fire and EMS services. This report includes various consolidation scenarios. Long term savings potential from consolidation should be annually in the seven figures in the aggregate depending on selected service, labor, and fixture models.

Collaboration/Consolidation Approach

Plante Moran recommends a phased approach toward a possible single entity serving the fire and EMS needs of the residents of all six communities. During the Visioning Session as well as interviews, we consistently heard an interest in a phased approach that eases into possible full consolidation. Because consensus around collaborative efforts and consolidation takes time and is difficult to implement, we recommend the phased approach as follows:



The timing indicated above is purely an estimate based on Plante Moran's experience and research relative to other fire department and other entity consolidation. Economic, cultural, political and other factors may dictate another timeframe. Ultimately, leadership and governance will dictate a timeframe that suits the citizens and other stakeholders. Clearly the timeline can be accelerated to achieve possible full consolidation, and resulting cost savings, sooner. Obviously, this may be the desire of some stakeholders in the region. If such an aggressive timeline is chosen, it will be up to leadership and governance to balance these cost savings with a myriad of risks related to labor, safety, service as well as a variety of other factors.

In addition, the Communities may wish to welcome other communities to participate in collaboration.

The following represents a more detailed presentation of the phased approach along with major components of each phase.

**Shared Public Services Initiative
Collaboration/Consolidation Phased Approach**

Phase 1	Phase 2	Phase 3	Phase 4
Establish Formal Platform for Collaboration	Expand Collaboration	Intermediate Collaboration/Consolidation	Final Collaboration/Consolidation
<ul style="list-style-type: none"> Establish governance structure for expanding on collaboration Establish a legal relationship between communities Implement automatic mutual aid Formalize existing collaborative efforts 	<ul style="list-style-type: none"> Establish standards <ul style="list-style-type: none"> Schedules Equipment Policies/procedures Procurement cooperative Shared facilities/property maintenance Shared vehicle maintenance Create an Authority (possibly) 	<ul style="list-style-type: none"> Limited mergers <ul style="list-style-type: none"> Scenario 1 <i>E. Lansing, Meridian Twp.</i> Scenario 2 <i>E. Lansing, Lansing, Lansing Twp.</i> Re-configure station locations (short versus long term) Common management/unified command center Create an Authority (probably)* 	<ul style="list-style-type: none"> Single Fire Authority Potentially Maintain Independent "Brands" Re-configure station locations

 Decision regarding next phase by Governance Team/Entity

*Possibly create contracts between the Authority and Communities for firefighter units

This approach guides the Communities toward possible full consolidation and includes the necessary decision points that the ultimate governance structure and model would be designed to deal with. The approach is designed to present a variety of choices during each phase. For example it may be desirable as early as Year 2 to create a new legal entity (the "Authority") in order to conduct common purchasing, maintenance etc.

This also helps differentiate Phases 2 and 3, because in Phase 3, we envision the Authority actually having employees. The Authority could employ the common management out of a unified command center. So, it may actually start owning things and employing people in Phase 3.

Interestingly, it may be desirable or necessary for some time for the Authority to contract out to the local units to supply manpower (i.e., actual firefighters). There are a myriad of possibilities here to balance the varied interests of key stakeholders (i.e., citizens, management, labor, etc.) Some hybrid may be necessary to accommodate these varied interests. Whichever, we envision the emergence of the Authority as being necessary at Phase 3.

Recommendation

Plante Moran recommends the Communities strongly consider moving forward with Phase 1 within 30 days of the date of this report. Prior to Phase 1 execution, an implementation plan should be developed to outline the detailed steps and costs associated with Phase 1.

The benefits of Phase 1 are:

- Provides a platform for increased collaboration as a step toward consolidation.
- Formalizes the relationship between the Communities.
- Provides a much needed governance structure which will serve as a basis for decision making relative to the multi-phase approach.
- Establishes automatic mutual aid which is a basic element where the Communities are collaborating on fire and EMS services.

II. Operational Analysis

Introduction

The premise for this Shared Public Services Initiative project is that economies of scale can exist within contiguous communities relative to fire and emergency medical services (EMS) and that, through collaboration, municipalities can deliver improved fire protection and EMS services at a reduced cost. Rural communities in Michigan were some of the first to engage in some form of collaboration with neighboring municipalities, such as joint purchasing and mutual aid, and quickly began to recognize the financial and service level benefits of fire department collaboration. While most fire departments engage in some form of mutual aid as a backup, as this is needed for large scale fires, it is evident that the majority of service runs for a fire department are medical in nature and require EMS services.

While neighboring fire departments are able to provide assistance across municipal borders when called for mutual aid, in most cases, fire department and medical service coverage areas are restricted to municipal boundaries. By eliminating municipal boundaries from coverage areas and working as a single service unit, fire departments may be able to provide enhanced services at similar or lower costs to all citizens in a region. In doing so, emergency responses can be directed from the closest, best equipped station, improving service levels to community residents and businesses. The operations of a joint fire department or separate departments functioning under a collaborative agreement can be structured in such a way to minimize response times, avoid duplication in equipment and certain administrative and operational services. Reduced response time and costs savings are the primary benefits of operating together, rather than as separate entities.

Service Area Overview

The communities engaged in this analysis, Delta Township, Delhi Township, City of East Lansing, City of Lansing, Lansing Township and Meridian Township (together the “Communities”), encompass roughly 149 square miles and are located in the greater Lansing Metropolitan Area. The approximate total population for the area is over 268,975 residents or on average slightly over 1,805 residents per square mile. Currently the six communities are covered by six individual fire departments; one for each community. All of the local fire departments provide Emergency Medical Services (EMS) to their communities. In addition, Delhi Township provides fire protection and services to Alaieton Township while Delta Township provides fire protection and EMS services to Eagle and Watertown Townships, which are part of the Looking Glass Regional Fire Authority service area.

Current State of Operations

Overview of Operations

All of the fire departments with the exception of Delta Township utilize the same dispatch system through Ingham County. Delta Township utilizes Eaton County for central dispatching. These dispatching systems provide central dispatch for both fire and EMS services based on 911 and other calls received through dispatch. Although some mutual aid is being provided among the Communities, there is no formal agreement and mutual aid is not automatic (i.e., each request requires notification to and approval from the fire department being called on for mutual aid).

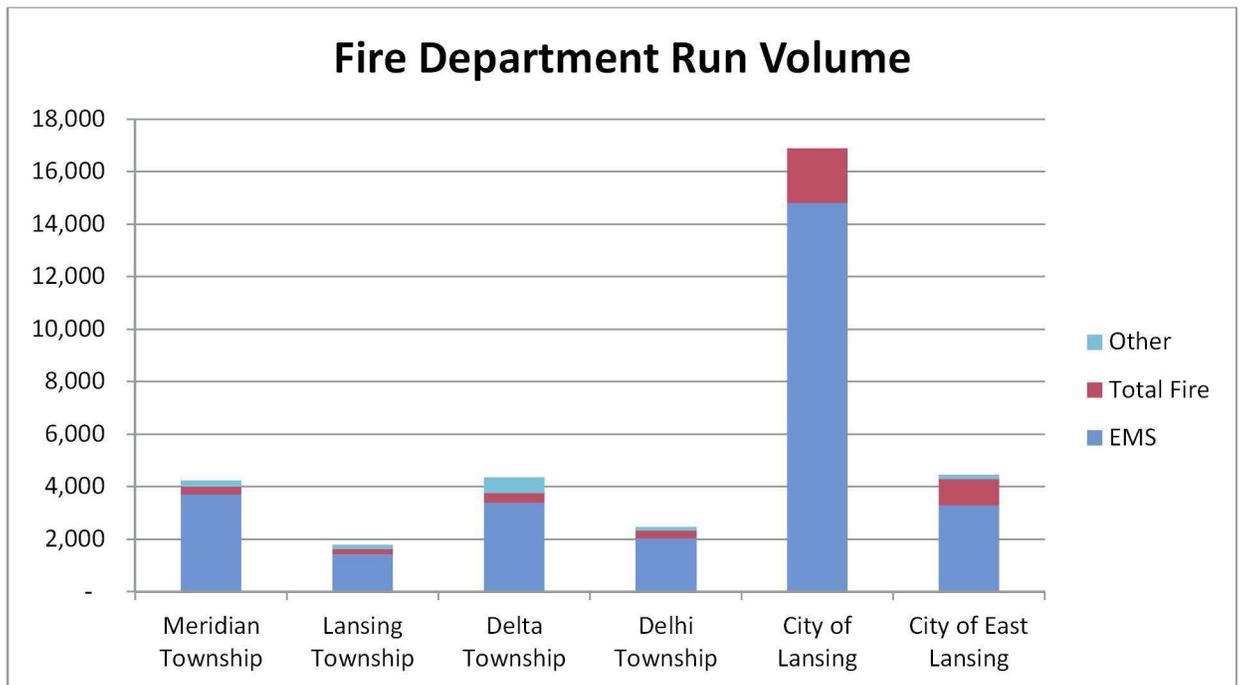
Some of the fire departments have several significant differences in their operations. Those noted during this project were:

- The two cities (Lansing and East Lansing) assign staff to equipment, such that staff do not respond to calls unless their equipment is needed. This can result in greater staffing levels.
- Four of the departments have three shifts of staff, although these shifts do not always follow the same schedules in regards to days on or off. The remaining two departments (Meridian Township and the City of Lansing) have two shifts. The departments agree that using three shifts is ideal for scheduling purposes.

These differences should be eliminated in order to achieve economies of scale and improved service levels.

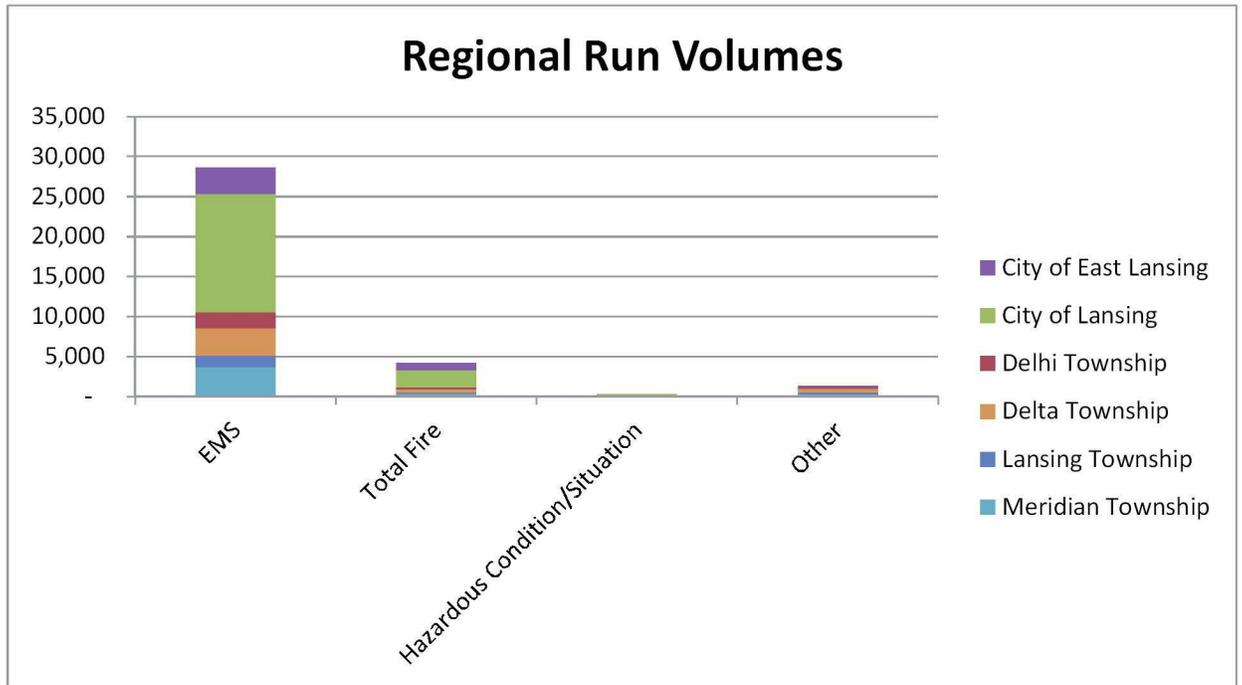
Operating Data

The following chart shows the number of runs, including both fire and EMS runs, for calendar year 2011, as provided by the Communities:



The City of Lansing has the highest run volume for both fire and EMS by a significant margin. The City of Lansing logged approximately 17,089 (or 49.5%) of the 34,528 total runs for the calendar year ended December 31, 2011. Note that these run volumes are used as a predictor of calendar year 2012 run volumes in Plante Moran's operational and financial analysis. The City of East Lansing, Delta Township and Meridian Township had nearly identical run volumes (4,455; 4,384 and 4,332, respectively). The City of Lansing had the highest number of fire runs (2,079) followed by the City of East Lansing (1,004). Combined, the two cities represented nearly 75% of the total fire runs.

The following chart shows the total regional run volumes by type with a breakdown by community:



Clearly, EMS run volumes outpace other run types by nearly 5:1.

The following table summarizes additional operating data regarding each fire department represented within the Communities:

Summary of Operating Data

Item	Meridian Township	Lansing Township	Delta Township	Delhi Township	City of Lansing	City of East Lansing	Total
Fire Dept. Staff	36	18	36	24	180	50	344
Staff per Thousand of Population	0.916	2.215	1.111	0.914	1.575	1.019	
Number of Stations	3	2	2	1	6	2	16
Number of Facilities	3	2	3	2	9	2	21
ISO Rating (1)	4	5	4/8	4	3	4	
Average Dept. Response Time** - Fire (minutes)	4 - 6 (3)	4	6.2	6.016	4 - 6	-*	
Average Dept. Response Time - EMS (minutes) (#) (2)	4 - 6	4	4.1	5.283	4 - 6	-*	

*East Lansing did not provide this data.

**Meridian Township, East Lansing and Lansing follow NFPA 1710⁽²⁾, Lansing Township, Delta Township, Delhi Township follow NFPA 1720⁽²⁾

(1) ISO has been the premier source of information about property and liability risk. ISO's statistical, actuarial, and underwriting information is a vital resource to insurers, government

regulators, and other companies and organizations. We include ISO ratings (generally speaking, lower ISO ratings indicate enhanced fire service) as an outside measure of fire department service levels since ISO’s standardized policy language is the foundation upon which many insurers build their coverage programs.

- (2) Response times are as reported by the Communities. Acceptable response times are stated within the National Fire Protection Association’s (NFPA) standards and influence ISO ratings. NFPA standard 1710 applies to fire protection and EMS services for stations only using full-time (also referred to as “career”) firefighters. NFPA 1720 applies to departments that also use paid-on-call, part-time, and volunteer firefighters. Acceptable response times for arriving on scene range from 4 to 15 minutes depending on whether the station is “career” or not, and whether the incident is in an urban, suburban, or rural area. The Communities’ response times are shown for informational purposes as a comparison to our recommended response time, which strives to retain the Communities’ current service levels and ISO ratings.
- (3) Meridian Township followed NFPA 1710 Standards in 2011, but began following NFPA 1720 Standards in 2012.

Staffing

Several of the Communities only have full-time (“career”) firefighters (the cities of Lansing and East Lansing), while others (the townships) also have paid-on-call, part-time, and/or volunteer firefighters. Staffing levels are highly dependent on run volumes and the numbers of stations, which explains the higher staffing level for the City of Lansing and the lower staffing level for Lansing Township. Delhi Township has the highest proportion of part-time firefighters, and also the greatest proportion of administration relative to its firefighters. Lansing Township has the lowest proportion of administration relative to its firefighters.

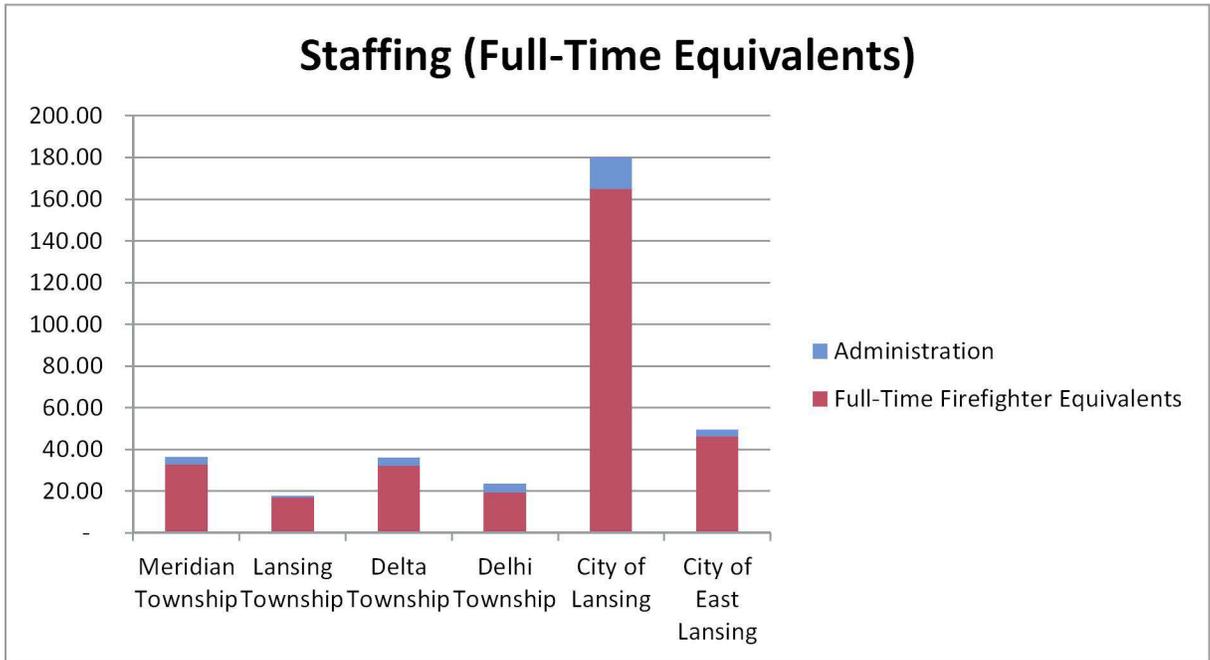
The following table summarizes the staffing models for each of the Communities:

Summary of Staffing Model

Item	Meridian Township	Lansing Township	Delta Township	Delhi Township	City of Lansing	City of East Lansing	Total
Administration	3.60	1.00	4.00	4.16	15.00	3.50	31.26
Full-Time Firefighters	31.00	14.00	30.00	13.50	165.00	46.00	299.00
Part-Time Firefighters (1)	<u>1.75</u>	<u>3.00</u>	<u>2.00</u>	<u>6.50</u>	<u>0.00</u>	<u>0.00</u>	<u>13.25</u>
Total staffing	36.35	18.00	36.00	23.66	180.00	49.50	343.51

Meridian Township and the City of Lansing utilize a two-shift schedule, while Lansing Township, Delta Township, Delhi Township, and the City of East Lansing utilize a three-shift schedule. These schedules are all based on 24-hour workdays, with patterns for the amount of consecutive days worked or not worked. Even with a similar number of shifts, the schedules for the Communities vary in the pattern of days that staff work, and also result in differences in the total number of hours worked per week for each community (ranging from 50.4 to 56 hours per week for full-time staff). The differences in these schedules have historically made it difficult to collaborate on training and prevent the Communities’ staff from covering each other’s shifts.

The following chart shows the total number of full-time equivalent staff by community:



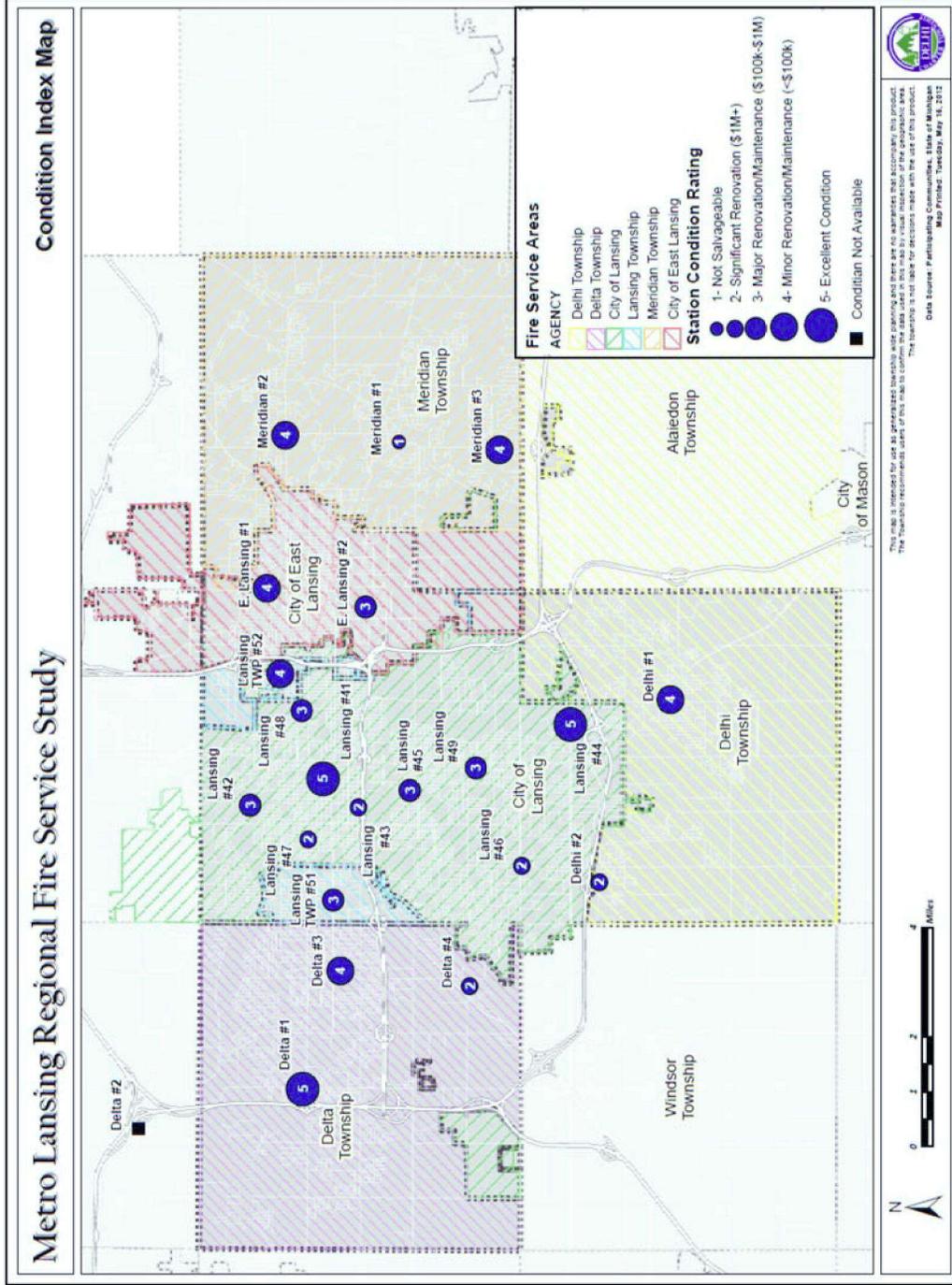
Full-time staff are each counted as 1 full-time equivalent. Part-time staff are each counted as 0.25 full-time equivalents, as is the practice for ISO standards and as verified by the Communities.

Facilities and Equipment

The map on the following page shows the locations and conditions of the Communities' facilities. The subsequent page lists the facilities and their conditions.

The conditions are categorized as to whether the facilities are in excellent condition, require various levels of renovation, or are not salvageable.

The Communities currently have a total of 21 open facilities. Of these 21, three are in excellent condition, seven need minor renovations (<\$100K each), 5 need major renovations (\$100K - \$1M each), three are in need of significant renovations (>\$1M each), one is not salvageable, one is the central garage, and one is the maintenance garage.



² Note that Delta #2 is outside of the service area of this Shared Public Services Initiative project.

Greater Lansing Area Communities
Facilities Condition Summary

Jurisdiction	Station	Address	Built	SF	Stories	Bays	Height	Bunks	Private	Condition Index*	Notes
Lansing	Central**	120 E. Shiawassee	N/A	60,952	2	4	12	17	Y	5	Remodeled 2008
	Two	2114 N. Grand River	1962	9,119	2	2	12	7	N	3	Mechanical issues
	Three	639 Hillsdale	1953	8,414	2	2	12	6	N	2	Currently closed
	Four	1435 Miller	2002	N/A	1	4	12	15	Y	5	Built for 15 people. Now only has 5
	Five	1821 Todd Street	1955	8,736	2	2	12	6	N	3	Currently closed
	Six	5135 Pleasant Grove	2001	9,119	1	3	14	11	Y	4	Needs Acoustical treatment in bays
	Seven	629 N. Jenison	1927	5,000	2	1	10	9	Y	2	Historical Building, Closed
	Eight	815 Marshall	1977	15,336	1	3	12	8	Y	3	Tech. Response Vehicle store here
	Nine	520 Glendale	1954	17,260	2	3	12	16	N	3	Mechanical work needed
Lansing	Training	3015 Alpha Access	1934	960*	2	2	12	0	N/A	2	Two buildings-not staffed FT
	Maintenance	3708 Pleasant Grove									
<i>*office and training areas only</i>											
East Lansing	Central	1700 Abbott	1977	18,000	1	5	12	9	N	4	Old boilers, roof leaks
	Two	MSU, Shaw Lane	1956	7,900	2	4	12	8	N	3	Heat from steam tunnels
Lansing Twp.	Central	3301 W. Michigan	1949	1,200	1	3	12	4	N	3	Next to Twp. Office
	Two	2701 Hopkins	1973	900	1	3	12	4	N	4	Neighborhood station
Delhi Twp.	Central	2074 Aurelius	1998	8,500	1	4	14	4	N	4	Too small for current staffing
	Two	6139 Bishop	1964	3,500	1	6	10	0	N/A	2	Used for storage only
Meridian Twp.	Central	2150 Clinton	1958	6,868	1	2	12	5	N	1	New Central on ballot in November
	Two	2140 Haslett	1995	6,984	1.5	2	12	4	N	4	Drainage issue behind station
	Three	3711 Okemos Rd	1992	10,489	1	3	14	5	1	4	Concrete repair needed in back
Delta Twp.	Central	811 North Canal	2003	20,000	1	6	14	10	Y	5	Well utilized and maintained
	Three	215 Snow Road	1999	15,000	1	3	14	10	N	4	Across from Waverly HS
	Four	Old Lansing Rd	1970	3,000	1	2	12	0	N	2	Used for storage only

*Condition Index

1. Not salvageable
2. Needs significant renovation (\$1M+)
3. Needs major renovation/maintenance (\$100K-\$1M)
4. Needs minor renovation/maintenance (<\$100K)
5. Excellent condition

**Central is both a station and a central garage

Clearly, there exists a broad range of attributes that comprise the facilities, including: square footage, configuration, and conditions. Lansing operates the majority of the facilities (nearly 50% of the total number). It should be noted that facilities with a Condition Index of 5 may still require minor maintenance. Regardless, as the Communities progress toward Phases 3 and 4, they should collectively evaluate possibly closing and/or combining various facilities as they begin to collaborate more.

The following table displays the types and amounts of equipment for each of the departments which are housed in the facilities identified above:

Equipment	Meridian Township	Lansing Township	Delta Township	Delhi Township	City of Lansing	City of East Lansing	Total
Engine	3	3	2	1	6	1	16
Quint		1	1			3	5
Rescue - Heavy	0	2	0.5	1	1	0.5	5
Rescue - Light					3		3
Ambulance	4	3	5	3	5	3	23
Ladders	1	0	1	1	2		5
Tanker	0	0	1	1			2
Command Vehicle	1	2	3	2	1	2	11
Brush Trucks			1	1	2		4
Staff Cars	5			2	13	4	24
Generators	3	5	5	4	6	2	25
Cascade Systems		1			2		3
Gator/ATV			1		2		3
HazMat			1		1	0.5	3
Air Truck/Trailer	1	1	0.5		1	1	5
Boats	1		1	1	4	1	8
USAR					1		1
MFR Response		4					4

The Communities' equipment varies in age, levels of standardization/customization, and condition, but can nonetheless be shared jointly. Over time, the Communities can replace obsolete equipment with new equipment based on agreed-upon standards. Plante Moran's estimates for future equipment levels and the resulting reductions in the full-consolidation scenario are shown in the Appendix.

Operating Costs

The following table provides overview financial data for each community.

Item	City of East Lansing	City of Lansing	Delhi Township	Delta Township	Lansing Township	Meridian Township	Total
Taxable Value (1)	\$937,697,440	\$2,662,792,292	\$737,412,758	\$1,260,770,269	\$292,482,849	\$1,625,442,000	\$7,516,597,608
Municipal Budget (2)	\$46,653,156	\$107,698,833	\$9,779,349	\$15,423,574	\$3,900,000	\$17,846,310	\$201,301,222
Fire Dept. Cost (3)	\$7,075,380	\$27,673,397	\$2,098,831	\$4,244,021	\$1,412,977	\$4,350,120	\$46,854,726

(1) Amounts provided by the Communities. Note, however, that these are not an exact indication of each community's total value. The Cities, for example, are home to many publicly owned buildings (such as the State Capitol and Michigan State University), which do not have a taxable value. This data is for informational purposes only.

(2) Amounts provided by the Communities. Note that these may differ from each other for a variety of factors. This data is for informational purposes only.

(3) Amounts provided by the Communities, based on budgets for the 2012 fiscal year.

Legacy Costs

The following table displays the Communities' current budgeted amounts for legacy costs (pension and other post-employment benefits), for informational purposes only.

	Meridian Township	Lansing Township	Delta Township	Delhi Township	City of Lansing	City of East Lansing	Total
Annual pension contribution	\$696,260	\$73,125	\$194,707	\$-	\$3,927,044	\$1,077,069	\$5,968,205
Annual Other Post-Employment Benefits (OPEB) contribution	<u>\$92,426</u>	<u>\$65,595</u>	<u>\$245,000</u>	<u>\$71,000</u>	<u>\$4,672,020</u>	<u>\$525,173</u>	<u>\$5,671,214</u>
Total	\$788,686	\$138,720	\$439,707	\$71,000	\$8,599,064	\$1,602,242	\$11,639,419

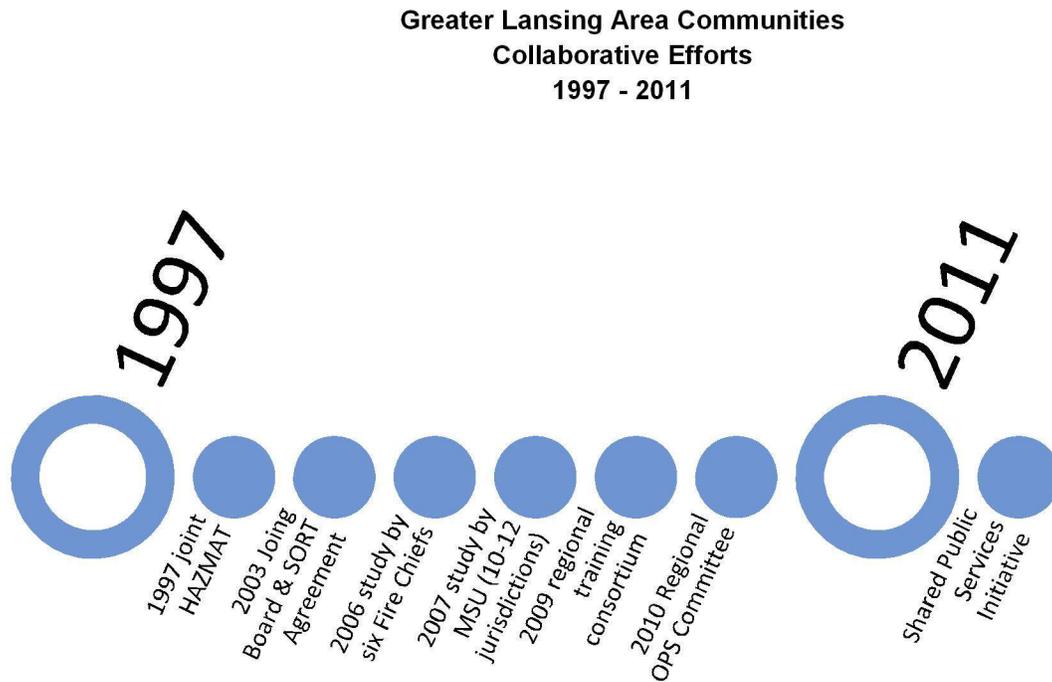
For purposes of this study, current legacy costs related to retiree benefits are not factored into any future state operational or financial analysis. The premise, as preferred by the Steering Committee, is that all current legacy costs will remain with their respective communities and will not be transferred as part of any merger activity. However, benefits costs are incorporated into future state modeling for proposed employees based on the current percentage of benefits to salaries costs as provided by the Communities.

Further, the recent enactment of Public Act 152 (of 2011) limits the amount that public entities can pay for legacy costs, which would further reduce an authority's estimated future expenses. We would assume that the authority would pay 80% of the current costs for medical benefit plans (within the "80/20 Rule") and 10% of base salary for pension plan contributions [in order to qualify for Economic Vitality Incentive Program ("EVIP") payments, as established by Public Act 63 of 2011]. This also assumes that the cities would begin contributing to Social Security, as they are currently exempt.

History of Collaboration

The Communities have a history of collaboration in the area of fire services. Ingham County currently provides dispatch services to all fire departments with the exception of Delta Township, which currently receives its dispatch from Eaton County. Recently, the City of Lansing and the City of East Lansing began using one Chief for the two communities. The fire departments currently also work together in the areas of training (e.g. EMS and Metro Training Consortiums), mutual aid for structure fires, and specialized training/services such as Hazmat. The City of East Lansing and Meridian Township collaborate on purchasing and grants, and Delta Township and Lansing Township have automatic mutual aid with each other although it is limited in scope. Further, the City of Lansing and Delta Township have automatic mutual aid for the Capital Region International Airport and General Motor's facilities.

The following represents a historical perspective on collaboration between fire departments within the region.



Previous Studies and Results

As noted in previous studies, several reasons have driven collaborative efforts among various members of the Communities including:

- Logistics and proximity
- Existing relationships
- Joint teams (RRT, HAZMAT, Special OPS, EMS)
- Unfilled positions (Training/Joint Teams)
- Common budget challenges

In 2006, the area Fire Chiefs completed a study to address six topical areas:

- Operations
- Personnel
- Budget and Promotional Issues
- Prevention
- Training
- Maintenance and Apparatus

In 2006-2007 an MSU study was commissioned to conduct more detailed analysis and the scope was expanded to include 10-12 jurisdictions. This study advised against full consolidation. Instead, it suggested a focus on training (LCC) and joint purchasing (MSU). In 2009 a training group became operational through LCC.

In May 2010 at a Regional OPS Committee meeting the Chiefs discussed Meridian and East Lansing Fire Department training proposal. The parties agreed timing was right to meet with Lansing Township and Delta Township Fire Departments. In addition, union leadership was invited. Subsequent meetings and phone conferences (IFD/SMCO) resulted in information gathering.

All efforts have led to greater collaboration* including:

- Joint Med Unit Purchasing
- Equipment Purchasing
- Coordinated Training Calendars
- Shared Training Resources
- Coordinated Training Budgets/Sites

*Modest budget impact overall. Training progress has been affected by retirements as of July 2010.

III. Operational Case for Collaboration/Consolidation

A key driver of this study is the current state of the economy in Michigan and current challenges experienced within the fire departments participating in the study. However, it is critical to note that collaboration and/or consolidation offer potential opportunities for improved service that should also motivate this process, especially since technological opportunities on the horizon will require economies of scale similar to those that have motivated and driven regional, consolidated dispatch. Each community participating in the study is at a different stage of evolution with regard to current fire department service levels, operating philosophy, availability of paid on call resources, migration to full-time or shift staffing, level of fire department investment, etc. These differences in operating philosophy and fire department financial resources (e.g. budgets) causes a challenge in balancing the cost versus service level trade-offs inherent in providing fire service.

The overall economic picture for the State of Michigan is in question. Property values have fallen significantly since their peak in 2006-2007 resulting in severe revenue reductions throughout local governments such as those represented by the Communities. The financial pressures hammering cities like Detroit and Flint, including falling property values and cutbacks in state revenue sharing, are undercutting municipalities throughout Michigan; large and small, urban and rural, homogeneous and diverse.

It is inevitable that the demands for fire and EMS service throughout the Communities will continue to increase in the region and financial pressures will continue for the foreseeable future. Therefore, it is in the best interest of the Communities to determine how regional collaboration can help better utilize scarce resources and maintain, or even improve, service levels. Regional collaboration should include interim steps leading up to a strong consideration for full consolidation of all six fire departments.

The fundamental question to be answered by this project is whether the Communities are better off by joining forces and providing combined services across the region or by maintaining separate fire departments subject to the continuing challenges of diminishing municipal and personnel resources. The majority of Steering Committee members believe that increased regional collaboration can have a net positive effect for the area. However, there is no consensus on what level of collaboration to pursue (i.e., working together more while maintaining separate departments versus full consolidation of all six fire departments). The Community Sponsors generally believe that the fire service is better off through increased collaboration between departments as a means to preserve and enhance the current level of service offered each community. This is evident in the current collaborative efforts the fire chiefs and other fire department representatives are spearheading. With the pursuit of a single department, differences arise in the pursuit of the basic service levels for each community and related costs to provide a particular level of service (e.g., usage of part-time personnel).

Overall, a phased approach makes the most sense. There should be a decision point at the end of each phase to determine if there is merit to the next phase. The following are the recommended phases.

- Phase 1: Establish Formal Platform for Collaboration
- Phase 2: Expand Collaboration
- Phase 3: Intermediate Collaboration/Consolidation
- Phase 4: Final Collaboration/Consolidation

Each phase is described in detail in the following section. The scenarios created for the financial feasibility assume full consolidation in Phase 4.

Phased Approach

Phase 1: Establish Platform for Collaboration (Year 1)

The intent of this phase is to provide a platform for regional collaboration among all six communities. This phase will build upon and formalize much of the regional collaboration that has already taken place. There are many low cost options for the communities to pursue enhanced collaboration, which may benefit the region as a whole, including but not limited to the following:

- Automatic Mutual Aid. The concept of this type of agreement is to provide centralized dispatchers the discretion to send the necessary, appropriate, available, closest fire/EMS resources without the need to obtain fire/EMS administrative approvals if borders are crossed. With immediate dispatch of particular types of incidents, other fire departments will arrive on-scene more quickly and assist with fire suppression operations to minimize overall fire loss. We suggest crafting an automatic mutual aid agreement between the six Communities as a first step to increased collaboration.
- Legal Agreement. We recommend the Communities develop and execute an agreement to solidify expectations and demonstrate a commitment toward consolidation. The agreement should minimally include:
 - Participation definition.
 - Committee representation and purview.
 - Budgetary process for collaborative effort.
 - Initial collaborative service provisions (automatic mutual aid and perhaps other services).
 - Procedure for modifying agreement to establish Authority.
 - Termination/withdrawal rights/process.

A draft agreement is an important first step and should be rolled out with the implementation plan. Such an agreement would form the basis upon which future agreements could be built.

- Collaboration Committee. Create a Collaboration Committee ("Committee") to administer the agreement between the Communities. The Committee will consist of 12 members as follows:
 - Manager/supervisor from each participating community.
 - The Committee will select two members from the community (preferably one from the cities and one from the townships) to serve two year terms.
 - The Committee will select two fire chiefs (preferably one from the cities and one from the townships) to serve two year terms.
 - The Committee will select two firefighter representatives (preferably one from the cities and one from the townships) to serve two year terms.

Responsibilities of the Collaboration Committee will be the following:

- Set standards for schedules, equipment, policies/procedures.
- Establish a procurement cooperative.
- Recommend additional services to be shared.

- Establish fees for shared services.
- Make recommendations regarding modifications to Collaborative Agreement to enable Authority.
- Handle budgeting
- Conduct long range planning

The Collaboration Committee will institutionalize Phases 1 and 2 of the cooperative effort and transition into an authority board once the Interlocal Agreement is modified in Phase 2 or Phase 3 to create a separate legal entity.

- The implementation plan developed for this project phase should depict the activities that the departments can work together on to achieve additional standardization, economies of scale, etc. in fire department operations to improve service levels to the region. The final implementation item in Phase 1 is a go/no-go decision regarding expansion of the collaboration.
- The projected economic benefit of establishing a platform for collaboration is nominal; however, it is a necessary first step toward greater savings. Most importantly, a platform for regional collaboration sets the stage for future collaboration and consolidation.
- Standardized meeting schedule between Chiefs to share best practices.

Phase 1 addresses many things the fire departments can do to work better together in the near term. The items identified for enhanced collaboration do not require significant economic resources and likely can be accomplished through additional collaborative efforts between departments, such as regular administration meetings and agreement on standardized policies, procedures, equipment and purchasing requirements. What this phase of the implementation process does require is the time and dedication of existing fire department resources to accomplish each task. This implementation phase is considered a good continuous improvement approach for the region.

Achieving consensus is vital to the success of Phase 1 and continuation to Phase 2. Phase 1 consists of evaluating and implementing the above items, considered either individually or collectively, that could increase the level of cooperation within the region, while each community maintains its individual fire department. These are viable improvements in service with minimal increases in costs to the communities. We did not model these individual options in detail because we felt they needed to be considered collectively to determine the overall benefit to region. Overall, the Steering Committee expressed a strong interest in a phased approach and this first step builds a strong foundation for later phases because it is a means to ease into to concept of consolidation, and promote increased cooperation in the region as a first step. The group felt strongly that based upon completion of this project phase, the Communities would be better prepared to make an educated decision regarding the merits, benefits and risks of regional consolidation. The final implementation item in Phase 1 is a determination by each community whether they would like to proceed to Phase 2.

Phase 2: Expand Collaboration (Year 2)

Plante Moran recommends the Communities consider expansion of the collaboration initiated in Phase 1. This expansion would include increased standardization between departments; currently each department operates under their own policies and procedures, schedules, equipment specifications, maintenance and training programs. The quality of these programs vary from department to department, so there is an interest in combining forces to develop improved and standardized procedures and specifications based upon the “best of breed” concept from each department to increase overall quality and consistency of fire department operations in the region. Items targeted for standardization include:

- Standardized policies and procedures.
- Standardized schedules. All Communities adopt a three shift schedule.
- Standardized equipment specifications.
- Standardized training programs and coordinated training.
- Standardized fire prevention, inspections and public education programs.
- Shared resources for administration, inspections, etc.
 - policies and procedures,
 - schedules,
 - equipment specifications,
 - vehicle/equipment maintenance,
 - training programs and
 - possibly human resource practices and procedures.
- Joint purchasing arrangements. Once increased standardization in equipment, operations and training are achieved, the six individual fire departments will be ready to embark upon combined purchasing to achieve some volume discounts in purchasing. Today, with the exception of joint purchasing between the City of East Lansing and Meridian Township, each department operates independently and they have collaborated little on the purchasing front because of differences in operating preferences and specifications. With increased standardization we expect that approximately 5-10% can be saved on equipment, operating, and training purchases for the Communities. We suggest investigating the Michigan Inter-Governmental Trade Network (www.mitn.info) as one procurement option, which is a collaborative bid service available to all municipalities in the State.
- Scenario Review. At this juncture, the Communities should consider and conclude on consolidation scenarios for Phase 3. Some of these considerations should include:
 - Merger scenarios (several are presented in the next section relative to Phase 3).
 - Establishing a Regional Fire/EMS Authority (“Authority”)
 - The Communities should strongly consider this option during Phase 2 and possibly even setup the Authority during this phase.
 - One option is separation of the provision of fire services from the provision of EMS services. Separating the provision of fire services from EMS services would likely incur a higher cost structure than is currently in place within the Communities, due to the inability to use the same resources for both functions. This is likely not a viable option.
 - Another option is to contract with a private ambulance company that could provide high-quality, fast response advanced life support (ALS) service to all communities within the region; this option would depend highly on receiving satisfactory response times from a private ambulance company.
 - The Communities should formalize a governance structure and model as part of this activity. The key components of an appropriate governance structure should include an Authority Board. Further information is provided in Section IV.
- The Communities should determine how to achieve a maximum community-wide Insurance Services Office (ISO) rating of 4, which could save the citizens a significant amount of money in insurance premium dollars. The model used for this study aims for this outcome.

- Consolidated Dispatch. In order to achieve full consolidation, combined fire dispatch would be required. With the exception of Delta Township, the Communities operate on the same dispatch system, which is provided by Ingham County. Delta Township's dispatch system is provided by Eaton County, in which it is located. However, a patch has been established for Delta Township to be informed of calls within Ingham County. As the collaborative process develops, consideration should be given to the benefits of making Ingham Central Dispatch the secondary public safety answering point (PSAP) for all fire/EMS calls in Delta Township.
- Standardized and possible shared fire prevention, inspections and public education programs. Each department handles fire prevention, inspections and public education programs differently. The frequency of inspections varies between the communities. Best fire practices indicate that regular and routine fire inspections are the best way to prevent fire loss in a community. There is an interest by the communities to join forces to establish consistent and improved fire prevention programs and standards based upon the "best of breed" concept from each department to increase overall quality and consistency of fire prevention operations in the region. As a result, the communities may wish to consider sharing Fire Marshal or Fire Inspector resources to accomplish these tasks on a routine basis.
- Service levels currently vary among the communities, as indicated by their various ISO ratings. A significant contributor to service levels is response times. Acceptable response times are stated within the National Fire Protection Association's (NFPA) standards. Acceptable response times for arriving on scene range from four to 15 minutes depending on whether the station is using only full-time firefighters or not, and whether the incident is in an urban, suburban, or rural area. Our recommended response time, which strives to retain the Communities' current service levels and ISO ratings, is based on a response time of five minutes, assuming that vehicles will travel at 30 miles per hour on average.
- The projected economic benefit of expanding collaboration is nominal; however, it is a necessary first step toward greater savings. Most importantly, expanding collaboration sets the stage for future collaboration and consolidation.

Phase 3: Intermediate Collaboration/Consolidation (Years 3-5)

This phase represents the first step involving actual merging of two or more fire departments among the Communities. This phase represents the bridge between increased collaboration and full consolidation. A decision for full consolidation would not be reached until the results of intermediate collaboration and consolidation are known.

Consolidation Scenarios

Given there are six communities involved in this study, there are numerous combinations to consider for intermediate consolidation. Plante Moran considered many of these scenarios in its analysis and concluded that the following represented the best scenarios for the Communities to consider. The scenario numbers do not indicate any preference toward which scenario the Communities may wish to choose.

Scenario 1: City of East Lansing and Meridian Township

- Reasons for choosing this scenario:
 - Geographic vicinity
 - Amount of cooperation currently:
 - Involvement in Metro Emergency Response Team
 - Meridian and East Lansing work together to staff Michigan State University events
 - May represent a less onerous "pilot" versus an intermediate merger involving City of Lansing and other communities

- Potential gains

- Harmonize schedules and staffing model to reduce overtime expenses
- Closure of facility that is in need of replacement
- Estimated savings of \$1.02M to \$1.48M in the long-term

Note: The short- and long-term annual savings for the City of East Lansing and Meridian Township is greater than the short- and long-term annual savings projected for these two communities if all of the Communities combined. This is because the consolidation of the City of East Lansing and Meridian Township would result in an insignificant change in staffing levels, but an increase in staffing (approximately 21 FTEs) would result for these two communities in the event of a consolidation of all the Communities. Under the scenario of consolidating only the City of East Lansing and Meridian Township, where the results of calculations for staffing levels showed greater amounts than what the two departments already had, the current amount of staffing was used.

Scenario 2: City of Lansing, Lansing Township, and City of East Lansing

- Reasons for choosing this scenario:

- Current sharing of Chief, who is currently working on harmonizing policies and procedures
- Geographic vicinity; including Lansing Township's noncontiguous areas around the City of Lansing
- Would represent a major step toward possible full consolidation; more risk but more potential reward

- Potential gains

- Harmonize schedules and staffing model to reduce overtime expenses, with eventual decreases in staffing through attrition
- Closure of facilities that do not add to the Greater Lansing Area's coverage
- Estimated savings of \$9.82M to \$10.79M in the long-term (see the Note following "Phase 4: Full consolidation of all departments")

Other Collaboration Scenarios

- Joint Administration and/or increased administration communication and collaboration of best practices. The concept of joint administration across the region was identified and evaluated as part of this project. There may be some interest among the Communities to further explore this scenario. In pursuing increased collaboration across the region, we recommend increasing the fire department frequency and nature of communications across the region. This can minimally be established through a standing meeting structure and potentially on a maximum basis through a contract for joint fire administration. The communities should explore these concepts further to identify the benefits across the region for such action.

- The premise of this scenario is sharing administrative resources across all departments to reduce the overall administrative cost structure.
- A compelling reason to move in such direction would be to achieve the greater benefits of consolidation.
- The benefits of such scenario, includes the following:
 - Increased standardization across the region
 - Ability to implement changes within the fire service on a region-wide basis
 - Full-time administrative coverage for the Communities
 - Potential to achieve fire department cost reductions through further standardization of

equipment and operations

Phase 4: Final Collaboration/Consolidation (Years 6-7)

Phase 4 consists of a plan to move forward with final collaboration/consolidation between all fire departments in the region. Much of our detailed analysis was framed around this concept based upon the direction of the Steering Committee and Community Sponsors during our series of meetings. Members of the Steering Committee and Community Sponsors also felt strongly that full consolidation should be a consideration. Thus, Plante Moran created a scenario for full consolidation as part of the financial feasibility.

Assumptions

The following list represents the assumptions regarding full consolidation, which were used to develop the financial feasibility:

- Combining departments and providing 24 x 7 coverage at all designated fire stations. The full consolidation would need to at least maintain current service levels through station manpower, service response times, and medical response capabilities.
- Distributes equipment among stations; no additional equipment needs to be purchased.
- The 911 Consolidated Dispatch Center would provide all dispatch services.
- Consolidates administrative overhead cost for items such as Human Resources, IT, Payroll, etc.
- Fire Marshal to complete fire inspections on all buildings in the region.
- Enhances fire protection coverage by multiple stations immediately responding to fire calls within a larger jurisdiction to help prevent fire loss.
- The related economic benefit of consolidating fire and EMS operations across the Communities is the reduction of costs for these services, which can be passed to the taxpayers through either reduced property taxes or an increase in other services provided by the Communities (such as economic planning and development).
- Other scenarios may also be available to the Communities. It is possible for the Communities to change some of the assumptions used in our analysis on either a regional or community-specific basis to model different operating environments that still achieve some service level benefits (for example, 24x7 staffing in some versus all stations). Having the Authority contract with certain administrative (e.g., accounting, human resources, etc.) and possibly fire labor may also be considered.

Facility Plan

The 21 open facilities include one training, one maintenance and two storage facilities. The Communities could utilize current stations and central garage for training, maintenance, and storage, and thus should consider closing these four facilities. In addition, in order to minimize facilities costs while maintaining coverage for the area, we also recommend the Communities consider closing the one station that is not salvageable and the three stations that are in need of renovations in excess of \$1M by the end of Phase 3. By the end of Phase 4, we recommend the Communities consider closing only one additional station that is currently in need of minor renovation (<\$100K), for a total of nine potential facilities closed. The Communities will need to consider the amount of equipment on hand and the placement of that equipment before concluding on closing stations.

For any maintenance and renovations on those facilities that are expected to remain open, we recommend that the Communities consider expected future changes in run volumes due to the closure of nearby facilities, shifts of coverage areas to nearby facilities, and any potential impacts from the use of automatic mutual aid.

Note that the same facility plans would apply for the two merger scenarios described in Phase 3 for those communities represented as follows:

Phase 3 –Scenario 1: City of East Lansing and Meridian Township merger

Phase 3 –Scenario 2: City of East Lansing, City of Lansing and Meridian Township merger

A facility plan was also considered for Phase 4 under a full consolidation scenario.

Plante Moran prepared a hypothetical model for a facilities plan for each scenario. The hypothetical model assumes certain options relative to facility closures. Plante Moran does not recommend any specific closures at this time, rather, the closing of some facilities should be considered in any future scenarios evaluated by the Communities. There are a host of legal, political, and other factors that could affect the feasibility of any specific facility plan and related closures.

Benefits of a Phased Approach

Some additional benefits that may be experienced through this increased collaboration arrangement are the following:

- Ability to respond to fire calls outside of current municipal boundary limits further decreases response times and ensures that the closest fire station responds to each emergency call.
- Decreased fire loss for the Communities through the following:
 - Decreased response times,
 - Increased ability to provide the required manpower on-scene to fight structure fires
 - Regular fire inspections and re-inspections.
- Increased opportunities to meet best practice and community requirements for paid on call/volunteer fire departments. As the departments work better together and strive to meet firefighting industry best practices and community expectations, they should decrease their internal liability and enhance their operations in the following areas:
 - Health and safety of the public and firefighters
 - Incident management
 - Training
 - Communications
 - Pre-incident planning
- Provides for immediate ALS services in each community with decreased response times and increased medical support.
- Increased department size makes the department a more attractive employer in this area and helps to maintain appropriate number of qualified fire and emergency medical personnel.
 - Increased advancement opportunities for staff will decrease turnover to large full-time departments.
 - Departments will no longer compete against one another for the same resources in a limited pool of available resources.
- Increased knowledge and depth of administrative resources to apply best practices to the department.
- Decreased ISO ratings for some communities may decrease local citizen fire insurance premiums (residential and commercial).
- Increased ability to meet best practice and community fire operations guidelines for addressing internal strategic issues involving:
 - Organization
 - Operations
 - Deployment
- Larger department will achieve economies of scale in equipment and operating expenditures and can expect to receive a reduction of approximately 5-10% on current expenditures by working as one unit rather than six separate departments.

- A phased approach is the only approach that blends full consideration to the four core values that should be considered when any consolidation or transfer of function is considered:
 - Realization of cost savings, containment and/or stability
 - Provision of service improvement or maintenance
 - Promotion of organizational stability and
 - Minimization of the losses in control
- Fire department consolidation provides the communities with a long-term cost containment and service preservation or enhancement strategy to ensure provision of high or even higher quality fire service during these difficult economic times.

IV. Governance

Authority Board

The Collaboration Committee institutionalized in Phase 1 of the cooperative effort will transition into an Authority Board once the Interlocal Agreement is modified in Phase 2 or Phase 3 to create a separate legal entity.

Legal Options

The three most common legal options for providing regional fire service are as follows:

- Public Act 7 of 1967 (Urban Cooperation Act) [MCL 124.501 et seq]
- Public Act 57 of 1988 (Emergency Services Act) [MCL 124.601 et seq]
- Public Act of 35 of 1951 (Intergovernmental Contracts Act) [MCL 124.1 et seq]

Urban Cooperation Act

The Urban Cooperation Act allows for each public agency that has the power to exercise specific power separately, to also exercise that power together. This joint exercise of power must be executed through a contract between the units of government. Other features of this governance option include:

- Parties may agree to revenue sharing, given the following:
 - Specific property description on which taxes will be shared
 - Duration of the contract agreement
 - Formula for calculating revenue sharing
 - Method/schedule of distribution of revenues
- This option must be approved by the majority of the legislative body of each governmental unit
- Must hold at least one public hearing prior to approving
- Agreement is subject to referendum by the voters
 - Petition signed by 8% of electors voting in last general election
 - Within 45 days of meeting at which agreement was approved
- Participating governmental units may create a separate entity to administer the agreement
 - Each party appoints a “member” removable by the appointing party
 - Creating an “Authority”, “Board”, “Commission”, etc. is defined by the contract
- The administrative body has the following powers/constraints:
 - May not levy taxes
 - May issue bonds under very limited circumstances
 - May not obligate participating governments (indebt) unless expressly authorized by them
 - Upon dissolution, property and debts of entity become property and debts of participating governments
- Employee rights under the Urban Cooperation Act include:

- Employees who are qualified and necessary shall be transferred and appointed to the new political subdivision as employees subject to wages and benefits that are comparable or better.
- Employees shall be given seniority credits and sick leave, vacation, insurance, and pension credits in accordance with the records or labor agreements from the acquired system.
- Members and beneficiaries of any pension, retirement or benefit system established by the acquired system shall continue to have comparable rights, privileges, benefits, obligations and status with respect to such established system.
- The political subdivision that receives the transferred employees assume the obligations of any transfer system acquired by it with regard to wages, salaries, hours, working conditions, sick leave, health and welfare, and pension or retirement provisions for employees.
- Some agreements that involve state funding need to be approved by the Governor.

Emergency Services Act

The Emergency Services Act allows for counties, cities, villages and townships to form a joint emergency services authority, which includes providing joint fire service. This Authority is a body corporate with the power to enter contracts and levy taxes subject to voter approval. Other features of this governance option include:

- Parties must adopt Articles of Incorporation, including:
 - Name and purpose of incorporating municipalities
 - Power, duties and limits of authority
 - Method for selecting governing body, officers and employees
- Each municipality must adopt articles of incorporation by a majority vote of each legislative body
- Authority's jurisdiction is the total jurisdiction of adopting municipalities
- Registered electors in a jurisdiction (5% or more) may petition to cause a vote to occur on the question of joining such an authority
- New municipalities may join an existing authority by adopting articles of incorporation
- Municipality may withdraw from authority by Board resolution
 - Still liable for share of debt while part of authority
 - Residents will still be subject to authority tax if it exists
- Authority tax levy cannot exceed 20 mills for a certain period (number of years)
- Must file a copy of Authority Board resolution to hold election with clerk of each participating municipality not less than 60 days prior to election
- Cannot have more than one tax election per year
- If a special election, cost must be paid by the authority
- Individual municipalities may levy their own tax and appropriate, grant, or contribute the proceeds of the tax to the authority for the purposes of this act. The tax must be within charter, statutory, and constitutional limitations.
- Employee rights under the Emergency Services Act include:

- Authority is bound by existing labor agreements from incorporating municipalities for the remainder of the term of the labor agreement.
- Employees transferred shall be given comparable positions, maintain seniority and all benefit rights.
- The members and beneficiaries of any pension or retirement system or other benefits established by a municipal emergency service which is transferred to an authority shall have the same rights, privileges, benefits, obligations, and status with respect to the comparable systems established by the authority.
- Employees may be laid off, but must be placed on laid off status and rehired if similar job becomes available within 3 years.
- Authority shall determine the number of positions necessary and is not required to maintain unnecessary positions.

Intergovernmental Agreement Act

- Municipalities may contract with each other to perform jointly or for one another a service each could perform individually.
- No provision to create a separate entity, except for insurance pools.

Advantages and Disadvantages

	Urban Cooperation Act	Emergency Services Act	Intergovernmental Contracts Act
<u>Advantages</u>	<ul style="list-style-type: none"> ■ Easier to dissolve, if required (could also be a disadvantage) ■ May create separate legal or administrative entity to execute the agreement ■ Can have dedicated millage but only through the separate votes of each participating municipality 	<ul style="list-style-type: none"> ■ Able to remove the fire service from the “books” of the municipality, creating additional millage capacity if needed in the future ■ Can levy taxes with one vote of the people in the entire jurisdiction ■ Able to define governance representation and process through the Articles of Incorporation, in accordance with the expectations of the participating communities 	<ul style="list-style-type: none"> ■ Easiest to establish—just need two parties to sign a contract. ■ Good method for establishing a trial period for joint service provision to “ease into” the concept of an Authority
<u>Disadvantages</u>	<ul style="list-style-type: none"> ■ Does not have the ability to levy taxes independently ■ Funding tied to individual Township or Village budgets ■ Fire service still competes for funding with other municipal services ■ May require at least one member on board per participating community 	<ul style="list-style-type: none"> ■ More difficult to dissolve, if required (could also be an advantage) ■ Levy of one millage across entire jurisdiction (with voter approval) may result in additional millage requirements for one or more participating communities 	<ul style="list-style-type: none"> ■ No separate entity status. ■ Can’t employ personnel or purchase property. ■ Totally dependent on budgets of participating public entities ■ No separate identity

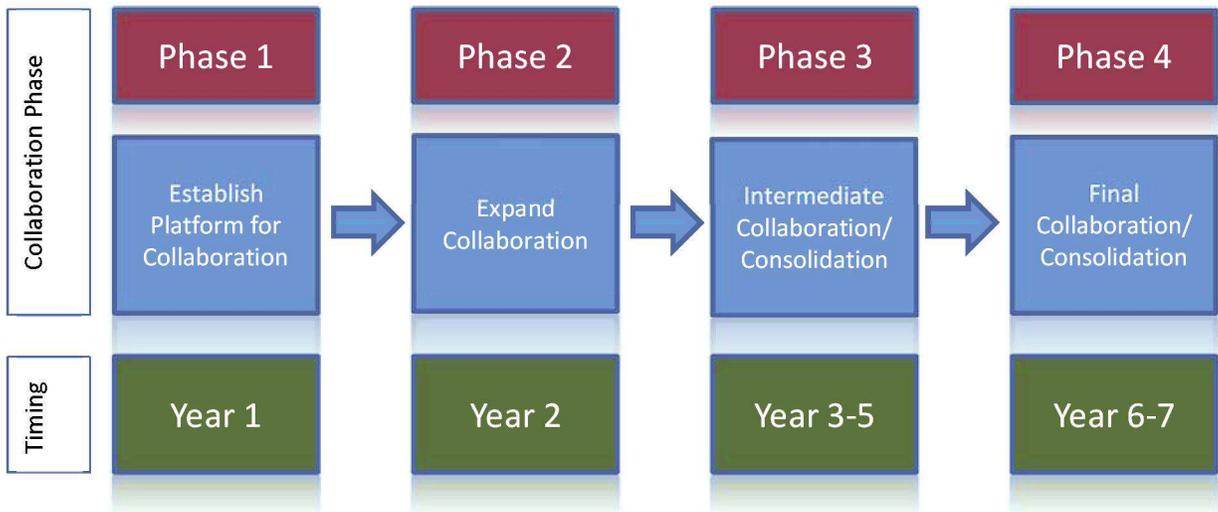
V. Financial Feasibility

To the basic financial question of whether consolidation presents the opportunity for substantial financial savings to the local units Plante Moran answers, “yes.” Based on our analysis of current operations and a reasonable resolution of labor, staffing, facilities, equipment, and governance assumptions, Plante Moran estimates an annual aggregate savings range of between \$4 million and \$8 million dollars while maintaining industry service standards.

The basis of Plante Moran’s financial feasibility range is one model for full consolidation based on current costs and industry standard. As noted previously this model is not a recommendation and is dependent on a host of assumptions that would require future analysis and decision making.

The model serves one purpose: to test whether consolidation can realize potential significant savings so that the communities can decide whether to proceed to Phase 2 which Plane Moran recommends. Before any consolidation in Phase 3 or Phase 4 is under taken, Plante Moran recommends the creation of a cost analysis similar to that created in the hypothetical model. Such an undertaking is only feasible when the collaborative governance board has settled on the appropriate labor, staffing facilities, and equipment assumptions.

Plante Moran prepared a financial analysis that is separated into the aforementioned phases in order to clearly set the expectations for the Communities.



The projected annual savings in each of the scenarios below primarily relate to savings in labor, facilities, and equipment costs through reductions of each of these. As part of their ongoing operations, the Communities will also need to make additional investments in those facilities that will remain open. These costs are described above in the “Operational Analysis.” These costs are necessary regardless of whether the Communities choose to consolidate their operations, and were therefore left out of the financial analyses provided below, as not to incorrectly skew the total projected annual savings.

Financial Feasibility Methodology

Reasonable assumptions were used to calculate financial feasibility. These assumptions are stated in the Appendices. Plante Moran’s methodology for conducting financial feasibility, which has been utilized on numerous similar engagements, included the following steps:

- Data collection, validation and normalization. This step included both operational and financial data. It is vitally important to providing reasonable financial feasibility analysis.
- Identification of reasonable standards. Reasonable standards were established for equipment, depreciation, service levels, schedules, staffing, etc. which formed the basis for the assumptions used in our model.
- Establishment of reasonable facilities plan. Based on consolidated coverage areas, locations of existing facilities and the condition of those facilities, a facilities plan was established for each scenario.
- Establishment of reasonable staffing levels. Based on anticipated run volumes for each facility in the facilities plan, we referred to guidance from IFSTA Manuals to determine firefighter staffing levels by facility. Administrative staffing levels were established based on experience.
- Establishment of equipment levels. Based on anticipated run volumes for each facility in the facilities plan, we determined equipment levels based on experience.
- Using the levels established in the previous steps and reasonable assumptions regarding labor and other costs, we ran financial analyses to determine projected annual savings under each scenario for Phases 3 and 4.

Phases 1 and 2: Establish Platform for Collaboration and Expand Collaboration

Phases 1 and 2 are recommended to take place within the first two years of implementation. As described above, they are intended to establish a platform for collaboration and expanding collaboration, respectively. These phases seek to establish an implementation plan, standardize policies and procedures, and share some resources for activities such as maintenance and training. As such, the annual savings realized from these activities would not be significant in comparison to the total projected annual savings from partial or full consolidation. Any savings within the first two years of operations would result from savings realized through such activities as joint equipment purchases or trainings, and would be expected to realize a nominal savings of 5-10% of the current costs for those activities. On the other hand, it is expected that the Communities may need to spend up to \$300K in planning, legal, accounting and administrative costs during the first two years of implementation in order to draft governance agreements and establish and implement plans and programs for consolidation. In addition, the Communities' Chiefs and other personnel would need to spend time fulfilling the steps of the implementation plan, which is an expenditure of resources but not necessarily funding. As such, internal resource costs are not factored into costs of consolidation.

Phase 3: Intermediate Collaboration/Consolidation

As described in the “Operational Analysis” above, the Communities may decide to begin implementing joint operations through the collaboration/consolidation of several departments at a time. The following two scenarios were considered, given the reasons mentioned previously.

- Scenario 1: City of East Lansing and Meridian Township
- Scenario 2: City of Lansing, Lansing Township and City of East Lansing

Calculated annual expenditures are based on staffing and equipment amounts, labor costs by position, annual capital costs based on current market rates and estimated useful lives, and budgeted costs for other items. The calculations and assumptions for the amounts presented below are shown in the Appendices.

Assumptions made for the ratio of part-time to full-time firefighters and medics have a significant impact on the projected annual savings. As a result, each scenario is shown with two possible ratios of part-time to full-time firefighters, indicating a range of projected annual savings. The ratios of part-time to full-time staffing and related amounts for the hypothetical short-term, full-consolidation are as follows:

Staffing for Hypothetical Short-Term, Full Consolidation Scenario	Current Ratio	Lower Ratio (Part-Time : Full-Time)	Higher Ratio (Part-Time : Full-Time)
Full-Time Firefighter / Medic (FTEs)	163.00	142.90	100.40
Part-Time Firefighter / Medic (FTEs) ⁽¹⁾	<u>13.25</u>	<u>30.00</u>	<u>72.50</u>
Total	176.25	172.90	172.90
Ratio (Part-Time : Full-Time)	1 : 12.30	1 : 4.76	1 : 1.38
(1) Each Full-Time Equivalent represents four individual Firefighters / Medics.			
Total number of Part-Time Staff	53.00	120.00	290.00

Note that the amounts of staff are based on the number of stations for the hypothetical short-term, full-consolidation scenario. Quantities for the long-term are based on the proportion of stations in the long-term. The ratios of part-time to full-time staff are the same in the short-term and long-term. As a result, the part-time to full-time staffing and related amounts for the long-term, full consolidation is as follows:

Staffing for Long-Term, Full Consolidation Scenario	Current Ratio	Lower Ratio (Part-Time : Full-Time)	Higher Ratio (Part-Time : Full-Time)
Full-Time Firefighter / Medic (FTEs)	163.00	131.00	92.10
Part-Time Firefighter / Medic (FTEs) ⁽¹⁾	<u>13.25</u>	<u>27.50</u>	<u>66.50</u>
Total	176.25	158.50	158.60
Ratio (Part-Time : Full-Time)	1 : 12.30	1 : 4.76	1 : 1.38
(1) Each Full-Time Equivalent represents four individual Firefighters / Medics.			
Total number of Part-Time Staff	53.00	110.00	266.00

These ratios are based on those experienced in comparable communities within Michigan.

Scenario 1: City of East Lansing and Meridian Township

Scenario 1A. Lower Part-Time to Full-Time Firefighter / Medic Ratio

Summary of Calculated Annual Expenditures (in millions)	Meridian Township	City of East Lansing	Total	Short-Term (3-5 Yrs.)	Projected Annual Savings (Yrs. 3-5)	Long-Term (6-7 Yrs.)	Projected Annual Savings (Yrs. 6-7)
Labor	\$2.873	\$4.822	\$7.694	\$7.038	\$0.656	\$6.923	\$0.771
Capital	\$0.969	\$0.761	\$1.730	\$1.480	\$0.250	\$1.480	\$0.250
Other	<u>\$0.121</u>	<u>\$0.117</u>	<u>\$0.237</u>	<u>\$0.237</u>	<u>\$-</u>	<u>\$0.237</u>	<u>\$-</u>
Calculated Annual Expenditures*	\$3.962	\$5.700	\$9.662	\$8.756	\$0.906	\$8.640	\$1.021

*Rounded to nearest .001

As shown in the table above, the projected annual savings in the short-term (3-5 years) is \$0.91M, which is equal to 9% of the current total calculated annual expenditures. 72% of these projected annual savings are related to changes in staffing. These changes are realized through increasing the use of part-time firefighters (accounting for 43% of the savings) and by eliminating positions (accounting for 52% of the savings). In the aggregate, the departments' staffing would only be reduced by 2.85 positions. 66% of the savings realized from staffing reductions is from the elimination of administrative positions. These savings would be offset by part-time firefighters, resulting in lower costs to the communities along with a minimal decrease in the number of firefighter full-time equivalents.

If Meridian Township and the City of East Lansing were the only two to consolidate, the projected annual savings for the long-term (6-7 years) is \$1.02M, which is equal to 11% of the current total calculated annual expenditures. The explanations provided for the short-term remain the same, with the reduction of one additional position.

Scenario 1B. Higher Part-Time to Full-Time Firefighter / Medic Ratio

Summary of Calculated Annual Expenditures (in millions)	Meridian Township	City of East Lansing	Total	Short-Term (3-5 Yrs.)	Projected Annual Savings (Yrs. 3-5)	Long-Term (6-7 Yrs.)	Projected Annual Savings (Yrs. 6-7)
Labor	\$2.873	\$4.822	\$7.694	\$6.576	\$1.118	\$6.461	\$1.234
Capital	\$0.969	\$0.761	\$1.730	\$1.480	\$0.250	\$1.480	\$0.250
Other	<u>\$0.121</u>	<u>\$0.117</u>	<u>\$0.237</u>	<u>\$0.237</u>	<u>\$-</u>	<u>\$0.237</u>	<u>\$-</u>
Calculated Annual Expenditures*	\$3.962	\$5.700	\$9.662	\$8.294	\$1.368	\$8.178	\$1.484

*Rounded to nearest .001

As shown in the table above, the projected annual savings in the short-term (3-5 years) is \$1.37M, which is equal to 14% of the current total calculated annual expenditures. 81% of these projected annual savings are related to changes in staffing. These changes are realized through increasing the use of part-time firefighters (accounting for 67% of the savings) and by eliminating positions (accounting for 30% of the savings). In the aggregate, the departments' staffing would only be reduced by 1.85 positions. 66% of the savings realized from staffing reductions is from the elimination of administrative positions. These savings would be offset by part-time firefighters, resulting in lower costs to the communities along with a greater number of firefighter full-time equivalents.

If Meridian Township and the City of East Lansing were the only two to consolidate, the projected annual savings for the long-term (6-7 years) is \$1.48M, which is equal to 15% of the current total calculated annual expenditures. The explanations provided for the short-term remain the same, with the reduction of one additional position.

In total, long-term projected annual savings range from \$1.02M - \$1.48M.

It is important to note that the short- and long-term annual savings for the City of East Lansing and Meridian Township is greater than the short- and long-term annual savings projected for these two communities if all of the Communities combined. This is because the consolidation of the City of East Lansing and Meridian Township would result in an insignificant change in staffing levels, but an increase in staffing would result for these two communities in the event of a consolidation of all the Communities. Under the scenario of consolidating only the City of East Lansing and Meridian Township, where the results of calculations for staffing levels showed greater amounts than what the two departments already had, the current amount of staffing was used. However, if consolidating with all of the communities, these communities would absorb staff from other departments in order to balance the annual run volume per full-time equivalent.

Scenario 2: City of Lansing, Lansing Township, and City of East Lansing

Scenario 2A. Lower Part-Time to Full-Time Firefighter / Medic Ratio

Summary of Calculated Annual Expenditures (in millions)	Lansing Township	City of Lansing	City of East Lansing	Total	Short-Term (3-5 Yrs.)	Projected Annual Savings (Yrs. 3-5)	Long-Term (6-7 Yrs.)	Projected Annual Savings (Yrs. 6-7)
Labor	\$0.967	\$15.767	\$4.822	\$21.555	\$16.235	\$5.321	\$13.651	\$7.905
Capital	\$0.719	\$2.917	\$0.761	\$4.397	\$3.128	\$1.269	\$2.883	\$1.514
Other	\$0.107	\$0.699	\$0.117	\$0.923	\$0.923	\$0.000	\$0.923	\$0.000
Calculated Annual Expenditures*	\$1.794	\$19.382	\$5.700	\$26.876	\$20.286	\$6.590	\$17.457	\$9.419

*Rounded to nearest .001

As shown in the table above, the projected annual savings in the short-term (3-5 years) is \$6.590M, which is equal to 25% of the current total calculated annual expenditures. 80% of these projected annual savings are related to changes in staffing. These changes are realized through increasing the use of part-time firefighters (accounting for 13% of the savings), using the average of the communities' current salaries and benefits for firefighters/medics going forward (accounting for 25% of the savings), and by eliminating positions (accounting for 62% of the savings). In the aggregate, the departments' staffing would be reduced by 42 positions. The primary cause for the reduction in firefighters is related to the current practice of assigning staff to equipment rather than enabling staff to use multiple types of equipment. We recommend that staff be able to use multiple types of equipment (referred to as "jumping rigs"), which would reduce staffing needs. This could primarily be accomplished through having "EMS-engines," or engines which would respond to EMS calls if all ambulances were out. The short-term includes the closure of five facilities.

If these three communities were the only three to consolidate, the projected annual savings for the long-term (6-7 years) is \$9.419M, which is equal to 35% of the current total calculated annual expenditures.

The additional savings relates to the closure of one additional station, which results in an additional reduction of 26 positions.

Scenario 2B. Higher Part-Time to Full-Time Firefighter / Medic Ratio

Summary of Calculated Annual Expenditures (in millions)	Lansing Township	City of Lansing	City of East Lansing	Total	Short-Term (3-5 Yrs.)	Projected Annual Savings (Yrs. 3-5)	Long-Term (6-7 Yrs.)	Projected Annual Savings (Yrs. 6-7)
Labor	\$0.967	\$15.767	\$4.822	\$21.555	\$15.082	\$6.473	\$12.682	\$8.873
Capital	\$0.719	\$2.917	\$0.761	\$4.397	\$3.128	\$1.269	\$2.883	\$1.514
Other	<u>\$0.107</u>	<u>\$0.699</u>	<u>\$0.117</u>	<u>\$0.923</u>	<u>\$0.923</u>	<u>\$0.000</u>	<u>\$0.923</u>	<u>\$0.000</u>
Calculated Annual Expenditures*	\$1.794	\$19.382	\$5.700	\$26.876	\$19.134	\$7.742	\$16.489	\$10.387

*Rounded to nearest .001

As shown in the table above, the projected annual savings in the short-term (3-5 years) is \$7.742M, which is equal to 29% of the current total calculated annual expenditures. 79% of these projected annual savings are related to changes in staffing. These changes are realized through increasing the use of part-time firefighters (accounting for 29% of the savings) and by eliminating positions (accounting for 51% of the savings). In the aggregate, the departments' staffing would be reduced by 42 positions. The primary cause for the reduction in firefighters is related to the current practice of assigning staff to equipment rather than enabling staff to use multiple types of equipment. We recommend that staff be able to use multiple types of equipment (referred to as "jumping rigs"), which would reduce staffing needs. This could primarily be accomplished through having "EMS-engines," or engines which would respond to EMS calls if all ambulances were out. The short-term includes the closure of five facilities.

If these three communities were the only three to consolidate, the projected annual savings for the long-term (6-7 years) is \$10.387M, which is equal to 39% of the current total calculated annual expenditures. The additional savings relates to the closure of one additional station, which results in an additional reduction of 26 positions.

In total, long-term projected annual savings range from \$9.42M - \$10.39M.

Phase 4: Full consolidation of all departments

The following scenario illustrates the projected annual savings in the short- and long-term if all the communities collaborated/consolidated together. The major difference between this scenario and Scenario 2 above is that staffing reductions from the City of Lansing would, in essence, be absorbed by the other Communities. The total projected annual savings for all the Communities is less than that of Scenario 2 above, given the fewer staffing reductions that balance the annual runs per full-time equivalent across the Communities.

Scenario 3A. Lower Part-Time to Full-Time Firefighter / Medic Ratio

Summary of Calculated Annual Expenditures (in millions)	Total	Short-Term (3-5 Yrs.)	Projected Annual Savings (Yrs. 3-5)**	Long-Term (6-7 Yrs.)	Projected Annual Savings (Yrs. 6-7)
Labor	\$28.396	\$26.396	\$2.000	\$24.194	\$4.203
Capital	\$7.106	\$5.046	\$2.060	\$754	\$2.352
Other***	\$1.268	\$1.268	\$0.000	\$1.268	\$0.000
Calculated Annual Expenditures*	\$36.770	\$32.710	\$4.060	\$30.215	\$6.555

*Rounded to nearest .001. Note that the totals presented here (totaling to \$36.8M for all of the communities) differ from the amounts provided by the Communities (\$46.8M for all of the communities). The differences are related to:

- Depreciation costs as calculated by Plante Moran versus depreciation costs as provided by the Communities. This was done in an effort to “normalize” depreciation costs across the Communities.
- Benefits for retired staff are not include in the financial analysis as previously mentioned.
- Costs for overhead and other miscellaneous items that are not included in the financial analysis (e.g., Supplies, Hydrant Fees, Contract Services, etc.)

**The short-term scenario is hypothetical. It is not in line with the recommended four-phase approach. It is presented here for illustrative purposes only relative to a more aggressive consolidation scenario.

***Based on a meeting with the Community Sponsors, participants agreed that the “Other” category only includes: Facility Maintenance, Equipment Maintenance, Fuel and Utilities.

As shown in the table above, the projected annual savings in the short-term (3-5 years) is \$4.06M, which is equal to 11% of the current total calculated annual expenditures. 51% of these projected annual savings are related to reductions in facilities and equipment, including the closure of 8 facilities resulting in annual savings of \$1.78M related to depreciation expenses. 49% of the projected annual savings are related to changes in labor. These changes are realized through using the average of the communities’ current salaries and benefits for firefighters/medics going forward (accounting for 48% of the savings), increasing the use of part-time firefighters (accounting for 31% of the savings) and by a net elimination of positions (accounting for 21% of the savings). The net elimination of positions results from \$1.89M in savings from eliminating 17.26 administrative positions, which is offset by \$1.48M in costs by adding 16.85 full-time firefighter equivalents. In the aggregate, the departments’ staffing in the short-term would only be reduced by almost half a position. Overall, this scenario results in lower costs to the communities along with a greater number of firefighter full-time equivalents.

The projected annual savings for the long-term (6-7 years) is \$6.555M, which is equal to 18% of the current total calculated annual expenditures. The additional savings relates to the closure of one additional station, which further results in an additional reduction of 29 positions.

Scenario 3B. Higher Part-Time to Full-Time Firefighter / Medic Ratio

Summary of Calculated Annual Expenditures (in millions)	Total	Short-Term (3-5 Yrs.)	Projected Annual Savings (Yrs. 3-5)**	Long-Term (6-7 Yrs.)	Projected Annual Savings (Yrs. 6-7)
Labor	\$28.396	\$24.838	\$3.559	\$22.770	\$5.626
Capital	\$7.106	\$5.046	\$2.060	\$4.754	\$2.352
Other	\$1.268	\$1.268	\$0.000	\$1.268	\$0.000
Calculated Annual Expenditures*	\$36.770	\$31.152	\$5.618	\$28.792	\$7.978

*Rounded to nearest .001

**The short-term scenario is hypothetical. It is not in line with the recommended four-phase approach. It is presented here for illustrative purposes only relative to a more aggressive consolidation scenario.

As shown in the table above, the projected annual savings in the short-term (3-5 years) is \$5.618M, which is equal to 15% of the current total calculated annual expenditures. 80% of these projected annual savings are related to changes in staffing. These changes are realized through using the average of the communities' current salaries and benefits for firefighters/medics going forward (accounting for 27% of the savings), increasing the use of part-time firefighters (accounting for 61% of the savings), and by a net elimination of positions (accounting for 12% of the savings). The net elimination of positions results from \$1.89M in savings from eliminating 17.26 administrative positions, which is offset by \$1.48M in costs by adding 16.85 full-time firefighter equivalents. In the aggregate, the departments' staffing in the short-term would only be reduced by almost half a position. Overall, this scenario results in lower costs to the communities along with a greater number of firefighter full-time equivalents. The short-term also includes the closure of 8 facilities, resulting in annual savings of \$1.78M related to depreciation expenses.

The projected annual savings for the long-term (6-7 years) is \$7.978M, which is equal to 22% of the current total calculated annual expenditures. The additional savings relates to the closure of one additional station, which further results in an additional reduction of 29 positions.

In total, long-term projected annual savings range from \$6.56M - \$7.98M.

Partial vs. Full Consolidation Commentary

It is important to note that the short- and long-term annual savings for the City of Lansing, Lansing Township, and the City of East Lansing is greater than the short- and long-term annual savings projected for all of the Communities combined. This is because the consolidation of the three communities would result in a greater decrease in staffing levels than the consolidation of all the Communities. In the scenario with all Communities, the additional communities (Delhi, Meridian, and Delta Townships) would each add staff, in theory taking on positions that would otherwise be eliminated. This corresponds to the finding from this study that Delhi, Meridian, and Delta Townships' staff have more annual runs per full-time equivalent (FTE) than the City of Lansing, Lansing Township, and the City of East Lansing. Currently the annual runs per FTE range from 97 to 136 across the Communities. The staffing changes from a consolidation of all the Communities would move the annual runs per FTE closer to the average of 111 runs per FTE.

Financing Discussion

There are numerous options for the communities to consider in determining an equitable cost sharing formula for an inter-local agreement. Based upon our history in performing many of these projects, we know that it will be difficult to significantly revise the current department cost structure in the near term. In addition, each party must achieve some financial benefit (e.g. savings) to make the consolidation process worthwhile to pursue and in the long run, each community must feel that they are paying an equitable share of the department expenses. For illustrative purposes, we have produced an example for consideration by the Communities in sharing the costs and/or savings of this endeavor. However, the Communities can arrive at any formula that they believe is equitable for moving forward with consolidation and providing joint benefit to the Communities. Following is a discussion of some potential cost sharing options.

Dr. Lynn Harvey of the Michigan State University (MSU) State and Local Government Extension program developed a cost weighted formula for the sharing of costs in intergovernmental agreements. This cost weighted formula has been primarily used by fire departments in the past. The formula includes the following factors:

- Potential demand for protection – Population
- Value of the property to be protected – State Equalized Value (SEV)
- Actual use of the service – Fire Runs or Police Incidents

An example is provided in Appendix C.

VI. Appendices

A. General Financial Assumptions

- Financial figures based on planned 2012 budget for all communities.

Staffing

- Salaries and benefits costs were calculated by multiplying recommended staffing levels by respective maximum salaries and benefits among the communities for all except for the following positions: Lieutenants/Captains, Firefighters/Medics, and Part-Time/Paid On-Call Firefighters. Calculated salaries and benefits for these positions was based on averages for the communities, given the higher number of staff and greater ability to pay based on a range of skills/experience for staff in these positions.
- Within this industry, it is reasonable for overtime costs to be 10% of salaries and benefits costs. The Communities' percentage of overtime costs were each less than 10% of salaries and benefits costs. As a result, no decreases in overtime costs were projected. Overall, overtime expenses are expected to decline by filling staffing needs with part-time staff.

Equipment

- Fixed assets are depreciated on an annual basis vs. cash basis for equipment and other purchases. This assumes the ability to pay cash for the equipment through a capital outlay revolving fund. This does not incorporate financing costs.
- Figures will not match the current budget exactly due to the annualized fixed asset depreciation schedule. The annualized fixed asset depreciation schedule is as follows:

<u>Annual Depreciation Calculations</u>	<u>Estimated Cost (1)</u>	<u>Estimated Useful Life (yrs.)</u>	<u>Estimated Annual Depreciation (2)</u>	<u>Comments</u>
<u>Fleet</u>				
Engine	\$450,000	20	\$22,500	\$400K - \$500K per vehicle.
Quint	\$750,000	20	\$37,500	
Rescue - Heavy	\$400,000	20	\$20,000	\$300K - \$500K per vehicle.
Rescue - Light	\$250,000	20	\$12,500	\$200K - \$400K per vehicle.
Ambulance	\$200,000	7	\$28,571	
Ladders	\$1,250,000	20	\$62,500	\$1M - \$1.5M per ladder
Tanker	\$375,000	20	\$18,750	\$75K - \$100K less than an engine.
Command Vehicle	\$40,000	10	\$4,000	
Brush Trucks	\$45,000	20	\$2,250	
Staff Cars	\$17,000	6	\$2,833	
Gator/ATV	\$10,000	10	\$1,000	
HazMat	\$450,000	20	\$22,500	
Air Truck/Trailer	\$100,000	20	\$5,000	
Boats	\$15,000	10	\$1,500	
USAR	\$400,000	20	\$20,000	
MFR Response	\$45,000	10	\$4,500	
<u>Equipment</u>				
Cascade Systems	\$45,000	20	\$2,250	

<u>Annual Depreciation Calculations</u>	<u>Estimated Cost (1)</u>	<u>Estimated Useful Life (yrs.)</u>	<u>Estimated Annual Depreciation (2)</u>	<u>Comments</u>
Generators	\$3,000	20	\$150	
<u>Facilities</u>				
Buildings (3)	\$8,900,000	40	\$222,500	

(1) Based on discussion with vendor in April 2012.

(2) Note that salvage values were not subtracted from estimated purchase price for calculating estimated annual depreciation. Salvage values are considered to have an immaterial impact on annual costs.

(3) Estimated by Plante Moran, based on a station with 3 bays.

Other

- Estimates were used for IT capital costs, facility maintenance, equipment maintenance (parts and labor), fuel, and utility expenditures for those communities that did not provide this information. The estimates were calculated for each community, as follows, based on the percentages of those communities that provided the information:

IT capital costs	1% of labor costs
Facility maintenance	2% of facilities capital costs
Equipment maintenance	20% of fleet, equipment, and IT capital costs
Fuel	15% of fleet capital costs
Utilities	1% of facilities capital costs

- These amounts represent approximately 5% of the total calculated costs, and are therefore not significant to the financial analysis. It is assumed that these costs will decrease given shared efforts that result in reductions of facilities, fleet, and equipment. However, this decrease is not shown as part of this analysis.

B. General Operational Assumptions

Staffing

- Administrative staffing levels for consolidated operations include the following quantities for each position, :
 - One of each: Chief, Fire Marshal, Deputy Chief*, and Training Chief
 - Two Assistant Chiefs**
 - 3 Training Officers for seven or more stations in the short-term, reduced in the long-term based on the number of stations.
 - 2 Admin. Secretaries / Accountants for four stations. 5 Admin. Secretaries / Accountants for seven or more stations in the short-term, reduced in the long-term based on the number of stations.

* Note that the communities in Phase 3 do not currently have a Deputy Chief. A Deputy Chief was not added for these scenarios.

** Note that Meridian Township and the City of East Lansing do not currently have any Assistant Chiefs. This position was not added for Scenario 1.

- Staffing was determined based on guidance from IFSTA Manuals, assuming "4-person engine companies," or that 4 firefighters are assigned to an engine. This is a conservative estimate, given that several stations allow "3-person engine companies". An additional 20% was added to account for leave time, based on national averages.
- Guidance from IFSTA Manuals led to staffing of 4.5 Driver Engineers per station and 14.40 Firefighters / Medics per station. This includes the additional 20% to account for leave time.
- For consolidation of three or more communities, each shift has two Battalion Chiefs. For consolidation of two communities, each shift has one Battalion Chief. Additional Battalion Chiefs were retained in the short-term to help with harmonizing differences in shifts.
- Each station would have one Lieutenant and one Captain per shift. These amounts were increased by 20% to account for leave time.
- For Phase 4: Full Consolidation, every two stations were assumed to have 1 Fire Inspector plus 20% additional FTEs to account for leave time. This resulted in a total addition of 3.20 Fire Inspectors in the short-term and 2.60 Fire Inspectors in the long-term. For Phase 3, the current number of Fire Inspectors for the communities was retained, given the smaller coverage area and assumption that the amount of inspections would be similar over time.

Equipment

- Each station would have either one engine or quint. When available, stations would have quints instead of engines, because of their greater functionality. In addition, the consolidated communities would have 2 engines on reserve.
- Each standard township area (a 6 x 6 square mile area) would have one heavy or light rescue and one ladder. In addition, the consolidated communities would have one rescue and one ladder on reserve. In the event that the communities currently operate with less than these amounts, no additional items were added.

- There are no reductions to the amount of ambulances on-hand.
- Each Chief, Fire Marshal, and Inspector would have a command vehicle.
- The stations could immediately begin sharing one Air Truck/Trailer for the entire area.
- Calculated annual savings from other items are not significant. It was assumed that stations retained all other items on-hand for this analysis, recognizing that they will likely reduce the amounts on-hand as they streamline operations.

Based on these assumptions, the full consolidation of the departments would result in the following equipment levels and reductions in the short- and long-term:

Equipment (including active and reserve items)	Total	Recommended for Short-Term	Difference	Recommended for Long-Term	Difference
Engine	16	9	7	6	10
Quint	5	5	-	5	-
Rescue - Heavy	5	2	3	2	3
Rescue - Light	3	3	-	3	-
Ambulance	23	23	-	23	-
Ladders	5	5	-	5	-
Tanker	2	-	2	-	2
Command Vehicle	11	9	2	9	2
Air Truck/Trailer	5	1	4	1	4

The number of bays in the facilities that would remain open are sufficient for housing the recommended amounts of equipment.

C. Example Cost Weighted Formula

The following two tables display the distribution of fire data for those three factors. This is simply an example for the Communities to consider. The values have no correlation to those of the Communities.

Fire Department Formula Distribution

Fire Dept.	Population	%	SEV	%	Fire Runs	%
Community A	19,588	32%	\$2,925,760,680	38%	1,696	33%
Community B	41,707	68%	\$4,696,964,620	62%	3,408	67%
TOTAL	61,295	100%	\$7,622,725,300	100%	5,104	100%

The typical formula weighting recommended by MSU allocates population at 30%, SEV at 30%, and usage at 40%. Applying these weightings for the Fire Departments, we have the following cost or savings sharing distribution.

Fire Department Weighted Formula Breakdown

Fire Dept.	Population	SEV	Fire Runs	Total Distribution
WEIGHT	30%	30%	40%	
Community A	0.0959	0.1151	0.1329	34%
Community B	0.2041	0.1849	0.2671	66%
TOTAL	0.3000	0.3000	0.4000	100%

As exhibited in the tables above, applying the standard values to the MSU cost sharing formula calculates different weighting of costs between communities. In the consolidated Fire Department, Community A is expected to provide 34% of the costs while Community B adds the remaining 66%. For comparison purposes the table below lists each community's costs estimated from their adjusted 2007/2008 budget.

Estimated Current Cost Distribution

Community	Fire Department Costs	Percent Distribution
Community A	\$4,656,280	33%
Community B	\$9,500,937	67%
TOTAL	\$14,157,217	100%

In creating a formula for sharing the costs of an agreement between two communities, the options are either to fund the consolidated department according to the status quo (e.g., current cost distribution), or to create a new funding formula based on multiple factors. The goal of using a new funding model is to create a more equitable sharing of costs/savings between communities based on multiple factors such as population, SEV, and usage. However, creating more equitable cost sharing implies that costs are not already divided equitably. As such, between the two communities there is always going to be a "winner" and a "loser" when compared to current cost distributions. The following tables display the differences between the current cost distribution and the breakdown recommended through the MSU formula.

Community A Current Costs vs. MSU Formula

Department	Current Costs	MSU Formula	Difference
Fire	33%	34%	+ 1%

Community B Current Costs vs. MSU Formula

Department	Current Costs	MSU Formula	Difference
Fire	67%	66%	- 1%

Thank You

plante
moran

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MEMORANDUM

TO: Delhi Township Board Members

FROM: John B. Elsinga, Township Manager

DATE: July 12, 2012

RE: Contract Services between Delhi Township and Medical Management Systems of Michigan, Inc. – Medical Billing and Accounts Receivable Management

This past spring our ambulance billing clerk notified the Fire Chief that she would be accepting a full-time position with another company in July. Prior to filling this vacancy staff and I evaluated our current services and the services provided by a private medical billing company that also provides ambulance billing services to several surrounding municipalities.

After our review it was determined that Medical Management Systems could provide the same level of services for our residents at approximately the same cost we have been paying to have this performed in house (approximately \$35,000 per year). However, our costs for having an employee perform this service are expected to increase in the next two years because of the Patient Protection and Affordable Health Care Act versus a contract company performing this service.

According to our Fire Chief, we are the only one of the 6 jurisdictions involved in the regional study performing ambulance billing services in house. Our intent was to ensure that our residents were receiving the customer service they deserved and a willingness to work with residents to establish payment plans if financially necessary. Medical Management Systems has a reputation for providing that same level of customer service we desire.

Enclosed is their proposed contract for ambulance billing services, primarily at a cost of 5.9% of fees collected. Our attorney has reviewed the contract and staff has met with Medical Management Systems on several occasions to become comfortable with the contract and level of service they would provide. We have suspended billing July 1st and, therefore, have included an effective date of July 1, 2012 for Medical Management Systems to commence with their services.

Recommended Motion:

To approve the Contract of Services between Delhi Charter Township and Medical Management Systems of Michigan, Inc. for medical billing and accounts receivable management effective July 1, 2013.

Delhi Township Fire Department

Memo

To: John Elsinga, Township Manager

From: Brian Ball, Assistant Chief

Date: July 11, 2012

Re: Contract with Medical Management

As you are aware, the fire department billing clerk, Melissa Rowland resigned to take another job effective July 1, 2012. As a result, Chief Royston and I have been examining alternatives for handling the ambulance and fire billings.

In the regional fire service study which was recently completed, 4 out of the 6 departments involved in the study use Medical Management Systems of Michigan, Inc. for their billing service, with Lansing Fire Department using an out-of-state company and Delhi Township doing our own. Talking with representatives of these 4 departments, we have found that everyone spoke highly of MMSM.

Medical Management is a local company whom Chief Royston and I have met with on numerous occasions in the past few weeks. Rick Frankfort, Vice President of the company has assured us that they are fully prepared to accept Delhi Township as a client, at a cost to Delhi of 5.9% of the funds collected.

A contract has been prepared for approval and Attorney Robinson has reviewed this contract. As you are aware, we met with Mr. Frankfort on 7/10/12 to address the concerns that attorney Robinson brought to our attention.

Mr. Frankfort will be present at the committee meeting on July 17, 2012 to answer any questions that you may have.

Chief Royston and I will also be present at the meeting to assist in this proposal.

I have attached a copy of the proposed contract for inclusion in the board packet.

Thank you for your support of this important issue.



CONTRACT OF SERVICES

Medical Management Systems of Michigan, Inc. (Medical Management Systems) agrees to provide Delhi Charter Township with the services of medical billing and accounts receivable management. This Agreement will be effective for Services (as defined below beginning on the first day of July, 2012 (the "Effective Date"))

Services

Medical Management Systems will apply its best efforts to obtain reimbursement for Delhi Charter Township for all procedures and medical services ("Medical Services") rendered on or after the Effective Date through billing of patients and third party payers and the management of Delhi Charter Township accounts receivable (the "Services"). During the term of this Agreement, Medical Management Systems will be the sole provider of the Services to Delhi Charter Township. See Attachment A and B for additional services, which will be considered to be Services as defined above.

Billing and accounts management will be carried out according to the following operating procedure:

The following information will be prepared by the staff of Delhi Charter Township:

- Complete charge forms indicating procedure(s) codes and diagnostic codes and linking of both;
- Patient demographic information and all updates to the information including but not limited to, effective dates of insurance policies;
- Requested medical records necessary to complete the billing of services provided by Delhi Charter Township. See Attachment C;
- Insurance carrier authorization forms, documentation, and authorization numbers necessary for billing of procedures, services, supplies, and equipment in advance of billing;
- Remote check processing with bank or providing post office box for payee address;
- Preparing bank deposit daily for monies collected;
- Providing Medical Management Systems with a reconciliation sheet for balancing purposes and forwarding copies of all explanation of benefits, checks, etc. on a daily basis.



Medical Management Systems will be responsible for the following:

- Processing of patient and third party claims;
- Follow-up third party claims, rejections, rebills, copays, etc.;
- Collecting and receiving moneys from insurance carriers, patients and other applicable third Parties in the name of Delhi Charter Township;
- Maintaining a collection protocol to follow accounts (final decision on a collection process will be made by a representative of Delhi Charter Township);
- Staffing of our business office during usual business hours, Monday through Friday (8 a.m. – 5 p.m.) for billing inquiries;
- Reporting accounts receivable information to the designated representative of Delhi Charter Township on a monthly basis;
- Providing adequate protection for all data and accounts receivable information;
- Assisting and working with Delhi Charter Township for third party audit inspection; Medical Management Systems reserves the right to charge time and materials for preparation of this information.

Compliance

The Parties agree to implement corporate compliance program policies/procedures that comply with applicable laws relating to its business activities. Both Parties agree to comply with the statutes, regulations, and guidelines of the Federal and State health insurance program (Medicare and Medicaid), as well as the policies and procedures of private health plans. In accordance with Medical Management Systems compliance program, Medical Management Systems will refrain from the submission of questionable claims and shall notify the provider in writing within thirty (30) days of credible evidence.

Communication

Communication between Delhi Charter Township and the staff of Medical Management Systems is essential to maintaining accurate billing and review of accounts receivable. It is agreed that Delhi Charter Township will notify Medical Management Systems in writing of any changes to employees, providers, ancillary providers, service locations, and services provided within a reasonable time. This will also include but is not limited to changes in computer equipment and the addition of software that may affect the processing of account information. Changes to this information may result in additional training, support, or services being charged.

Operating Procedures

Delhi Charter Township agrees to provide Medical Management Systems with accurate and complete demographic, procedure, diagnostic and charge information, at no cost to Medical Management Systems (“Demographic Information”). Delhi Charter Township acknowledges that Medical Management Systems will rely on this demographic information in providing the services and that the timing and amount of net collections generated by the Services are affected by the completeness, timeliness and accuracy of the demographic information and other variables, some of which are beyond the control of Medical Management Systems.

Medical Management Systems will bill and attempt to collect Delhi Charter Township charges in a manner consistent with all applicable Federal, State, and local laws and regulations and within the policies and procedures of third party payers that are made known by Medical Management Systems. Medical Management Systems will indemnify and hold harmless Delhi Charter Township against any damages or liabilities incurred by Delhi Charter Township, its employees or contractors arising out of the failure of Medical Management Systems knowing or willful violation of aforementioned laws and regulations.

If an account is considered “uncollectible” as described below, Medical Management Systems will work with the collection agency designated by Delhi Charter Township. Medical Management Systems will continue to supervise the accounts and handle all matters associated with the collection of the account. Delhi Charter Township will have the final decision on the action to be taken (collection, small claims court, etc.). Medical Management Systems of Michigan, Inc. does not charge a percentage for accounts that are collected by collection agencies.

An account is considered “uncollectible” if it falls under the following categories:

- Medical Management Systems has billed all of the third party carriers that were on record as being in effect;
- Medical Management Systems has exhausted all in-house collection activities;
- The account is over ninety (90) days old and there has been no effort on the part of the patient to pay.

All claim information and any miscellaneous information necessary for the processing of claims must be provided to Medical Management Systems by Delhi Charter Township as a duplicate of the original form which is maintained by the Delhi Charter Township. Medical Management Systems will destroy all information provided by the Delhi Charter Township after the claim is processed. All payment vouchers will be processed by Medical Management Systems and will be returned to the representative of Delhi Charter Township. It is agreed that the records (original claim information and payment vouchers) will be maintained by Delhi Charter Township in a readily accessible location for any further inquires and for a period of no less than seven (7) years.



The Parties may, from time to time, mutually agree to specific operating policies and procedures as related to the performance of services under this Agreement. Any such operating policies and procedures, or amendments thereto, will, upon mutual written and signed Agreement, become an integral part of this Agreement and shall be binding upon both Parties.

Bank Account

A bank account will be maintained in the name of Delhi Charter Township at a bank approved by Delhi Charter Township and all cash receipts will be deposited into the bank account by Medical Management Systems or into the Delhi Charter Township's lockbox account at the election of Delhi Charter Township. Medical Management Systems will have no signatory or ownership rights in the bank account and will have no right to negotiate or assert ownership rights in deposited funds or the checks made payable to Delhi Charter Township. Delhi Charter Township shall be responsible for all bank charges. All monies collected by Delhi Charter Township such as patient co-payments, deductibles or insurance checks are to be deposited by Delhi Charter Township and reported daily to Medical Management Systems to post to the patient's account.

Reporting

Medical Management Systems will provide the following standard End of Month reporting as described below:

1. Management Letter
2. Aged Trial Balance
3. Production Analysis
4. Alphabetical Patient Accounts Receivable Summary

Provider Services

Delhi Charter Township agrees to provide all of the above information at regular time intervals, regardless of sickness, vacation and/or leave of absence. Delhi Charter Township agrees to only turn over accounts that are original billings and only those accounts that are services of Delhi Charter Township unless otherwise noted (See Communication, Page 2) and provide information so that Medical Management Systems can comply with all payor requirements. Delhi Charter Township agrees to turn over all of its accounts, services, and charges that are provided by Delhi Charter Township during this contract term.



It is the express intent of this provision that Medical Management Systems will be the sole billing entity for Delhi Charter Township during the entire term of this contract unless otherwise agreed upon by both Parties.

Non-Employment

Delhi Charter Township acknowledges that Medical Management Systems has a significant investment in training its personnel in the areas of medical billing reimbursement. If during the term of this contract or within six (6) months after the termination of this contract or any extension, Delhi Charter Township offers employment to any person currently employed or who was employed within the prior six (6) months by Medical Management Systems, Delhi Charter Township shall pay to Medical Management Systems an amount equal to 25 percent of the employee's first years salary with Delhi Charter Township. This amount shall be due and payable immediately upon employment of the former Medical Management Systems employee by Delhi Charter Township.

Fees

The fees charged for Medical Management Systems' services and products shall be those stated on "Attachment A and B". Medical Management Systems agrees to notify Delhi Charter Township in writing sixty (60) days in advance of any price increases. Any new services not listed may be added to this Agreement at a rate acceptable to both Parties.

Net collections shall be defined as the total sum of all monies collected by Medical Management Systems for all services rendered by Delhi Charter Township less amount refunded or credited to patients or third party payers as a result of over payments caused by Medical Management Systems. All other over payments, erroneous payments or bad checks that are the result of the insurance carrier, Delhi Charter Township or patient are not deducted from the total sum of all monies collected. The Base fee shall also be charged for insurance carriers reserve amount and for collection agency recoveries.

Notwithstanding the foregoing, in the event that:

- a. Delhi Charter Township fails to disclose to Medical Management Systems, at or prior to the time this Agreement is executed, information relating to Delhi Charter Township, which information, if disclosed, would have materially increased the costs of billing and collections efforts incurred by Medical Management Systems; or,
- b. Delhi Charter Township materially changes fundamental aspects of its service (such as its sites, the type of services provided, payer mix, quality or type of demographic information available, method of documentation services provided or the like),



Medical Management Systems may propose an adjustment to the Base Fee in writing (the “Adjustment Proposal”). For the thirty (30) day period after Delhi Charter Township’s receipt of the Adjustment Proposal (“The Discussion Period”). Medical Management Systems shall be available to discuss the basis for the amount of the proposed adjustment with Delhi Charter Township. If Delhi Charter Township agrees to the proposed adjustment, this Agreement will be amended to reflect the new Base Fee. If on or before the end of the Discussion Period, Delhi Charter Township has not accepted the proposed adjustment or the Parties have not otherwise agreed as to an adjustment to the Base Fee, Medical Management Systems may terminate this Agreement upon ninety (90) days advance written notice (see Termination, Page 7).

In addition to the Base Fee, Delhi Charter Township will reimburse Medical Management Systems for:

A reasonable per-hour claims processing charge where Delhi Charter Township, after written notice from Medical Management Systems, continues to submit incomplete or incorrect data for billing (See Additional Charges, Attachment C”).

After initial enrollment provider enrollment services at an hourly rate per application for each new completed application and for each application renewal or update completed (See Attachment B).

Third party carrier issues such as bankruptcies and carrier claims processing issues which may cause additional time and materials for Medical Management Systems. Medical Management Systems reserves the right to charge if carriers cause additional expenses.

The above services will be billed monthly, at the first of each month. Invoices are due upon receipt and payment should be made out to Medical Management Systems. Medical Management Systems of Michigan, Inc. invoicing terms are net ten (10) days of date on invoice. Accounts that are thirty (30) days over due will be charged a time price differential at 1½ percent per month (18 percent annually). Delhi Charter Township expressly agrees that he/she shall reimburse Medical Management Systems for any and all costs of any nature whatsoever, including actual attorney fees incurred by Medical Management Systems in furtherance of collecting from Delhi Charter Township all fees for services rendered by Medical Management Systems for the benefit of Delhi Charter Township regardless of when these costs are incurred (i.e., whether they are incurred during the term of this contract or are incurred subsequent to the termination of this contract). It is the express intent of this provision that Medical Management Systems shall be reimbursed in full for any and all costs and expenses of any nature whatsoever incurred by Medical Management Systems in furtherance of enforcing the obligations of Delhi Charter Township to Medical Management Systems as set forth in this Agreement.

Should any invoice(s) remain unpaid for longer than forty-five (45) days from the date of the invoice(s), Medical Management Systems reserves the right to stop all services for Delhi Charter Township until the invoice(s) are/is paid in full. Upon payment of the overdue invoice(s), Medical Management Systems will resume its normal services. Should the invoice(s) continue to remain unpaid for longer than sixty (60) days, Medical Management Systems reserves the right to terminate this Agreement and all invoices will be due and payable in full immediately. It is the express intent of this provision that Medical Management Systems shall be paid for all services rendered to Delhi Charter Township and that Medical Management Systems shall follow its usual termination process as set forth in (Termination, page 7). If at any time in the course of this Agreement or upon termination proceedings, it is discovered that moneys received as a result of services performed by Medical Management Systems are being withheld from Medical Management Systems, then the entire outstanding accounts receivable will be considered "FEES RECEIVED" and will be billed at the usual percentage of collection.

Termination

Either Party may terminate this Agreement in the event of material breach by the other. Termination is effective fifteen (15) days after written notice is received via certified mail. This notice must set forth the nature of the breach (describing the breach in reasonable detail) and the effective date of termination; provided, however, that the breaching party shall be given an opportunity to cure the breach prior to the effective date of termination, in which case the notice of termination shall be null and void. This Agreement may also be terminated on written notice in the event either party becomes excluded from participation by the Medicare or Medicaid program, or Medical Management Systems becomes legally unable to provide the services contemplated herein, or Delhi Charter Township becomes legally unable to provide medical services, or as otherwise specified herein.

In the event that either Party wish to dissolve this Agreement prior to the end of the contract term, written notice should be sent to the other party via certified mail. In the first year of the Agreement, commencing on July 1, 2012 termination without cause will require giving one hundred and eighty (180) days notice of separation (notice period). After the first year, commencing on July 1, 2013, termination without cause will require sixty (60) days notice of separation (notice period). Non-renewal of Agreement will require sixty (60) day notice of separation.

- a. It is the express intent of termination provision that Delhi Charter Township will continue to send to Medical Management Systems all accounts, services, and charges, etc. during this notice period;
- b. Medical Management Systems will continue to be the sole billing entity for dates of service during this notice period;
- c. For a period of one hundred and twenty days (120) after the notice period, Delhi Charter Township will continue to report any payments that are received as a result of billing by Medical Management Systems, and Delhi Charter Township will be invoiced for immediate payment;
- d. Both Parties should agree upon the ending date of the notice term;

- e. If written notice is not given, Delhi Charter Township agrees to pay Medical Management Systems two months of the Invoice (value to be determined by averaging the last 12 invoices).

In the event this Agreement is terminated or expires, for whatever reason, Medical Management Systems will:

- a. Continue to perform Services, at the then-current rates hereunder, for a period of one hundred twenty (120) days after the effective date of termination (the “Wind Down Period”) for all of Delhi Charter Township accounts receivable relating to Delhi Charter Township charges for medical service rendered prior to the termination date (“Existing Accounts Receivable”);
- b. Delhi Charter Township expressly agrees to cooperate and assist Medical Management Systems with its performance of Services during the Wind Down Period and will timely report, or cause to be reported, all payment applicable to the Existing Accounts Receivable for which Medical Management Systems is responsible;
- c. At the end of the Wind Down Period, Medical Management Systems will discontinue performing services in regards to Delhi Charter Township Existing Accounts Receivable;
- d. Deliver to Delhi Charter Township, after and conditioned upon full payment to Medical Management Systems of all fees owed by Delhi Charter Township under this Agreement, a complete listing of Existing Accounts Receivable (all debit and credit balances) in Medical Management System’s standard computer generated report;
- e. Except for the foregoing or for such other matters as the Parties may agree to in writing, after the effective date of termination, Medical Management Systems shall have no further obligations to provide Services to Delhi Charter Township under this Agreement. Delhi Charter Township may negotiate with Medical Management Systems for additional transitional services or the provision of additional data, including Delhi Charter Township Data, to be provided by Medical Management Systems after the date of termination at Delhi Charter Township’s additional expense.

Confidentiality

Medical Management Systems agrees to treat as confidential and will not disclose any confidential information that comes to its attention during the course of this assignment. Medical Management Systems agrees not to disclose to anyone other than Delhi Charter Township any information about Delhi Charter Township’s fee structure, internal compensation, managed care or facility contracting strategies, or similar business information that would commonly be understood to be confidential.

Delhi Charter Township agrees that it will not disclose to third Parties the software and resulting or related processes of documentation of the proprietary software employed by Medical Management Systems to provide the services or any information about Medical Management Systems’ fees, operations, business methods or strategies except as required by law. Each party’s confidential information shall remain the property of that party, during and after this Agreement. Medical Management Systems agrees that it will take reasonable steps to preserve and will not release any



copies or summaries of released records to any third Parties except as permitted by law or as may be necessary for the collection of medical services. Delhi Charter Township agrees to obtain signatures as required by third Parties or laws gaining consent from patients to use medical information in the process of collecting for medical services.

Each party affirms that it will, at all times, have in force a signed Confidentiality Agreement executed by each full time and part time employee, independent contractor, consultant and vendor that complies with the foregoing and that such Confidentiality Agreements shall survive the expiration or termination of this Agreement. Each party specifically agrees to comply with and assist their counterpart with compliance with applicable state or federal confidentiality requirements as to individual patient health information

Software and Proprietary Information

Medical Management Systems affirms that it will at all times during the terms of this Agreement, have a valid and current copy of a license for use of any third party billing software used to provide the services and that Delhi Charter Township will be given timely notice of any changes in third party software vendor or system to the extent those changes would materially affect the services. The Parties agree that Medical Management Systems may store Demographic information, back up documentation, statements, explanations of benefits, payer inquiries and other information it receives in connection with the service (“Delhi Charter Township Information”)in electronic form through optical scanning or other technologies selected by Medical Management Systems and that Medical Management Systems is not obligated to maintain paper copies. All encounter forms and backup documentation will be destroyed. All explanation of benefits Medical Management Systems receives in connection with the service will be forwarded to the Delhi Charter Township for proper record retention. All related data will be purged from the Medical Management Systems files during and at the end of this contract unless other arrangements are negotiated with Medical Management Systems. This stored data will be utilized for Medical Management Systems billing services only.

Notice

Any notices, payment, demand or communication required or permitted to be given by the provisions of this Agreement will be effective on the date of receipt if sent or delivered to Medical Management Systems, Attention: President, if to Medical Management Systems; and Delhi Charter Township, Attention: President if to Delhi Charter Township.

Governing Law and Jurisdiction

This Agreement shall be interpreted and governed by the laws and statutes of the State of Michigan without regard to its conflict of laws provisions. In the event of disputes, it is agreed that all matters shall be tried in the venue and jurisdiction of Ingham County, Michigan.



Disputes

Any dispute arising under this Agreement may be resolved by the Parties in judicial forum or, if the Parties agree, by arbitration, according to mutually agreed rules.

Independent Contractors

The Parties to this Agreement are each independent contractors and nothing in this Agreement shall be construed to create an employment relationship between either party or its members.

Inspection

Delhi Charter Township, its agents and representatives, shall at all times during the term of this Agreement, have reasonable access, during regular business hours, to review and inspect the location where the services are performed upon seven (7) days advanced written notice to Medical Management Systems by Delhi Charter Township. Any inspection performed shall be governed by the confidentiality provisions of this Agreement and shall be conducted so as not to disrupt Medical Management Systems' staff or business. Medical Management Systems shall not unreasonably deny, restrict or delay access for any requested inspection.

In the event that Delhi Charter Township engages the services of an outside party to conduct or assist in any inspection, the outside party must be mutually agreed upon by both Parties. Delhi Charter Township shall ensure that a Confidentiality Agreement identical to the one applicable to the Parties to this Agreement binds all other Parties.

Both Delhi Charter Township and Medical Management Systems of Michigan, Inc. will negotiate and agree to reasonable and customary fees which may be incurred for excessive carrier inspection or audit, or Delhi Charter Township inspections becomes excessive Medical Management Systems reserves the right to charge for time and materials.

Force Majeur

It is mutually agreed that in the performance of all duties by each party under this Agreement, time is of the essence. However, performance of duties hereunder may be impeded by occurrences beyond the control of one or both Parties. Events such as flood, earthquake, hurricane, tornado blizzard and other natural disasters; fire, riot, war or civil disturbances, strikes by common carriers; extended loss (more than 48 hours) of utilities (except for non-payment); and similar events shall excuse the affected party from performance of services impeded by such event(s). Nevertheless, each party has a duty to use reasonable efforts to prevent or mitigate such impediments. In the event that any catastrophe shall prevent the timely billing of Delhi Charter Township's services by Medical Management Systems for more that fifteen (15) working days, Delhi Charter Township shall have the right to secure, without penalty, substitute services until Medical Management Systems can restore services, at which time Medical Management Systems responsibilities and rights under this Agreement shall be reinstated. For its protection, Delhi Charter Township shall, at its own expense, purchase and



maintain business interruptions and/or accounts receivable insurance to cover any such catastrophic event, as stated above.

Incorporated Documents

It is specifically agreed that Medical Management Systems Proposal dated July 1, 2012, and all accompanying schedules and exhibits are incorporated herein as integral part of this Agreement.

Miscellaneous

This agreement contains the entire agreement of the Parties relative to the services to be provided to Delhi Charter Township. and no representation, inducements, promises or agreements, oral or otherwise, between the Parties not embodied in the Agreement will be of any force or effect.

This Agreement specifically supersedes any prior written or oral agreements between the Parties relating to the provisions of the Services.

This Agreement is binding upon, and inures to the benefit of and is enforceable by Medical Management Systems, Delhi Charter Township and their respective legal representatives, assigns and successors in interest. Neither party may assign this Agreement without the prior written consent of their counterpart, provided that this Agreement will be deemed assigned to, and will be binding upon, the survivor in any merger or business combination involving a party or the purchaser of all or substantially all of the assets of a party.

Term

Medical Management Systems and Delhi Charter Township agree to the terms of this contract for three (3) years (“Initial Term”), commencing on July 1, 2012. This Agreement will automatically renew for successive additional one and one-half (1 ½) year terms, unless either party wishes to dissolve this Agreement at Agreement term. A written sixty (60) days notice should be sent to the other party via certified mail before the end of the current term.

Medical Management Systems and Delhi Charter Township may add to the above services and scope of this contract, should both Parties agree to the extension of services by submission of an addendum to this contract. Any addendum to this contract will in no way alter the content of this contract, unless so stated.

In Witness Whereof, the Parties have signed this Agreement.

Delhi Charter Township

Date

Jeanne P. Rutledge
Medical Management Systems of Michigan, Inc.

Date



ATTACHMENT A

PRICING FOR BILLING SERVICES

The services listed below will be provided at a cost of:

Delhi Charter Township.

- Database creation.
- Insurance carrier application completion and submission (See Addendum A)
- Change of payment address letters for provider ID numbers.
- Two (2) hours of training on documentation for EMS personal
- Two (2) hours of office training (initial start day at Delhi Charter Township’s office).
- Review of all ENS forms used for billing such as, but not limited to patient encounter form, signature on file, recommended advanced beneficiary notice (ABN), customized day sheet,

..... **Included No Charge**

BASE FEES FOR BILLING 5.90% of fees received
After six (6) months, minimum monthly invoice of \$250 per month.

- Review of accounts.
- Management of accounts receivable.
- Billing third party carriers.
- Follow-up of claims, all per operating schedule.



ATTACHMENT B

PRICING

ADDITIONAL SERVICES

Delhi Charter Township’s request for additional services other than billing of Medical Management Systems if deemed necessary in the future:

- Full credentialing of additional providers after initial set-up; re-credentialing; changes to service location(s), payment location, provider numbers, financial information, etc \$75 per hour
- Changes on computer system to service/payment location(s), provider numbers, financial information, additional locations, billing groups, physician codes, etc \$100 per data change
- Changes of Bank address and insurance carrier payee address \$75 per hour
- Annual review of fee schedule(s); after initial set-up \$125 hour
- Miscellaneous costs: costs incurred by Medical Management Systems as requested by Delhi Charter Township. in normal course of billing (i.e. express mail, supplies) Charged at cost
- Reports: additional reports other than listed on the end of month reporting Quoted (\$30 minimum per report)
- Consulting services: consulting services requested by the Delhi Charter Township.Quoted
- Computer services: Information Technologies Department services requested by the Delhi Charter Township. \$75 per hour
- Clerical services: clerical services requested by the Delhi Charter Township. \$45 per hour

ATTACHMENT C

The following are Medical Management Systems required standards:

Ambulance Run Report

- Demographic Information
- Insurance Information
- Narrative portion explaining service provided
- Fraction Mileage- odometer reading to nearest 10th of loaded mile.

Standard Forms

- Hospital Facesheet
- Signature on File
- Customized day sheet
- PCS Form (Physician Certification of Medical Necessity Statement)

Requested Medical Records

- Intercepts – BLS, to ALS run reports for each
- Copies of service agreements with other agencies

ADDENDUM A

CARRIER CREDENTIALING

Carrier Credentialing Services

- Research all insurance carriers that the health care provider can participate with and provide a listing of those insurance carriers for the Delhi Charter Township to review (See Insurance Carrier Listing, Page 17);
- Advise/assist the health care provider in obtaining all necessary applications and contracts to initiate the credentialing process of the insurance carriers. (See Insurance Carrier Listing, Page 17);
- Prepare all insurance carrier applications and contracts required for credentialing;
- Obtain health care provider's signature on all applications and contracts;
- Forward all completed applications and contracts with required documents to appropriate insurance carriers;
- Provide all follow-up services necessary to complete credentialing process with insurance carriers;
- Provide the health care provider with a written monthly update on the credentialing status by insurance carrier;
- Complete application process for electronic billing where appropriate;
- Forward all completed credentialing information to health care provider.

Due Diligence

Medical Management Systems will perform due diligence in follow-up with each insurance carrier regarding the status of credentialing and any additional information required for credentialing of the health care provider. However, Medical Management Systems cannot control the timeframes for credentialing set by each individual insurance carrier. If the credentialing timeframes established by each insurance carrier do not meet the expectations of the health care provider, it will be the Delhi Charter Township's responsibility to contact the insurance carrier regarding this issue. Medical Management Systems shall not be responsible for delays in the health care provider's credentialing and subsequent billing and payment delays or losses related to delayed response by the Delhi Charter Township.



Eligibility

Each insurance carrier is responsible for determining the health care provider’s participation status or eligibility with that insurance carrier. Medical Management Systems is not responsible for services that are rendered while waiting for participation status or eligibility determination by the insurance carrier.

Addendum

This Agreement includes credentialing services for insurance carriers listed on the Insurance Carrier Listing, Page 17

Additional insurance carriers may be added only through a signed Addendum to this Agreement.

Medical Management Systems and Delhi Charter Township agree to the terms of this contract evidenced by the signatures below.

Delhi Charter Township

Date

Jeanne P. Rutledge
Medical Management Systems of Michigan, Inc.

Date



INSURANCE CARRIER LISTING

Please indicate the insurance carriers that you are currently participating with:

- 1 Blue Cross Blue Shield of Michigan (Traditional)
- 1 Blue Cross Blue Shield of Michigan PPO Trust/Community Blue
- 1 Medicare
- 1 Railroad Medicare
- 1 Medicaid
- 1 Physicians Health Plan
- 1 Physicians Health Plan Family Care
- 1 SPHN
- 1 Blue Care Network HMO
- 1 Blue Preferred Plus
- 1 Blue Choice (POS)
- 1 PPOM
- 1 Aetna
- 1 Mcare
- 1 Tricare
- 1 Care Choices
- 1 Preferred Choices
- 1 PHCS
- 1 Connecticut General
- 1 Cigna
- 1 Capp Care
- 1 HAP
- 1 First Health
- 1 Other _____



ADDENDUM B

ON-LINE SERVICES PRICING

Online user month fee:

On-line access \$125.00

Additional Training Services:

MMSM offers a multitude of training and learning opportunities to help you gain the level of expertise need to manage your organization most effectively and to potentially grow. In addition to traditional classroom training, we offer on-site, phone-based and web-based training, tailored to meet your specific requirements.

Monthly On-line Fee

This includes systems support, 8:00 am to 8:00 pm, software updates

Tier one support (from 8:00pm to 8:00am and weekends) is billable at \$150.00 per hour

Tier two support (from 8:00pm to 8:00am and weekends) is billable at \$50.00 per hour

(This will be charged on your monthly MMS invoice)

* All users must be trained prior to receiving a password to access the system.

Medical Management Systems and Delhi Charter Township agree to the terms of this contract evidenced by the signatures below.

Delhi Charter Township

Date

Jeanne P. Rutledge
Medical Management Systems of Michigan, Inc.

Date

* All users must be trained prior to receiving a password to access the system.

COUNTY of INGHAM

State of Michigan

SHERIFF'S OFFICE

**Gene L. Wriggelsworth**

Sheriff

Allan C. Spyke
Undersheriff630 North Cedar Street
Mason, MI 48854
(517) 676-2431
FAX (517) 676-8299**Greg S. Harless**
Chief Deputy**Sam Davis**
Major**Joel Maatman**
Major**TO:** Delhi Township Board of Trustee's**FROM:** Lieutenant Eric Trojanowicz**DATE:** July 12, 2012**RE:** June 2012 Monthly Report**HIGHLIGHTED CASES AND INCIDENTS:**

- 06-02-2012 Deputy Kindervater was dispatched to check four teenagers sleeping in a vehicle at Chisholm and Ambler. The vehicle was located and three teens were cited for minor in possession of alcohol and he is seeking charges on another one for possession of marijuana. All the juveniles were turned over to their parents.
- 06-02-2012 Sergeant Flint is investigating a breaking and entering at 5780 W. Holt Rd. (9th Grade Campus). Unknown suspect(s) forced entry into the concession stand but did not damage or steal anything. The suspect(s) also broke a window to the soccer field press box, unlocked the door and made entry. Once inside the press box the unknown suspect(s) spray painted graffiti on the walls and started some papers on fire.
- 06-03-2012 Deputy Huhn investigated a domestic assault in the 4000 block of Holt Rd. The suspect was arrested for domestic assault and lodged at the Ingham County Jail.
- 06-05-2012 Deputy McElmurray is investigating a larceny from vehicle complaint in the 1700 block of Cedar St. The victim had his vehicle broken into by unknown suspect(s) and had his stereo, IPOD, and numerous compact discs stolen.
- 06-06-2012 Deputy Campbell is investigating a home invasion in the 1500 block of Jacqueline. The victim had her residence broken into by unknown suspect(s). Numerous items were stolen from the residence.

- 06-08-2012 Sergeant Nye, Deputy Ward, and Deputy Huhn were dispatched to the 5300 block of Harper Rd. in reference to a breaking and entering in progress. The unknown suspect(s) entered the victim's barn which activated the alarm. The suspect(s) stole three full gas cans from the barn. The victim had a video system in place inside the barn and the suspect(s) were captured on video. The investigation is on going.
- 06-08-2012 Deputy Torok is investigating a breaking and entering to a garage in the 5800 block of Harper Rd. The victim reports that unknown suspect(s) entered his garage and stole a sport jet motor, a power washer, and other items in two of his vehicles that were parked in the garage. The investigation is on going.
- 06-09-2012 Deputy Torok is investigating a larceny from vehicle complaint in the 2200 block of Auburn. The victim had a GPS and IPOD stolen from his vehicle. Deputy Torok did some follow – up on the incident and has developed a suspect.
- 06-11-2012 Deputy Narlock is investigating a fraud complaint at 2470 Cedar St. (Rocky's Roadhouse). Two victim's reported that the bartender made several unauthorized transactions against their credit cards.
- 06-11-2012 Deputy McElmurray is investigating a larceny from vehicle complaint in the 3400 block of Belle Chase. Unknown suspect(s) removed a converter off of a school vehicle.
- 06-12-2012 Deputy Kindervater is investigating a Home Invasion complaint in the 2400 block of Anchor Court. Unknown suspect(s) removed the windows and screens on the back of the residence. Unknown if entry was made at this time. No property was reported missing. No evidence left at scene to identify suspect(s).
- 06-12-2012 Deputy Kindervater is investigating a larceny from vehicle complaint in the 2200 block of Fay Ave. Unknown suspect(s) stole golf clubs from an unlocked vehicle.
- 06-13-2012 Deputy Hull is investigating a breaking and entering and malicious destruction of property complaint at Holt High School (5885 W. Holt Rd.). The unknown suspect(s) cut down a tree, broke into a shed at the softball diamond, removed items from the shed, and dug a hole in the middle of the football field in an attempt to plant the tree that they cut down.
- 06-15-2012 Deputy Campbell responded to the 1300 block of Yarrow Drive in reference to a malicious destruction of property complaint in progress that was called in by a citizen. The suspect was damaging mailboxes in the neighborhood by striking them with baseball bats. Deputy Campbell located the suspect and he was arrested for damaging the mailboxes in the neighborhood.
- 06-15-2012 Deputy Bowden is investigating a malicious destruction of property complaint in the 4500 block of Holt Rd. (Holt Plaza). The suspect(s) damaged several pillars and ledges in the Gazebo area. The investigation is on – going.
- 06-17-2012 Deputy Huhn is investigating a Home Invasion in the 4200 block of Woodworth. The victim had

her 42" television stolen from inside her residence by unknown suspect(s). The residence was left unlocked.

- 06-17-2012 Park's Deputy Scheulke was on foot patrol in Valhalla Park (4030 Keller Rd.) and came upon a female acting suspiciously in a vehicle. Deputy Scheulke made contact with the female and located meth and other paraphernalia in the vehicle. Tri – County Metro Officer Khan was called to the scene to interview the female. The female was released and charges are being sought through the Ingham County Prosecutor's Office on the female.
- 06-18-2012 Deputy Matusko is investigating a Home Invasion in the 1600 block of Aurelius Rd. The victim advised that unknown suspect(s) entered her residence and stole her television while she was sleeping.
- 06-18-2012 Deputy Narlock investigated a domestic assault in the 1600 block of Aurelius Rd. The victim stated that he was assaulted with a knife by his wife. The wife was arrested for Felonious Assault and lodged at the Ingham County Jail.
- 06-19-2012 Deputy Matusko was dispatched to 2495 Cedar St. in reference to a missing person complaint. The complainant advised that her 44 year old son contacted her and advised her to pick him up in the woods behind Kroger because he was not feeling well. She went to pick him up and could not locate him. With the help of Delhi Township Fire Department, the volunteer Motor Unit, the CERT Team, the med flight helicopter out of Sparrow Hospital, and members of the Ingham County Sheriff's Office the woods behind Kroger's (Cedar and Willoughby) were combed looking for the missing person. After nine hours of searching the mother called and advised that he had returned to his residence.
- 06-19-2012 Deputy Mary Hull is investigating a larceny from vehicle complaint in the 3900 block of Acorn Circle. The victim stated that a Garmin GPS Unit and Coach Sunglasses were stolen from her vehicle during the night. Unknown suspect(s) at this time.
- 06-20-2012 Deputy McElmurray is investigating a larceny from vehicle complaint in the 2400 block of Gilbert Rd. The victim states that she had a DVD player stolen from her vehicle. There are no suspect(s) at this time.
- 06-21-2012 Deputy Campbell is investigating a Home Invasion in the 3900 block of Camperdown. The residence was broken into by unknown suspect(s) and numerous items were taken from the residence.
- 06-22-2012 Deputy Kindervater initiated at traffic stop at Aurelius Rd. and Carson St. The driver of the vehicle was arrested for a contempt of court warrant out of Eaton County. The subject was turned over to Eaton County.
- 06-24-2012 Deputy Narlock initiated a traffic stop at Cedar St. and Harper Rd. A passenger in the vehicle had a felony warrant out of the Tri County Metro. She was lodged at the Ingham County Jail.
- 06-24-2012 Deputy Narlock is investigating an unlawful driving away of an automobile complaint in the

4400 block of Cricket Ridge Dr. The victim had her vehicle stolen by an unknown suspect(s) from the parking lot of the complex. The vehicle was locked and the keys were not with the vehicle. The vehicle was located the next day and processed for fingerprints.

- 06-25-2012 Park's Deputy Valentine was dispatched to Jaycee Park in the area of Wemple and Tolland in reference to some subjects possibly smoking marijuana. Deputy Valentine caught five juvenile subjects with marijuana on the person. The juveniles were turned over to their parents. Charges are being sought through the Ingham County Prosecutor's Office.
- 06-26-2012 Deputy Bennehoff is investigating a malicious destruction of property complaint in the 5500 block of Pocasset Way. The unknown suspect(s) had the two driver's side tires slashed with what appears to be a knife.
- 06-26-2012 Deputy Torok is investigating a larceny from building complaint at 2385 Delhi Commerce (Chiro Technology). The unknown suspect(s) stole \$284.00 in cash and \$218.00 in checks from the cash register.
- 06-26-12 Park's Deputy Valentine cited a subject for trespassing at the Delhi Township Skate Park.
- 06-26-2012 Deputy Ward was dispatched to the Burger King (Jolly and Five Oaks) in reference to a possible intoxicated driver in the drive through. Deputy Ward located the vehicle and arrested the driver of operating while intoxicated second offense.
- 06-28-2012 Deputy Shattuck stopped a vehicle for a traffic violation at Cedar St. and Willoughby Rd. The driver of the vehicle was arrested for operating under the influence first offense and was lodged at the Ingham County Jail.
- 06-28-2012 Deputy Torok is investigating a larceny complaint at 4326 Dell Rd. The victim advised that she had a GPS stolen from her vehicle and other items from her apartment. There is a suspect in this case.
- 06-28-2012 Deputy Campbell was dispatched to 2065 Woven Heart in reference to an assault. The victim was assaulted by his son (suspect). The son was arrested and lodged at the Ingham County Jail.
- 06-29-2012 Deputy Shattuck responded to the 4300 block of Harper Rd. in reference to a breaking and entering complaint. Deputy Shattuck got into a pursuit with the suspect vehicle and the pursuit ended on Bishop Rd. The suspects were not apprehended but they were identified and charges are being sought through the Ingham County Prosecutor's Office. Numerous fireworks were stolen in the breaking and entering.
- 06-29-12 Deputy Bowden is investigating a larceny in the 1200 block of Cedar St. Unknown suspect(s) stole several 12v car batteries from trailers located on the property. The investigation is on going.

STATISTICS:

During the month of June, Deputies responded to 475 calls for service (written/blotter complaints). They made 64 arrests of which 44 were self initiated. Deputies issued 122 citations. Deputies conducted 309 business/property checks, 8 liquor inspections, and spent 145.3 hours in Community Policing. Deputies participated in 301.1 hours of training.

Calls for Service

	2010	2011	2012
June	555	513	475
Year to Date	3104	2869	2652

Total Arrests

	2010	2011	2012
June	114	59	64
Year to Date	643	489	617

Total Self – Initiated Arrests

	2010	2011	2012
June	105	32	44
Year to Date	552	377	347

Citations Issued

	2010	2011	2012
June	161	123	122
Year to Date	1214	1100	1318

COUNTY of INGHAM

State of Michigan

SHERIFF'S OFFICE



Gene L. Wriggelsworth

Sheriff

Allan C. Spyke
Undersheriff

630 North Cedar Street
Mason, Mi 48854
(517) 676-2431
FAX (517) 676-8299

Greg S. Harless
Chief Deputy

Sam Davis
Major

Joel Maatman
Major

TO: Lt. E. Trojanowicz
FROM: Dep. Kelly Bowden #5379
DATE: Monday, July 09, 2012
RE: June 2012 Monthly Business Officer Report

Total Complaints:	27
Traffic Stops:	4
Citations:	1
Property/ Business Checks:	62
Community Policing Hours:	8.4
Liquor inspection:	0

Community Policing Highlights:

I attended Police Mountain Bike school at Oakland Community College and received certification. This will allow me another means with which to patrol and access the local businesses. The school was excellent and I believe the training received will benefit the Township.

I met with the staff at the DDA and briefed them on business happenings in the Township for the past several months. I highlighted several noteworthy crimes and explained how the complaints were investigated and solved.

I was dispatched to the area of Cedar Street and Aurelius Road for a young male child wandering in the area. Passers-by felt the child looked lost. I located the child and after speaking with him determined he didn't know where he was in relation to his home. After searching several neighborhoods surrounding the area I located his home. His father advised the child snuck out while he had been preparing lunch for the family.

I responded with Delhi Fire Department EMS to a local business after an employee collapsed due to an unknown illness. I provided care to the employee and maintained his airway until EMS arrived and assumed patient care.

Other Highlights:

I responded to a local business after the owner called concerning an employee who he suspected stole property belonging to a customer. I investigated the matter and reviewed surveillance footage from a camera installed at the business. I located the stolen item at the suspect's house and recovered it. Charges are pending with the Ingham County Prosecutor's Office.

I responded to the intersection of Holt and Cedar Streets for a possible Domestic Assault in progress. The involved parties were located behind a local business complex and contact was made. There was insufficient evidence to corroborate an allegation of assault and the victim was uncooperative. Both parties left the area in separate vehicles at the conclusion of the investigation.

I completed an investigation into fraudulent prescriptions passed at a local pharmacy. The suspect is a parolee and despite being caught in the act has elected not to cooperate with my investigation, though she claims she was committing the act on the behalf of another person. The matter has been referred to the Prosecutor's Office for warrants.

I responded to Holt Plaza for a MDOP report after unknown suspects caused extensive damage to a gazebo. The suspects smashed pillars and support columns in the gazebo. It is unknown exactly when it occurred, though I suspect it was during the overnight hours.

Respectfully Submitted,

Deputy Kelly Bowden, Badge #5379

COUNTY of INGHAM

State of Michigan

SHERIFF'S OFFICE



Gene L. Wriggelsworth

Sheriff

Allan C. Spyke
Undersheriff

630 North Cedar Street
Mason, Mi 48854
(517) 676-2431
FAX (517) 676-8299

Greg S. Harless
Chief Deputy

Sam Davis
Major

Joel Maatman
Major

TO: Lt. Eric Trojanowicz
FROM: Deputy Mary Hull #5353
DATE: Monday, July 09, 2012
RE: June Monthly Report

MONTHLY STATISTICS:

Citations:	1
Community Policing Hours:	45
Complaints:	16
School Contacts:	20
Property Checks:	24

COMMUNITY POLICING HIGHLIGHTS:

On June 9, Deputy Paul Richards and I participated in the annual Kids Day at Valhalla Park, along with other area businesses. Ingham County Explorers assisted in children's activities including fingerprinting, face painting, and running seatbelt convincer. The seatbelt convincer allows a person to experience a 5 MPH crash and air bag deployment.

With the end of the school year, Deputy Richards and I have adjusted our hours, not only to help the Deputies assigned to the night shift in Delhi but also to make ourselves visible to area residents. In addition, with the warmer weather Deputy Richards and I have taken to the roads on our bicycles, patrolling neighborhoods and the business district.

OTHER HIGHLIGHTS:

During the month of June, I was assigned to yearly training at the Sheriff's Office. Yearly training consisted of photography for law enforcement, evidence and forfeiture procedure, cultural diversity, firearms, first aid and defensive tactics. During June, I also attended Civil Disturbance training with other departments in the Ingham County area.

During the month, I responded to sixteen total complaints, including damage to property / breaking and entering, larceny of bicycle, larceny from automobile, harassment, invasion of privacy, hit and run accident, neighbor trouble, and suspicious incidents.

Prior to the end of the school year, I responded to Holt Jr. High for an invasion of privacy complaint. An eighth grade student videotaped another female in the common area of one of the restrooms in the school. The individual that did the taping and the person that was videotaped were strangers to each other. During lunch, the individual that did the taping showed a group of friends, one of which confronted the victim about what was on the video. The report was closed and the suspect student was disciplined by the school administration.

On June 13, I took damage to property / breaking and entering complaint at the High School. An unknown individual(s) caused damage to the area near the softball fields by cutting down an ornamental maple tree, digging a hole in the football field then planting the tree in the hole that was dug. However, the individual(s) did not stop there, after cutting down the tree they broke into a building took items out and placed them around the tree, then draped toilet paper from the tree. At the time of the complaint, no one was sure if the person(s) responsible were from the school or a rival school. Since there was no suspect information, the incident was submitted to Crime Stoppers for possible suspect identification. As of yet there has been not been any tips as to who is responsible for the crime.

On June 4, I received information from an Administrator at the High School about threats that were made over Facebook. One female used her boyfriend's Facebook account to threaten another female student. The threat was intercepted quickly enough that the victim was not harmed. Petitions were submitted to Ingham County Prosecutor's Office for the female suspect and the male subscriber of the Facebook page.

On June 8, one of the last full days of school I received a hit and run complaint, in the student parking lot. Three students were walking out their vehicle when they observed another student back out of a space and hit another parked vehicle. The witnesses than observed the suspect get out of his vehicle check the damage and leave the scene, without leaving information on the victims vehicle. The witnesses were able to identify the suspect driver; in addition, the damage on the suspect's vehicle was consistent with the damage to the victim's vehicle. The suspect was subsequently issued a citation for leaving the scene of an accident.

Respectfully submitted,
Deputy Mary Hull #5353

COUNTY of INGHAM



State of Michigan

SHERIFF'S OFFICE

Gene L. Wriggelsworth
Sheriff

Greg S. Harless
Chief Deputy

630 North Cedar Street
Mason, Mi 48854
(517) 676-2431
FAX (517) 676-8299

Allan C. Spyke
Undersheriff

Joel Maatman
Major

To: Lt. E. Trojanowicz

From: Dep. P. Richards

Date: 07/10/12

Subject: June Monthly

STATISTICALS:

Comm. Policing Hrs: (48.5)

Training Hours: (0.0)

Complaints taken: (13)

Blotters taken: (04)

Total calls taken: (17)

Traffic stops: (09)

Citations issued: (04)

Arrests: (00)

Contacts (school): (01)

Contacts (business): (10)

COMMUNITY POLICING:

During the month of June I was able to utilize both styles of patrol vehicles due to the many hot days that I experienced during this month. I was able to patrol several subdivisions while on routine patrol with the police mountain bike. I was able to witness many different traffic violations that occurred in my presence. I made several traffic stops while on the mountain bike and issued multiple traffic infractions for various violations (failing to stop at stop sign, impeding the flow of traffic, loud exhaust, loud music...). I continued to speak with area neighbors/residents of problem areas within their area and what were the best times to be in their area. Many residents are still delighted to see their subdivisions patrolled by police officer on a mountain bike.

I met with a new neighborhood watch group on Quailridge Rd. This small neighborhood met at a nearby neighbor's home where I explained the techniques and the workings of a neighborhood watch group. I explained the proper method of being a safe observer and to call 911 or the non-emergency number when it is necessary. I had many neighbors present for the inaugural meeting. Many fliers were given out plus the collection of names was created for the remaining neighbors that were not able to attend the meeting.

I attended a neighborhood block party on Cromwell St. This block party has been held on Cromwell several times in the past several years. I met with some of the neighbors and spoke to them about neighborhood watch methods. Information was supplied to all that requested information.

I went the 100 Acre Day care on Onondaga Rd. I spoke to many children between the ages of four and six about the safe bicycle riding (importance of wearing a helmet). Information of who to contact in an emergency when they are back at their home was also given to the many children that were in attendance. Stickers were given to all the children (they all enjoyed the siren on the police car).

I am also continuing to issue out free coupons for soft drinks from local area merchants to any young person seen riding their bicycle while wearing a helmet. I have been involved with this program for several years; I have come across many happy bicycle riders that appreciated the incentive to wearing their helmet..

I met with the coordinator/manager of Delhi Manor on possible drug issues within the park community; all information was forwarded to METRO for their information and intervention. We also discussed possible summer-time activities. A continued discussion on the use of trespass letters to be written to individuals that are not registered with the community manager (and are causing loitering/harassment issues within the community) was part of the meeting; plans of serving the letters with a copy being sent to our office.

I participated in the annual Kid's Day at Valhalla park (sponsored by Holt Lions club). I was assisted by Dep. Mary Hull and several members of the Explorers post; and a volunteer from the motorcycle group. We had the seatbelt convincer and Sheriff's office trailer placed at the park. Many children participated at this event; we had face-painting, child ID cards, bicycle registration, several police vehicles for display, plus many children participated on the seat-belt convincer.

I helped to organize the annual Bicycle/safety rodeo that took place on Friday the 22nd at Capital City Baptist church. The young adults/children are explained the proper way to maintain and operate

their bicycles. They perform many skill techniques on a previous marked-out route/station that tests their abilities to safely perform many tasks for points (mainly for knowledge). Many participants were involved (over 30 children) in this years event.

I maintained the Ingham County Sheriff's Office // Delhi Division Facebook webpage. This medium has been instrumental in helping us to keep the neighborhood watch groups (and other residents) informed on timely safety tips or information on possible persons/vehicles to look out for within the community. I continue to make entries every week onto the Facebook page. The Facebook entry was then sent to all the neighborhood watch groups.

I met with the coordinator/manager of South Square apartments. We continued our discussion on the possibility of setting up trespass letters for individuals that are currently staying with other residents that are not registered with the apartment manager. The manager will keep me informed on all matters of letters that have been drafted and sent to the individuals. The manager upon serving the trespass letter will also send a copy of the letter to our office for our records.

I met with the managers of Aspen Lakes Estates to discuss several items; larcenies from automobiles and possible trespass letters being created for persons that are not on the lease agreement for the townhomes. I spoke of additional patrols in their area. An extra item or two will be placed in their bi-monthly flier within their network.

OTHER MATTERS

I investigated several accidents both with and without injury to persons. All accidents were mostly between two vehicles with moderate damage. Several of the vehicles required that they be towed from the location. All injuries were evaluated/treated at scene by the Delhi Twp fire dept. If a patient was taken to any area hospital a follow up with their emergency staff was conducted for status of the victim.

I investigated several larceny from an automobile complaints; I processed all scenes seeking physical evidence. I also canvassed the local area seeking additional information from the neighbors. No suspects on these cases. Any lifted prints were sent to the MSP crime lab for analysis.

I investigated a Health and Safety complaint where a neighbor/complainant had called about her aging male neighbor. The complaint of the male neighbor getting lost on his own property and then ending up on her property. I spoke to all persons involved in this matter; I also contacted the Ingham County Commission on Aging for their assistance in this matter.

DELHI CHARTER TOWNSHIP
Department of Community Development

June 2012 Activity Report

New Permits:

<u>Category</u>	<u>DDA Area Permits</u>	<u>Total Permits</u>	<u>Total Inspections</u>
Building	12	45	74
Electrical	4	21	41
Mechanical	8	35	70
Plumbing	3	12	36
Fire Inspections	N/A	N/A	51
Totals	27	113	272

Soil Erosion Permits & APA Projects:

<u>Category</u>	<u>DDA Area Permits</u>	<u>Total Permits/New Projects</u>	<u>Total Inspections</u>
Soil Erosion	0	10	50
Soil Erosion Waivers	1	1	0
APA Projects	0	0	5
Totals	1	11	55

New Code Enforcement Cases:

<u>Category</u>	<u>DDA Area Cases</u>	<u>Total Cases</u>
Building Maintenance	0	2
Fence Violation	0	0
Junk & Debris	0	0
Junk Vehicles	4	9
Miscellaneous	2	6
Noxious Weeds	16	34
Sidewalk Snow	0	0
Sign	2	5
Site Plan	0	0
Yard Parking	1	3
Improper Zoning Use	2	5
Totals	27	64
Total # of Inspections	105	

Rental Program Information:

Number of New Registered Rental Properties	4
Number of Rental Re-inspections	33
Number of Rental Investigations	3
Number of Rental Cycle Inspections	25

Civil Infraction/Abatement Information:

Abatement/Clean-ups	34
<i>Abatement/Clean-up Fees Issued (Year to date)</i>	\$7,257.52
Civil Infractions Issued	3
<i>Civil Infraction Fines Issued (Year to date)</i>	\$1,075.00

DELHI CHARTER TOWNSHIP
Building Permit Details

Permit No.	Property Address	Permit Applicant	Work Description	Estimated Cost	Permit Fee	DDA?
COMMERCIAL ALTERATION						
PB12-172	2061 CEDAR STREET	FRANKIE D'S AUTO & TRUCK REPAIR INC	INSTALL 10' X 10' DOOR IN EXISTING BLOCK WALL	\$14,000	\$92.40	Y
COMMERCIAL ALTERATION				\$14,000	\$92.40	Total: 1
COMMERCIAL NEW STRUCTURE						
PB12-153	2040 AURELIUS ROAD	HOLT SHOPPING CENTER LLC	6,163 SQ FT BUILDING FOR NEW MEDICAL BUILDING AND BUILD OUT	\$657,345	\$4,342.80	
COMMERCIAL NEW STRUCTURE				\$657,345	\$4,342.80	Total: 1
DECK						
PB12-139	1523 CATALINA DRIVE	COUNTRY VIEW ESTATES LLC	CONSTRUCTING 12' X 10' DECK ON REAR OF HOUSE	\$1,080	\$50.00	
PB12-156	1136 CRANBROOK LANE	DUROCHER, KYLE W. & DOSS, ERIKA A.	CONSTRUCTING 20' X 16' DECK	\$2,880	\$50.00	Y
PB12-145	4489 DELL ROAD	DELONG, JAMES TIVIS	CONSTRUCTING A 12' X 20' DECK	\$2,160	\$50.00	Y
PB12-183	1614 EIFERT ROAD	HALM & PERKINS CUSTOM CARPENTRY	CONSTRUCTING 100 SQ FT DECK	\$900	\$50.00	
PB12-150	6060 NICHOLS ROAD	GREEN, MARK S & LISA A	CONSTRUCTING A 416 SQ FT DECK AROUND POOL	\$3,744	\$50.00	
PB12-182	1845 NIGHTINGALE DRIVE	MORRISON REMODELING LLC	CONSTRUCTING A 320 SQ FT DECK	\$2,880	\$50.00	
PB12-146	2493 TIFFANY LANE	DECK EXPRESSIONS	REPAIR EXISTING DECK AND INSTALL NEW RAILINGS OUTSIDE OF NEW SCREENED ENCLOSURE	\$9,400	\$60.00	
DECK				\$23,044	\$360.00	Total: 7
DEMOLITION						
PB12-152	1271 EIFERT ROAD	F LAX CONSTRUCTION CO INC	DEMOLISHING THE ADDITION STARTED BACK IN 1996 FROM THE HOUSE	\$0	\$50.00	
DEMOLITION				\$0	\$50.00	Total: 1

DELHI CHARTER TOWNSHIP
Building Permit Details

Permit No.	Property Address	Permit Applicant	Work Description	Estimated Cost	Permit Fee	DDA?
FENCE						
PB12-180	1600 APPLECROFT LANE	SOUPAL, DEREK & KATHRYN	INSTALLING A CHAIN LINK FENCE AROUND THE REAR YARD	\$0	\$50.00	
PB12-140	1909 AURELIUS ROAD	HUMES, STEVEN	INSTALLING A 6' PRIVACY FENCE IN REAR YARD	\$0	\$50.00	
PB12-173	4424 BOWLINE COURT	GARIJO, NANCY M.	INSTALLING 6' PRIVACY FENCE IN REAR YARD	\$0	\$50.00	Y
PB12-147	2068 BURTON AVENUE	ROBERTS, DOROTHY	INSTALLING A TEMPORARY CHAIN LINK DOG RUN	\$0	\$0.00	
PB12-164	1316 DAYLILY DRIVE	MOORE, BRUCE & VICKIE	INSTALLING 4' & 5' FENCING TO ECLOSE REAR YARD	\$0	\$50.00	
PB12-181	4389 DONCASTER AVENUE	CHEADLE, JEFFREY M & KRISTIE	INSTALLING 6' PRIVACY FENCE IN REAR YARD	\$0	\$50.00	
PB12-160	4794 FURNEY STREET	RAMEY, JESSE M JR & WENDI M	INSTALLING FENCE TO ENCLOSE AREA BETWEEN HOUSE & GARAGE	\$0	\$50.00	
PB12-169	2730 HALYARD DRIVE	CYPHER, JARED G & MICHELLE A	INSTALLING A 4' CHAIN LINK FENCE IN REAR YARD	\$0	\$50.00	Y
PB12-174	2060 HAMILTON STREET	TATE, TERRIE & CASSANDRA	INSTALLING 6' FENCE ALONG NORTH BORDER AND A SMALL SECTION CONNECTING TO LEFT REAR OF HOUSE	\$0	\$50.00	
PB12-144	4099 PHEASANT RUN	STOLICKER, GARY & MICHELLE	INSTALLING A 5' FENCE AROUND POOL	\$0	\$50.00	
PB12-166	2113 THORBURN STREET	MOWERS, TIMOTHY I & KELLIE J	INSTALLING 6' FENCE IN REAR YARD	\$0	\$50.00	Y
PB12-163	4191 WATSON AVENUE	HARRIS, RAYMOND A & MELANIE S	INSTALLING 4' & 6' FENCE TO ENCLOSE REAR YARD	\$0	\$50.00	Y
PB12-158	4882 WILCOX ROAD	ORME, ROBERT E & PATRICIA A	INSTALLING 4' FENCE TO ENCLOSE REAR YARD	\$0	\$50.00	
PB12-170	2570 WINTERBERRY STREET	SWIFT, LARRY & CYNTHIA	INSTALLING A 4' CHAIN LINK FENCE IN REAR YARD	\$0	\$50.00	
FENCE				\$0	\$650.00	Total: 14

DELHI CHARTER TOWNSHIP
Building Permit Details

Permit No.	Property Address	Permit Applicant	Work Description	Estimated Cost	Permit Fee	DDA?
POOL						
PB12-176	2145 MEADOWLAWN DRIVE	NESKY, JASON H	INSTALLATION OF AN ABOVE GROUND POOL	\$0	\$50.00	Y
PB12-149	6060 NICHOLS ROAD	GREEN, MARK S & LISA A	INSTALLATION OF AN ABOVE GROUND POOL	\$0	\$50.00	
PB12-159	5045 O'CONNOR DRIVE	KECK, CHRISTOPHER R & CORIE L	INSTALLATION OF AN ABOVE GROUND POOL	\$0	\$50.00	
PB12-143	4099 PHEASANT RUN	STOLICKER, GARY & MICHELLE	INSTALLATION OF AN INGROUND POOL	\$0	\$50.00	
PB12-151	4172 WATSON AVENUE	GINTHER, MARK L & DARLA K	INSTALLATION OF AN ABOVE GROUND POOL	\$0	\$50.00	Y
POOL						
RESIDENTIAL ALTERATION						
PB12-154	4762 LOCH LOMOND DRIVE	CHAMPION WINDOW COMPANY OF GR LLC	REMOVE A CURRENT 3-SEASON ROOM AND BUILD A NEW 3-SEASON ROOM THE SAME SIZE 12' X 14'	\$14,280	\$90.00	
PB12-155	1633 WANSTEAD DRIVE	BYRUM BUILDERS	BASEMENT BATHROOM - 6X8	\$7,000	\$50.00	
RESIDENTIAL ALTERATION						
RESIDENTIAL DWELLING/GARAGE						
PB12-168	1952 CROSSROADS DRIVE	ALLEN EDWIN HOMES	CONSTRUCTING SINGLE FAMILY HOME	\$222,204	\$1,338.00	
RESIDENTIAL DWELLING/GARAGE						
RESIDENTIAL MISCELLANEOUS						
PB12-177	2123 AURELIUS ROAD	THD AT-HOME SERVICES	TEAR OFF AND RE-ROOF	\$8,000	\$56.00	
PB12-162	2703 FRANK STREET	BRUNETTE EXTERIORS INC	REMOVE ROOF - REPAIR HIP STRUCTURE AND RE-ROOF	\$10,500	\$66.00	
PB12-141	2356 GUNN ROAD	ARROWHEAD HOMES	NEW ROOF & RAFTERS	\$11,648	\$72.00	
PB12-157	1961 HEATHERTON DRIVE		TEAR OFF & RE-ROOF AND SCREEN IN			
				\$0	\$250.00	Total: 5
				\$21,280	\$140.00	Total: 2
				\$222,204	\$1,338.00	Total: 1

DELHI CHARTER TOWNSHIP
Building Permit Details

Permit No.	Property Address	Permit Applicant	Work Description	Estimated Cost	Permit Fee	DDA?
<i>PORCH</i>						
PB12-165	4407 HOLT ROAD	MCQUISTON, SCOTT AND	TEAR OFF AND RE-ROOF GARAGE	\$6,000	\$50.00	Y
PB12-178	4431 HOLT ROAD	PULICE HOMES, INC	TEAR OFF AND RE-ROOF	\$8,000	\$50.00	Y
PB12-171	1583 HUNTSHIRE DRIVE	SHERRIFF-GOSLIN CO	TEAR OFF AND RE-ROOF	\$8,000	\$50.00	
PB12-148	2276 WASHINGTON ROAD	SHERRIFF-GOSLIN CO	TEAR OFF AND RE-ROOF	\$8,000	\$50.00	
PB12-161	4425 WILLOUGHBY ROAD	JORDAN ROOFING	TEAR OFF AND RE-ROOF	\$8,000	\$50.00	Y
RESIDENTIAL MISCELLANEOUS						
RESIDENTIAL STORAGE/GARAGE						
PB12-175	2451 ANCHOR COURT	WEBSTER, JOHN F & LISAF	CONSTRUCTING 16' X 18' POLE BARN	\$5,184	\$50.00	
PB12-179	2589 CUNNINGHAM DRIVE	BERRY BUILDERS LLC	GARAGE & BREEZEWAY ADDITION ATTACHED	\$19,068	\$120.00	
PB12-167	2475 FEATHERSTONE DRIVE	DOYLE, JOHN B	CONSTRUCTING 768 SQ. FT. POLE BARN	\$13,824	\$84.00	
PB12-142	3980 HEARTHSIDE DRIVE	JAMES A FERGUSON	STICK BUILT GARAGE WITH FOOTINGS & SLAB	\$8,424	\$54.00	
RESIDENTIAL STORAGE/GARAGE						
				\$75,148	\$494.00	Total: 9
				\$46,500	\$308.00	Total: 4

Totals:	\$1,059,521	\$8,025.20	45
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Permit.DatIssued Between 06/01/2012 AND 06/30/2012
 AND
 Permit.PermittType = Building OR
 Permit.PermittType = Sign

SUMMARY OF CONSTRUCTION VALUES

Year	2006		2007		2008		2009		2010		2011	
	Total Permits	Total Value	Total Permits	Total Value	Total Permits	Total Value	Total Permits	Total Value	Total Permits	Total Value	Total Permits	Total Value
Commercial Addition, Alteration & Commercial Misc	32	\$ 1,895,384.00	49	\$ 9,353,080.00	30	\$ 2,830,791.00	29	\$ 1,215,220.00	27	\$ 1,665,320.00	37	\$ 1,029,347
Commercial New Structures	6	\$ 5,665,672.00	6	\$ 2,230,506.00	1	\$ 875,903.00	5	\$ 4,360,107.00	3	\$ 1,712,188.00	5	\$ 3,951,772
Deck, Fence, Pool, Residential Misc, Residential Storage/Garage, Demolition, Sign, Sign Business, Sign Grand Openings	249	\$ 681,722.00	255	\$ 834,376.00	165	\$ 1,118,676.00	487	\$ 3,105,297.00	372	\$ 2,103,596.00	233	\$ 1,262,153.00
Pre-Manufactured Home, Residential Condo w/Garage, Residential Dwelling, Residential Dwelling/Garage	122	\$ 20,311,984.00	58	\$ 8,856,775.00	27	\$ 5,189,435.00	22	\$ 3,861,101.00	37	\$ 5,998,675.00	28	\$ 3,849,279.00
Residential Addition, Residential Alteration	70	\$ 1,510,922.00	47	\$ 972,435.00	51	\$ 1,013,207.00	43	\$ 1,085,548.00	51	\$ 1,105,827.00	46	\$ 1,021,182.00
Residential Multiple Family & Apartment Units	3	\$ 2,738,265.00	6	\$ 7,621,380.00	0	\$ -	0	\$ -	2	\$ 1,237,795.00	3	\$ 3,694,734.00

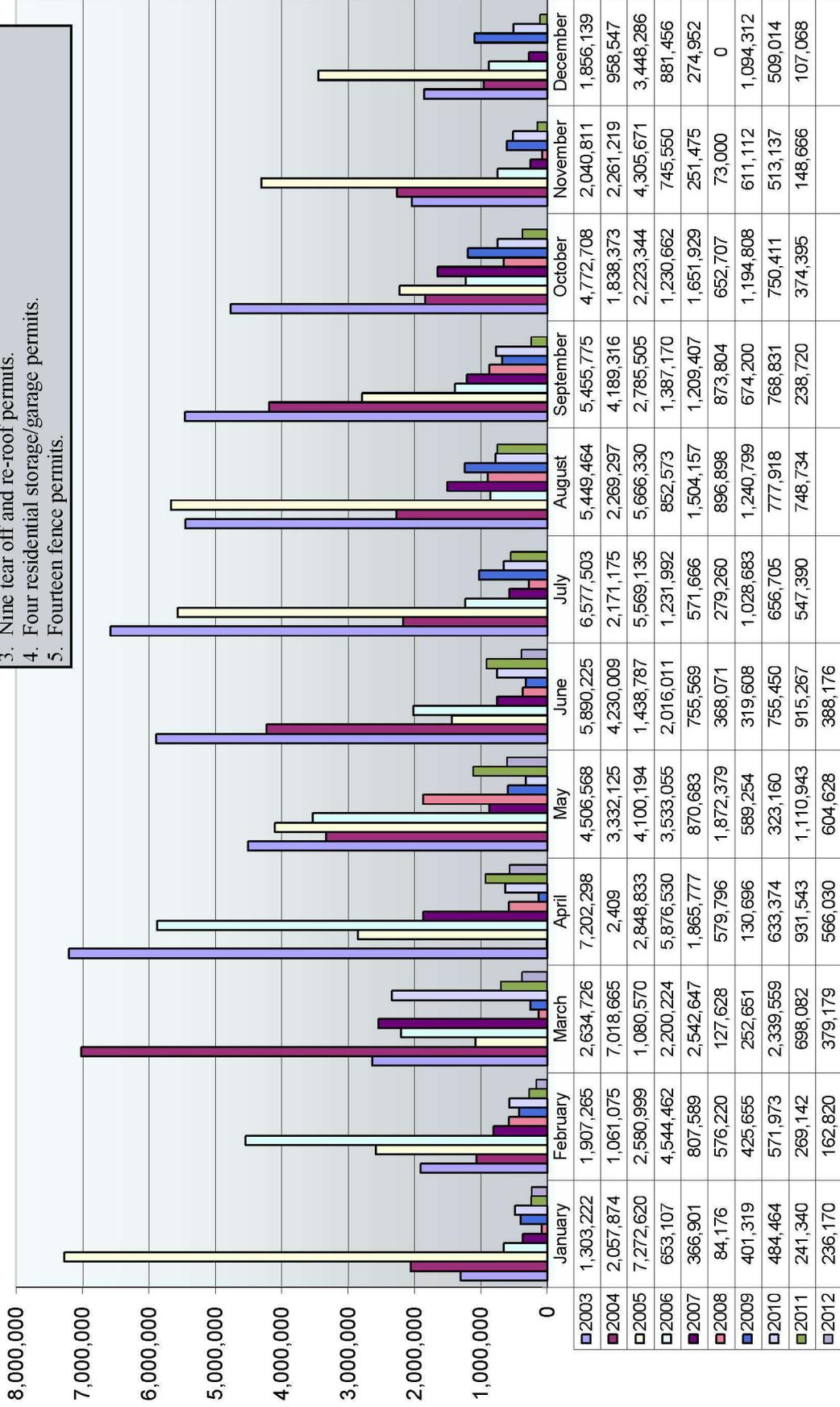
2012 Year to date Construction Values:

Commercial / Industrial:	\$ 3,479,347.00
Residential:	\$ 2,337,003.00
Total Single Family Homes:	7

Residential Building Permits

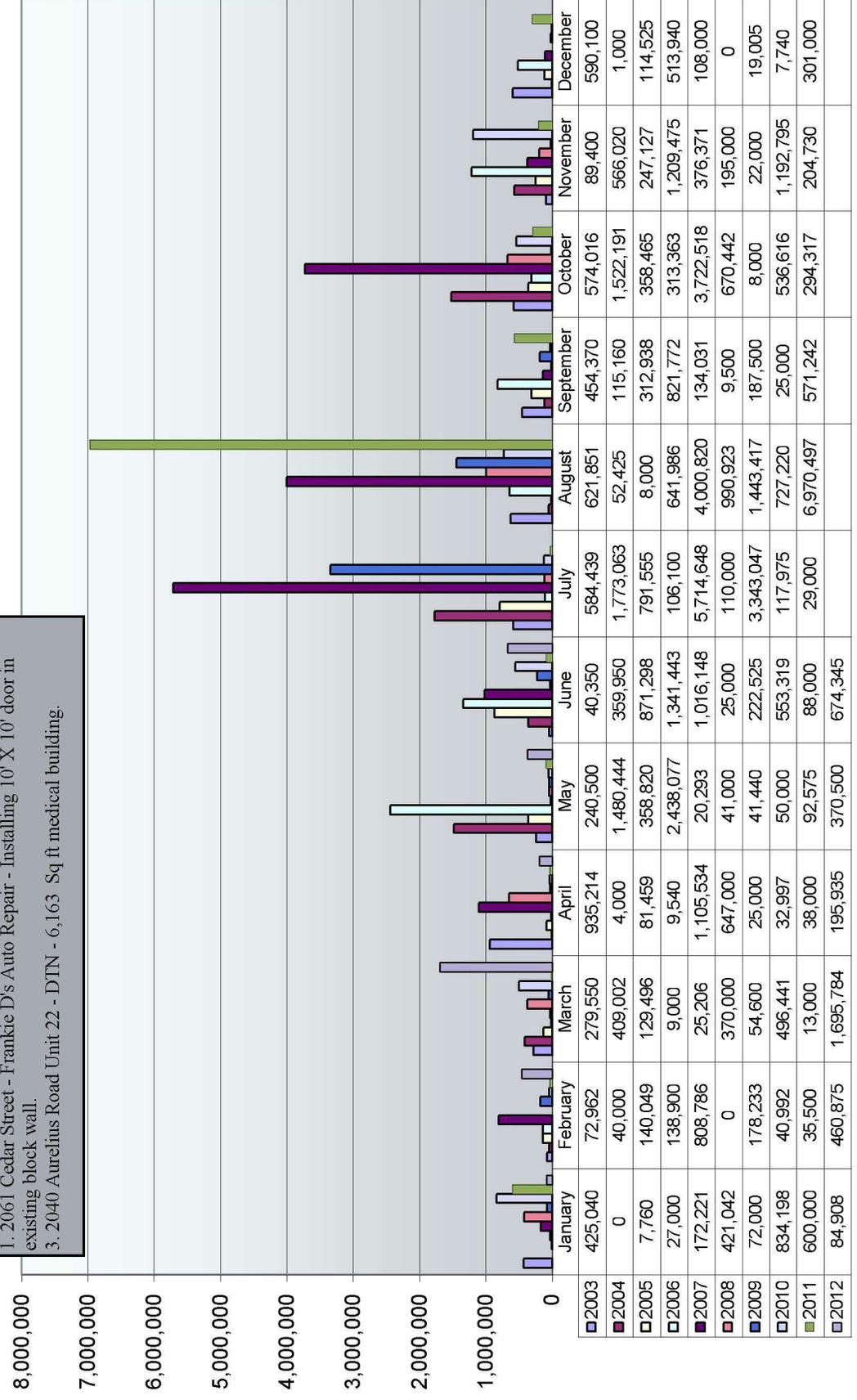
June 2012 Activity Includes:

1. One residential dwelling permit.
2. Seven deck permits.
3. Nine tear off and re-roof permits.
4. Four residential storage/garage permits.
5. Fourteen fence permits.



Commercial/Industrial Building Permits

June 2012 Activity Includes:
 1. 2061 Cedar Street - Frankie D's Auto Repair - Installing 10' X 10' door in existing block wall.
 3. 2040 Aurelius Road Unit 22 - DTN - 6,163 Sq ft medical building.



Delhi Township Fire Department Monthly Report

ATTACHMENT V

June, 2012

Total Calls

	<i>Delhi</i>	<i>Alaiedon</i>	<i>Total</i>
EMS / Medical	145	-	145
Fire / Rescue	55	6	61
Total Calls	200	6	206
Staff Hours	455	24	479

Total calls in 2012: 1,251
Total calls for 2011: 2,477

Inspections

Commercial Fire Inspections for June - 55

Training

296 Personnel in Attendance of 497 Hours of Training

Miscellaneous

Shed Fire – Charlar Banquet Hall- \$2,000 damage caused by electrical

House Fire – College Road – \$150,000 damage caused by electrical

4 Unit Apartment Building Fire - \$170,000 damage cause is undetermined

Mutual Aid with Tanker Assistance to Williamston Fire Department on House Fire

2010	AMBULANCE				FIRE			
	AMOUNT BILLED	PAYMENTS RECEIVED	SENT TO COLL.	RECD FROM COLL.	AMOUNT BILLED	PAYMENTS RECEIVED	SENT TO COLL.	RECD FROM COLL.
JANUARY	\$88,190.00	\$27,819.86		\$666.75	\$437.39	\$1,354.89		\$142.88
FEBRUARY	\$78,690.00	\$42,969.34		\$790.00		\$214.69		\$141.08
MARCH	\$86,660.00	\$59,738.85	\$6,498.79	\$664.47	\$3,166.03	\$1,127.54	\$858.24	\$170.94
APRIL	\$87,040.00	\$36,452.66		\$511.89	\$175.95	\$978.86		\$224.98
MAY	\$97,665.00	\$50,954.18		\$734.80	\$290.04	\$499.84		
JUNE	\$87,290.00	\$53,174.70		\$540.88	\$1,053.98	\$692.14		\$24.23
JULY	\$74,780.00	\$53,398.31	\$17,811.56	\$882.57	\$2,128.50	\$687.33	\$700.49	\$207.65
AUGUST	\$102,400.00	\$53,602.92	\$30,437.98	\$546.75	\$764.34	\$719.51	\$536.62	
SEPTEMBER	\$74,015.00	\$40,113.47		\$245.88	\$824.79	\$457.88		
OCTOBER	\$95,865.00	\$55,307.20		\$672.77	\$677.08	\$610.63		\$580.58
NOVEMBER	\$79,465.00	\$65,546.57		\$1,139.40	\$1,729.81	\$497.26		
DECEMBER	\$99,080.00	\$60,542.20	\$12,235.59	\$880.05	\$750.80	\$423.18		
TOTAL	\$1,051,140.00	\$599,620.26	\$66,983.92	\$8,276.21	\$11,998.71	\$8,263.75	\$2,095.35	\$1,492.34

2011	AMBULANCE				FIRE			
	AMOUNT BILLED	PAYMENTS RECEIVED	SENT TO COLL.	RECD FROM COLL.	AMOUNT BILLED	PAYMENTS RECEIVED	SENT TO COLL.	RECD FROM COLL.
JANUARY	\$94,907.00	\$58,462.55			\$885.87	\$70.00		
FEBRUARY	\$74,763.00	\$47,973.39	\$43,779.87	\$228.48	\$597.17	\$1,494.52	\$2,180.97	
MARCH	\$103,058.00	\$61,424.86		\$626.99	\$565.38	\$838.66		
APRIL	\$87,665.00	\$45,568.93		\$383.26	\$397.86	\$466.49		
MAY	\$97,930.00	\$61,870.76		\$639.26	\$2,526.56	\$144.01		\$78.26
JUNE	\$79,724.00	\$58,948.53		\$1,175.87	\$680.28	\$1,340.87		
JULY	\$90,786.00	\$38,142.39		\$343.59		\$2,144.22		
AUGUST	\$105,201.00	\$52,450.35		\$450.50	\$2,017.20	\$601.39		
SEPTEMBER	\$94,484.00	\$57,637.01		\$1,041.76		\$683.25		
OCTOBER	\$99,281.00	\$58,737.68		\$116.07	\$957.51	\$283.99		
NOVEMBER	\$84,238.00	\$50,625.21		\$712.71	\$199.27	\$65.00		
DECEMBER	\$89,133.00	\$40,330.38	\$51,742.97	\$267.90	\$742.44	\$25.00	\$3,289.47	
TOTAL	\$1,101,170.00	\$632,172.04	\$95,522.84	\$5,986.39	\$9,569.54	\$8,157.40	\$5,470.44	\$78.26

2012	AMBULANCE				FIRE			
	AMOUNT BILLED	PAYMENTS RECEIVED	SENT TO COLL.	RECD FROM COLL.	AMOUNT BILLED	PAYMENTS RECEIVED	SENT TO COLL.	RECD FROM COLL.
JANUARY	\$105,297.00	\$36,464.02						
FEBRUARY	\$98,556.00	\$59,382.32		\$392.50	\$1,415.74	\$426.00		
MARCH	\$86,483.00	\$60,331.80		\$218.12	\$892.96	\$265.58		
APRIL	\$74,833.00	\$58,459.89	\$49,961.37	\$278.88	\$438.66	\$428.52	\$1,662.45	\$60.42
MAY	\$92,311.00	\$57,216.97		\$425.82	\$1,530.99	\$230.67		
JUNE	\$80,887.00	\$40,723.63	\$30,522.46	\$126.33	\$345.32	\$977.41	\$978.68	\$313.01
JULY								
AUGUST								
SEPTEMBER								
OCTOBER								
NOVEMBER								
DECEMBER								
TOTAL	\$538,367.00	\$312,578.63	\$80,486.83	\$1,441.65	\$4,623.67	\$2,328.18	\$2,641.13	\$373.43

**DELHI CHARTER TOWNSHIP
MINUTES OF REGULAR MEETING HELD ON JULY 17, 2012**

The Delhi Charter Township Board of Trustees met in a regular meeting on Tuesday, July 17, 2012 in the Multipurpose Room at the Community Services Center, 2074 Aurelius Road, Holt, Michigan. Supervisor Goodrich called the meeting to order at 7:35 p.m.

PLEDGE OF ALLEGIANCE

ROLL CALL

Members Present: Supervisor Stuart Goodrich, Treasurer Roy Sweet, Clerk Evan Hope, Trustees Derek Bajema, John Hayhoe, Jerry Ketchum, DiAnne Warfield

Members Absent: None

Others Present: John Elsinga, Township Manager
Lt. Eric Trojanowicz, Delhi Division, Ingham County Sheriff's Office
Mark Jenks, Director of Parks & Recreation
Rick Royston, Fire Chief
Sandra Diorka, Director of Public Services
Tracy Miller, Director of Community Development
Brian Ball, Assistant Fire Chief
Wendy Thielen, Assistant Township Manager of Human Resources
Amy Finch, Assistant Township Clerk/Deputy Clerk

COMMENTS FROM THE PUBLIC – Jim Pierce, 1880 Elm Street, Holt, addressed the Board.

SET/ADJUST AGENDA

Hope moved to add Late Agenda Item No. 9 –Resolution No. 2012-005 – Road Improvement and Special Assessment District, Ivywood Subdivision South and Late Agenda Item No. 10 – Resolution No. 2012-006 – Set Public Hearing-Road Improvement Special Assessment District, Ivywood Subdivision South.

A Voice Poll was recorded as follows: All Ayes

MOTION CARRIED

CONSENT AGENDA

A. Approval of Minutes – Committee Meeting of June 19, 2012

SUBJECT TO APPROVAL

**DELHI CHARTER TOWNSHIP
MINUTES OF REGULAR MEETING HELD ON JULY 17, 2012**

- B. Approval of Minutes – Regular Meeting of June 19, 2012
- C. Approval of Minutes – Regular Meeting of June 12, 2012
- D. Approval of Claims – June 26, 2012 (ATTACHMENT I)
- E. Approval of Claims – July 10, 2012 (ATTACHMENT II)
- F. Approval of Payroll – June 21, 2012 (ATTACHMENT III)
- G. Approval of Payroll – July 5, 2012 (ATTACHMENT IV)

Trustee Bajema requested that Item D – Approval of Claims-June 26, 2012 and Item E – Approval of Claims-July 10, 2012 be removed from the consent agenda for discussion.

Warfield moved to approve the Consent Agenda as presented with Item D – Approval of Claims-June 26, 2012 and Item E – Approval of Claims-July 10, 2012 removed from the Consent Agenda for discussion.

A Roll Call Vote was recorded as follows:

Ayes: Bajema, Goodrich, Hayhoe, Hope, Ketchum, Sweet, Warfield

MOTION CARRIED

NEW BUSINESS

FUNDING FOR INGHAM COUNTY SHERIFF'S OFFICE SCHOOL RESOURCE OFFICER POSITION

The Board reviewed a memorandum dated July 13, 2012 from Twp. Mgr. Elsinga (ATTACHMENT V).

Hayhoe moved to accept the termination of the Agreement for Police Services between Delhi Charter Township and Holt Public Schools as requested by the Holt Public Schools and to approve funding the School Resource Officer position at 100% through December 31, 2014.

Dr. Johnny Scott, Holt Public Schools Superintendent, stated that the service provided by the School Resource Officer (SRO) was exemplary; however, due to declining state aid, the SRO position was eliminated from the budget for the 2012/2013 school year. Dr. Scott further stated that the school is extending to the Township access to the school's fiber for connectivity at the POTW plant. Dr. Scott stated that at this time when funds are limited, the School Board would appreciate the Township supporting this program which is an asset to the community.

SUBJECT TO APPROVAL

**DELHI CHARTER TOWNSHIP
MINUTES OF REGULAR MEETING HELD ON JULY 17, 2012**

Mark Jenks, Director of Parks and Recreation, stated that the SRO working with the part-time deputies assigned to the Township parks benefits the community, the parks and the library.

Lt. Trojanowicz, Delhi Division, Ingham County Sheriff's Office, stated that the SRO is a great resource. Having an officer in the school that is familiar with the students is helpful to the officers in the community to assist in identifying problems. Lt. Trojanowicz further stated that it is an asset to have an SRO familiar with the school and it's layout in the event of an emergency.

Trustee Ketchum stated that he feels that the program is a good program; however, he feels that the residents should not have to foot the entire cost of this program.

Trustee Bajema questioned the school extending the use of their fiber resource. Dr. Scott stated that since the district was going to have to make reductions, it felt that it was a good offering to the Township. Trustee Bajema stated that he understands that times are tough; however, with the shortage of officers on the streets, it may be a good value to have that officer on the street as opposed to in the schools. Trustee Bajema stated that by weighing the costs and benefits he could not support this item.

Trustee Hayhoe stated that this is the first time Dr. Scott has come before the Board with a request and the request involves our students and law enforcement, so he will be voting in favor of this item.

Trustee Warfield stated that she attended the school budget hearings and understood the cuts that had to be made. Trustee Warfield further stated that she feels that it is the school's job to teach and the community's job to protect.

Clerk Hope stated that he will support this item; further stating that it would be nice to continue to split the cost; however, either way the taxpayers are paying for the service whether it be to the Township or the school and feels that it is a worthwhile program to keep.

Treasurer Sweet stated that if the item is approved, he is not certain that this would have any effect on the millage renewal in subsequent years.

Supervisor Goodrich stated that he sat on the committee regarding the creation of the SRO program and agrees that either way it will be the taxpayer's dollars, either from the school or the Township that will be funding the position. Supervisor Goodrich further stated that he believes that the public is in favor of retaining the SRO program.

Trustee Ketchum questioned if the shortfall in funds is partly due to the reduction in students. Dr. Scott stated that the enrollment has remained relatively stable; however, there has been a reduction in state funding as well as federal funding.

Trustee Bajema responded to the comments made in regard to tax funding of this program. Trustee Bajema stated that every taxpayer state-wide is paying the tax which is

SUBJECT TO APPROVAL

**DELHI CHARTER TOWNSHIP
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funding this program with it's per pupil funding. With the school backing out of funding the program, Township taxpayers will be funding the program completely.

Mike Hamilton, 4541 Sycamore, Holt, spoke in favor of this item.

A Roll Call Vote was recorded as follows:

Ayes: Goodrich, Hayhoe, Hope, Ketchum, Sweet, Warfield

Nays: Bajema

MOTION CARRIED

**ACCEPT THE SHARED PUBLIC SERVICES INITIATIVES CAPITAL AREA FIRE
FINAL REPORT**

The Board reviewed a memorandum dated July 13, 2012 from Twp. Mgr. Elsinga (ATTACHMENT VI).

Hope moved to accept the Shared Public Services Initiative Capital Area Fire Final Report dated June 6, 2012 and continue collaboration with the other six jurisdictions to enhance the delivery of fire and EMS services within our region.

A Roll Call Vote was recorded as follows:

Ayes: Hayhoe, Hope, Ketchum, Sweet, Warfield, Bajema, Goodrich

MOTION CARRIED

**CONTRACT OF SERVICES BETWEEN DELHI CHARTER TOWNSHIP AND MEDICAL
MANAGEMENT SERVICES OF MICHIGAN, INC. – MEDICAL BILLING AND
ACCOUNTS RECEIVABLE MANAGEMENT**

The Board reviewed memorandums dated July 12, 2012 from Twp. Mgr. Elsinga and July 11, 2012 from Brian Ball, Assistant Fire Chief (ATTACHMENT VII).

Sweet moved to approve the Contract of Services between Delhi Charter Township and Medical Management Systems of Michigan, Inc. for medical billing and accounts receivable management effective July 1, 2012.

It was stated that credit card payments will be accepted through the use of Medical Management Services.

A Roll Call Vote was recorded as follows:

Ayes: Hope, Ketchum, Sweet, Warfield, Bajema, Goodrich, Hayhoe

MOTION CARRIED

SUBJECT TO APPROVAL

**DELHI CHARTER TOWNSHIP
MINUTES OF REGULAR MEETING HELD ON JULY 17, 2012**

APPLICATION FOR PUBLIC FIREWORKS DISPLAY PERMIT – DELHI CHARTER TOWNSHIP PARKS AND RECREATION

The Board reviewed a memorandum dated July 11, 2012 from Twp. Mgr. Elsinga (ATTACHMENT VIII).

Warfield moved to approve the application for Public Fireworks Display Permit from Delhi Charter Township Parks and Recreation to be held on August 25, 2012 at the Holt Hometown Festival.

A Roll Call Vote was recorded as follows:

Ayes: Ketchum, Sweet, Warfield, Bajema, Goodrich, Hayhoe, Hope

MOTION CARRIED

AGREEMENT BETWEEN DELHI CHARTER TOWNSHIP AND ABLE CONCRETE, INC. – 2012 SIDEWALK IMPROVEMENT PROGRAM

The Board reviewed a memorandum dated July 11, 2012 from Twp. Mgr. Elsinga (ATTACHMENT IX).

Ketchum moved to approve the agreement between Delhi Charter Township and Able Concrete, Inc. in the amount of \$13,911 for the 2012 Sidewalk Improvement Program.

A Roll Call Vote was recorded as follows:

Ayes: Sweet, Warfield, Bajema, Goodrich, Hayhoe, Hope, Ketchum

MOTION CARRIED

AWARD BID FOR WASHINGTON WOODS SIDEWALK PROJECT – PERFITT EXCAVATING, INC.

The Board reviewed memorandums dated July 12, 2012 from Twp. Mgr. Elsinga and July 13, 2012 from Tracy Miller, Director of Community Development (ATTACHMENT X).

Hayhoe moved to award the bid for the Washington Woods Sidewalk Project to Perfitt Excavating, Inc. in the amount of \$16,740 to be shared with the Holt Public Schools for a total Township portion of \$8,370.

Tracy Miller, Director of Community Development, stated that this sidewalk project, in conjunction with the Safe Routes 2 School program, will connect Horizon Elementary School, Washington Woods Middle School with the Holt High School, Ninth Grade Campus. It is anticipated that Messiah Lutheran Church will soon be providing an easement for the sidewalk. Trustee Bajema asked, with the sidewalk going between two baseball fields and through a field, how this would be a safe route to school. Trustee Bajema further questioned if there would be a fence installed around the baseball fields.

SUBJECT TO APPROVAL

**DELHI CHARTER TOWNSHIP
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Ms. Miller stated that the field on the south side of the proposed sidewalk is owned by Messiah Lutheran Church and the school district owns the field on the north side. Of the three proposed routes, this route was the preferred route. Trustee Bajema commented that the school could not afford to fund a School Resource Officer in the schools but can afford a sidewalk.

Trustee Ketchum questioned the placement of this proposed sidewalk. Ms. Miller stated that currently pedestrians going to the ninth grade campus or the high school from the neighborhoods to the north come out at Washington Woods Middle School or Horizon Elementary School and walk on the street. These sidewalks would create a direct route into the existing sidewalk system. Clerk Hope stated that currently pedestrians coming from south of Holt Road have to walk along Holt Road, cross Holt Road and then either work through the field or along the road to get to Washington Woods. The proposed sidewalk will enable them to use the sidewalk, cross at the light and continue on the sidewalk to Washington Woods.

A Roll Call Vote was recorded as follows:

Ayes: Warfield, Bajema, Goodrich, Hayhoe, Hope, Ketchum, Sweet

MOTION CARRIED

EXTENSION OF WATER SYSTEM AGREEMENT BETWEEN DELHI CHARTER TOWNSHIP AND THE LANSING BOARD OF WATER AND LIGHT

The Board reviewed a memorandum dated July 12, 2012 from Twp. Mgr. Elsinga (ATTACHMENT XI).

Hope moved to approve the Water System Agreement Extension between Delhi Charter Township and the Lansing Board of Water and Light effective through January 31, 2013.

A Roll Call Vote was recorded as follows:

Ayes: Bajema, Goodrich, Hayhoe, Hope, Ketchum, Sweet, Warfield

MOTION CARRIED

LATE AGENDA ITEMS

RESOLUTION NO. 2012-005 – ROAD IMPROVEMENT AND SPECIAL ASSESSMENT DISTRICT – IVYWOOD SUBDIVISION SOUTH

The Board reviewed memorandums dated July 17, 2012 from Twp. Mgr. Elsinga and July 17, 2012 from Tracy Miller, Director of Community Development (ATTACHMENT XII).

SUBJECT TO APPROVAL

**DELHI CHARTER TOWNSHIP
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Warfield moved to adopt Resolution No. 2012-005, which is the first of five resolutions to initiate a Special Assessment district to defray the cost of construction for road improvements for Ivywood Subdivision South.

Brindley Byrd, 3990 Camperdown Dr., Lansing, spoke in favor of the project.

A Roll Call Vote was recorded as follows:

Ayes: Goodrich, Hayhoe, Hope, Ketchum, Sweet, Warfield, Bajema

MOTION CARRIED

**RESOLUTION NO. 2012-006 – SET PUBLIC HEARING – ROAD IMPROVEMENT
SPECIAL ASSESSMENT DISTRICT – IVYWOOD SUBDIVISION SOUTH**

The Board reviewed memorandums dated July 17, 2012 from Twp. Mgr. Elsinga and July 17, 2012 from Tracy Miller, Director of Community Development (ATTACHMENT XIII).

Bajema moved to adopt Resolution No. 2012-006, which is the second of five resolutions in which plans and estimates for the construction of road improvements for the proposed Ivywood Subdivision South Special Assessment District be filed with the Township Clerk, and sets a public hearing for August 8, 2012 at 8:00 p.m. to determine its need and necessity.

A Roll Call Vote was recorded as follows:

Ayes: Hayhoe, Hope, Ketchum, Sweet, Warfield, Bajema, Goodrich

MOTION CARRIED

APPROVAL OF CLAIMS-JUNE 26, 2012

Warfield moved to approve the Claims of June 26, 2012.

Trustee Bajema questioned the difference between the water and sewer bill at several Township owned properties.

A Roll Call Vote was recorded as follows:

Ayes: Hayhoe, Hope, Ketchum, Sweet, Warfield, Bajema, Goodrich

MOTION CARRIED

APPROVAL OF CLAIMS-JULY 10, 2012

Warfield moved to approve the Claims of July 10, 2012.

Trustee Bajema questioned several DDA payments.

A Roll Call Vote was recorded as follows:

SUBJECT TO APPROVAL

**DELHI CHARTER TOWNSHIP
MINUTES OF REGULAR MEETING HELD ON JULY 17, 2012**

Ayes: Hope, Ketchum, Sweet, Warfield, Bajema, Goodrich, Hayhoe

MOTION CARRIED

REPORTS

SUPERVISOR

Supervisor Goodrich reported on the brush drop off and the Touch a Truck program hosted by the Lions Clubs.

TREASURER

Treasurer Sweet reported on the 2nd Quarter Investment Report (ATTACHMENT XIV), revenue sharing for the month of April and the mailing of Summer Property Taxes.

CLERK

Clerk Hope reminded the Board that the next Board meeting is scheduled for Wednesday, August 8, 2012 due to the August 7, 2012 Primary Election.

Clerk Hope distributed a letter dated July 7, 2012 from Anwar Jalil asking the Board to waive the rental investigation fee that he paid to the Township. It was the census of the Board to bring this to the next meeting for consideration.

Clerk Hope reported on the Music in the Garden series.

TRUSTEES

TRUSTEE BAJEMA

Trustee Bajema stated that he heard from a number of residents that received sewer bills with a zero usage.

TOWNSHIP MANAGER

Twp. Mgr. Elsinga stated that RSDC filed an appeal with the Michigan Tax Tribunal (MTT) for the 2010, 2011 and 2012 taxable values. The MTT determination came in and the taxable values were dropped by more than 50%. The Township will be refunding the company a portion of their 2010 IFT tax payments which is a combination from all the jurisdictions. Ingham County will refund RSDC approximately \$500,000. The Townships liability is approximately \$140,000 for the DDA and \$75,000 for the Township for 2010 and 2011. The company has not paid their 2012 tax yet so the Township will lower those.

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**DELHI CHARTER TOWNSHIP
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LIMITED PUBLIC COMMENTS - None

ADJOURNMENT

Meeting adjourned at 9:10 p.m.

Date: _____

Evan Hope, Township Clerk

Date: _____

Stuart Goodrich, Supervisor

/af

SUBJECT TO APPROVAL

June 26, 2012

I. Certification of Authorized Signatures: The attached Check Register and Invoice Distribution Report encompass checks dated June 26, 2012 numbered 81518 thru 81591 & ACH 2082 thru 2095. Every invoice has a payment authorizing signature(s).

Dated: June 26, 2012

Lora Behnke, Accounting Clerk

II. Certification of Fund Totals:

The attached Invoice Distribution Report and Check Register for checks dated June 26, 2012 show payments made from the following funds:

General Fund	\$	67,401.26
Fire Fund		20,534.68
Police Fund		190,364.66
Fire Equip. & Apparatus Fund		4,959.29
Brownfield Redevelopment Fund		122.10
Downtown Development Fund		7,679.60
Sewer Fund		33,073.46
Trust & Agency Fund		3,317.95
Grand Total	\$	<u>327,453.00</u>

Includes the following to be reimbursed from separate bank accounts:

None

Dated: June 26, 2012

John B. Elsinga, Township Manager

III. Approval for Distribution: I have reviewed the above checks and invoices and all of them should be distributed. All invoices over \$10,000.00 have been approved by general policy or previous motions of the board.(None) .

Dated: June 26, 2012

John B. Elsinga, Township Manager

Evan Hope, Township Clerk

Roy W. Sweet, Treasurer

IV. Board Audit and Approval: At a regular meeting of the Township Board held on July 17, 2012 a motion was made by _____ and passed by _____ yes votes and _____ no votes (_____ absent) that the list of claims dated June 26, 2012, was reviewed, audited and approved.

Evan Hope, Township Clerk

INVOICE GL DISTRIBUTION REPORT FOR DELHI CHARTER TOWNSHIP
 EXP CHECK RUN DATES 06/26/2012 - 06/26/2012

Vendor	Invoice Line Desc	Amount
Fund 101 GENERAL FUND		
Dept 000.00		
SBAM	RETIREEES HEALTH INSURANCE JULY	216.61
ESURANCE	REFUND(2011-0734F)LATESA WILLIAMS	670.00
WPS MEDICARE PART B	REFUND (2011A-1954)	355.21
WPS MEDICARE PART B	REFUND (2011A-1659 R THOMPSON)	363.92
	Total For Dept 000.00	1,605.74
Dept 101.00 LEGISLATIVE		
HARTFORD LIFE INSURANCE	TRUSTEES LIFE INSURANCE JULY	25.50
	Total For Dept 101.00 LEGISLATIVE	25.50
Dept 171.00 MANAGER		
SBAM	HEALTH INSURANCE JULY	977.76
DELTA DENTAL PLAN OF	DENTAL INSURANCE JULY	308.38
HARTFORD LIFE INSURANCE	LIFE INSURANCE JULY	93.50
WENDY L THIELEN	6/14/2012 MILEAGE/THIELEN	83.46
	Total For Dept 171.00 MANAGER	1,463.10
Dept 191.00 ACCOUNTING		
SBAM	HEALTH INSURANCE JULY	977.76
DELTA DENTAL PLAN OF	DENTAL INSURANCE JULY	84.26
HARTFORD LIFE INSURANCE	LIFE INSURANCE JULY	19.97
ABRAHAM & GAFFNEY, P.C.	ACCOUNTING SERVICES EL-410	3,596.25
	Total For Dept 191.00 ACCOUNTING	4,678.24
Dept 215.00 CLERK		
SBAM	HEALTH INSURANCE JULY	2,607.34
DELTA DENTAL PLAN OF	DENTAL INSURANCE JULY	269.07
HARTFORD LIFE INSURANCE	LIFE INSURANCE JULY	64.16
MUNICODE	SUPP. 15 CODIFICATION	2,430.00
	Total For Dept 215.00 CLERK	5,370.57
Dept 228.00 INFORMATION TECHNOLOGY		
SBAM	HEALTH INSURANCE JULY	977.76
DELTA DENTAL PLAN OF	DENTAL INSURANCE JULY	84.26
HARTFORD LIFE INSURANCE	LIFE INSURANCE JULY	48.46
AD-INK & TONER SUPPLY	1 TONER & 1 INK CARTRIDGE	88.98
DARRYL ALBERT	5/7-6/7/2012 MILEAGE/ALBERT	180.93
MICROTECH SERVICES, INC.	WATCHGUARD XTM 330 FIREWALL	1,697.00
	Total For Dept 228.00 INFORMATION TECHNOLOGY	3,077.39

Dept 253.00 TREASURERS		
SBAM	HEALTH INSURANCE JULY	1,222.19
DELTA DENTAL PLAN OF	DENTAL INSURANCE JULY	279.73
HARTFORD LIFE INSURANCE	LIFE INSURANCE JULY	42.50
HOLT POSTMASTER	ANNUAL PERMIT #1 FEE	190.00
ICS MARKETING SUPPORT	2012 SUMMER TAX BILL POSTAGE	3,663.90
D & K INVESTIGATIVE SERV	SERVICE OF COURT PAPERS	20.56
	Total For Dept 253.00 TREASURERS	5,418.88

Dept 257.00 ASSESSING		
SBAM	HEALTH INSURANCE JULY	1,222.19
DELTA DENTAL PLAN OF	DENTAL INSURANCE JULY	363.98
HARTFORD LIFE INSURANCE	LIFE INSURANCE JULY	69.27
LANSING ICE & FUEL CO	GASOLINE ASSESSING	50.72
	Total For Dept 257.00 ASSESSING	1,706.16

Dept 262.00 ELECTIONS		
ELECTION SYSTEMS & SOFT	8 AUTO MARK MAINTENANCE	236.00
	Total For Dept 262.00 ELECTIONS	236.00

Dept 265.00 BUILDING & GROUNDS		
SBAM	HEALTH INSURANCE JULY	519.19
DELTA DENTAL PLAN OF	DENTAL INSURANCE JULY	72.19
HARTFORD LIFE INSURANCE	LIFE INSURANCE JULY	14.22
LANSING ICE & FUEL CO	GASOLINE BUILDING & GROUNDS	94.13
MICHIGAN COMPANY	2 L CONCENTRATE (4/CASE)/CSC	152.84
MICHIGAN COMPANY	SHIPPING	9.25
STATE OF MICHIGAN	ELEVATOR INSPECTION/CSC	180.00
BOARD OF WATER & LIGHT	WATER 2074 AURELIUS	718.21
DELHI CHARTER TOWNSHIP	SEWER 2074 AURELIUS	378.00
SIEMENS INDUSTRY, INC.	REPLACE SEAL LEAK ON BOILER PUMP	740.00
	Total For Dept 265.00 BUILDING & GROUNDS	2,878.03

Dept 276.00 CEMETERY		
SBAM	HEALTH INSURANCE JULY	850.89
DELTA DENTAL PLAN OF	DENTAL INSURANCE JULY	118.32
HARTFORD LIFE INSURANCE	LIFE INSURANCE JULY	23.32
LANSING ICE & FUEL CO	GASOLINE CEMETERY	146.43
ACE HARDWARE	1 SLOW MOVING VEHICLE SIGN	16.99
BARNHART & SON, INC.	GRAVE OPENINGS & CLOSINGS	1,171.46
GRANGER CONTAINER SERV	MONTHLY DUMPSTER SERVICE	65.00
	Total For Dept 276.00 CEMETERY	2,392.41

Dept 281.00 STORMWATER		
SBAM	HEALTH INSURANCE JULY	360.55
DELTA DENTAL PLAN OF	DENTAL INSURANCE JULY	50.13
HARTFORD LIFE INSURANCE	LIFE INSURANCE JULY	9.88

LANSING ICE & FUEL CO	GASOLINE STORMWATER	78.45
BARNHART & SON, INC.	GREEN DRAIN BERM CONSTRUCTION	5,550.00
INGHAM COUNTY MSU EXT	2 SEMINARS/BRYANT	100.00
	Total For Dept 281.00 STORMWATER	<u>6,149.01</u>

Dept 446.00 INFRASTRUCTURE

LANDSCAPE ARCHITECTS	DELHI WASHINGTON WOODS SIDEWALK	400.00
	Total For Dept 446.00 INFRASTRUCTURE	<u>400.00</u>

Dept 721.00 PLANNING/COMMUNITY DEVELOPMENT

SBAM	HEALTH INSURANCE JULY	5,051.72
DELTA DENTAL PLAN OF	DENTAL INSURANCE JULY	727.97
HARTFORD LIFE INSURANCE	LIFE INSURANCE JULY	135.58
MERRITT PRESS, INC.	1,000 NOTICE OF VIOLATION ENVELOPE	86.57
LANSING ICE & FUEL CO	GASOLINE COMMUNITY DEVELOPMENT	185.39
INGHAM COUNTY TREASURER	1953 ADELPHA STREET PURCHASE	7,995.92
OCE NORTH AMERICA DOC	COPIER METER CHARGE	80.68
SCHAFFER'S INC.	MOWING 3942 BERRY RIDGE	43.13
SCHAFFER'S INC.	MOWING 2149 COOLRIDGE	43.13
SCHAFFER'S INC.	MOWING 4868 SUGARBUSH	69.00
SCHAFFER'S INC.	MOWING VACANT LOT WILLOUGHBY	43.13
SCHAFFER'S INC.	MOWING VACANT LOT LEGACY PARK	51.75
SCHAFFER'S INC.	MOWING 3420 PINE TREE	51.75
SCHAFFER'S INC.	MOWING 2510 SELMA	34.50
SCHAFFER'S INC.	MOWING 2287 FAY	43.13
SCHAFFER'S INC.	MOWING 2460 GILBERT	43.13
SCHAFFER'S INC.	MOWING 3200 PINE TREE	103.50
SCHAFFER'S INC.	MOWING 3100 PINE TREE	51.75
SCHAFFER'S INC.	MOWING 5405 HARPER	43.13
SCHAFFER'S INC.	MOWING 4519 SPAHR	34.50
SCHAFFER'S INC.	MOWING 3769 CALYPSO	43.13
SCHAFFER'S INC.	MOWING 1596 BERKLEY	43.13
SCHAFFER'S INC.	MOWING 4620 DON	51.75
SCHAFFER'S INC.	MOWING 4844 TARTAN LANE	43.13
SCHAFFER'S INC.	MOWING 1185 WILDFLOWER	34.50
SCHAFFER'S INC.	MOWING 1179 WILDFLOWER	34.50
SCHAFFER'S INC.	MOWING 1180 WILDFLOWER	34.50
SCHAFFER'S INC.	MOWING 1184 WILDFLOWER	34.50
SCHAFFER'S INC.	MOWING 1192 WILDFLOWER	34.50
SCHAFFER'S INC.	MOWING 1218 WILDFLOWER	34.50
SCHAFFER'S INC.	MOWING 1228 WILDFLOWER	34.50
SCHAFFER'S INC.	MOWING 1236 WILDFLOWER	34.50
SCHAFFER'S INC.	MOWING 1246 WILDFLOWER	34.50
SCHAFFER'S INC.	MOWING 1213 WILDFLOWER	34.50
SCHAFFER'S INC.	MOWING 1308 YARROW	34.50
SCHAFFER'S INC.	MOWING 1282 WILDFLOWER	34.50
	Total For Dept 721.00 PLANNING/COMMUNITY DEVELOPMENT	<u>15,514.50</u>

Dept 752.00 PARKS ADMINISTRATION

SBAM	HEALTH INSURANCE JULY	814.79
DELTA DENTAL PLAN OF	DENTAL INSURANCE JULY	89.90
HARTFORD LIFE INSURANCE	LIFE INSURANCE JULY	45.90
HOLT PUBLIC SCHOOLS	PRINTING FLYERS	89.46
Total For Dept 752.00 PARKS ADMINISTRATION		<u>1,040.05</u>

Dept 771.00 PARKS

SBAM	HEALTH INSURANCE JULY	1,222.19
DELTA DENTAL PLAN OF	DENTAL INSURANCE JULY	139.86
HARTFORD LIFE INSURANCE	LIFE INSURANCE JULY	20.83
LANSING ICE & FUEL CO	GASOLINE PARKS	1,014.19
LANSING SANITARY SUPPLY	TOWELS/LINERS/TOILET TISSUE/CLEAN	519.04
ACE HARDWARE	2 GORILLA TAPE	11.98
FASTENAL COMPANY	WASHERS & FASTENERS	13.07
AMERICAN RENTAL	CREDIT	(6.88)
AMERICAN RENTAL	PORTABLE TOILETS	280.00
AMERICAN RENTAL	PORTABLE TOILET	70.00
AMERICAN RENTAL	PORTABLE TOILETS	630.00
GRANGER CONTAINER SERV	MONTHLY DUMPSTER SERVICE	150.00
MODEL COVERALL SERVICE	UNIFORM PANTS	274.07
MODEL COVERALL SERVICE	CREDIT	(168.98)
BOARD OF WATER & LIGHT	WATER 1750 MAPLE	37.70
BOARD OF WATER & LIGHT	WATER 4030 KELLER	77.25
BOARD OF WATER & LIGHT	WATER 2074 AURELIUS #PARK	648.75
BOARD OF WATER & LIGHT	WATER 2108 CEDAR	209.87
BOARD OF WATER & LIGHT	WATER 2287 PINE TREE	67.39
DELHI CHARTER TOWNSHIP	SEWER 2108 CEDAR	17.25
DELHI CHARTER TOWNSHIP	SEWER 2287 PINE TREE	49.50
DELHI CHARTER TOWNSHIP	SEWER 4030 KELLER	134.50
DELHI CHARTER TOWNSHIP	SEWER 1750 MAPLE	47.00
DART BANK	PIONEER ELEC REISSUE	1,027.92
MARK'S LOCK SHOP, INC	1 LOCK/KIWANIS	65.00
MENARDS LANSING SOUTH	GOOF OFF/STRIPPER/BACKER PAD	50.40
MENARDS LANSING SOUTH	FINISHDISCS/BACKER PAD	47.89
SAFETY SYSTEMS, INC	QTRLY MONITORING/SENIOR CENTER	90.00
SIEMENS INDUSTRY, INC.	REPLACE HIGH PSI SWITCH HP#5 (T&M)	685.40
POP-ITY POPCORN CO. LLC	SNO CUPS/SNO SYRUP	126.00
Total For Dept 771.00 PARKS		<u>7,551.19</u>

Dept 774.00 RECREATION

SBAM	HEALTH INSURANCE JULY	977.76
DELTA DENTAL PLAN OF	DENTAL INSURANCE JULY	84.26
HARTFORD LIFE INSURANCE	LIFE INSURANCE JULY	22.10
DEAN TRAILWAYS OF MICH	SENIOR CITIZEN BUS TRIP	613.00
CHARLES GRINNELL	HOMETOWN FESTIVAL/GRINNELL	176.00
DANIEL A. DUMENEY	SOFTBALL OFFICIAL	25.00
PAULA K. HARNEY	SENIOR CENTER FITNESS CLASSES	100.00
ROBERT KRUEGER	SOCCER OFFICIAL	50.00
STEVEN E. ROGERS	SOFTBALL OFFICIAL	50.00
Total For Dept 774.00 RECREATION		<u>2,098.12</u>

Dept 850.00 OTHER FUNCTIONS

HARTFORD LIFE INSURANCE	RETIREES LIFE INSURANCE JULY	36.45
SBAM	RETIREES HEALTH INSURANCE JULY	5,457.49
DBI BUSINESS INTERIORS	OFFICE SUPPLIES	22.99
DBI BUSINESS INTERIORS	OFFICE SUPPLIES	90.44
PITNEY BOWES GLOBAL	FOLDING MACHINE LEASE	189.00
	Total For Dept 850.00 OTHER FUNCTIONS	<u>5,796.37</u>

Total For Fund 101 GENERAL FUND 67,401.26

Fund 206 FIRE FUND

Dept 000.00

DELTA DENTAL PLAN OF	COBRA	84.26
	Total For Dept 000.00	<u>84.26</u>

Dept 336.00 FIRE DEPARTMENT

SBAM	HEALTH INSURANCE JULY	9,859.00
DELTA DENTAL PLAN OF	DENTAL INSURANCE JULY	1,568.84
SBAM	HEALTH INSURANCE JULY	977.76
DELTA DENTAL PLAN OF	DENTAL INSURANCE JULY	84.26
HARTFORD LIFE INSURANCE	LIFE INSURANCE JULY	223.71
HARTFORD LIFE INSURANCE	LIFE INSURANCE JULY	18.27
BARYAMES CLEANERS	UNIFORM CLEANING	156.95
TRI-COUNTY EMERGENCY	200 TCEMCA REFUSAL FORMS	21.00
LANSING ICE & FUEL CO	GASOLINE FIRE	1,085.83
NYE UNIFORM COMPANY	3 PANTS/ROYSTON	202.50
BOUND TREE MEDICAL, LLC	MEDICAL SUPPLIES	1,368.76
PENGUIN COMMUNICATIONS	272 CALLS BEYOND ALLOWANCE	51.68
BOARD OF WATER & LIGHT	WATER 6139 BISHOP	34.39
DELHI CHARTER TOWNSHIP	SEWER 6139 BISHOP	32.50
ACE HARDWARE	COLOR TAPE/ELECT. TAPE	10.98
ACE HARDWARE	1 MISC. MDSE.	3.99
MICH MUNICIPAL LEAGUE	REGIONAL FIRE STUDY	4,750.00
	Total For Dept 336.00 FIRE DEPARTMENT	<u>20,450.42</u>

Total For Fund 206 FIRE FUND 20,534.68

Fund 207 POLICE FUND

Dept 301.00 POLICE

INGHAM COUNTY TREASURER	POLICE CONTRACT JUNE	190,364.66
	Total For Dept 301.00 POLICE	<u>190,364.66</u>

Total For Fund 207 POLICE FUND 190,364.66

Fund 211 FIRE EQUIP. & APPARATUS FUND

Dept 339.00 EQUIPMENT & APPARATUS

FIRE SERVICE MANAGEMENT	L TURNOUT GEAR CLEANING	253.82
FIRE SERVICE MANAGEMENT	L TURNOUT GEAR CLEANING	210.31
ACE HARDWARE	RIVET/ELECT. TAPE/HEAT SHRINK TUBE	9.41
TUV REINLAND INDUSTRIAL	AERIAL LADDER TESTING	415.00
TUV REINLAND INDUSTRIAL	GROUND LADDER TESTING - 175'	355.05
TUV REINLAND INDUSTRIAL	HEAT SENSORS (ESTIMATED)	18.00

ACE HARDWARE	TOGGLE SWITCH/TANKER 21	8.99
CARQUEST THE PARTS	CONLINK/SHAFT/FREIGHT	94.23
CARQUEST THE PARTS	TOGGLE SWITCH/HOSE TEE/TANKER 21	10.42
CARQUEST THE PARTS	HALOGEN BEAM/HEAT SHRINK TUBE/	46.29
FRANKIE D'S AUTO & TRUCK	BATTERY/SPARK PLUGS/UNIT 657	433.00
FRANKIE D'S AUTO & TRUCK	LOT/#213	108.00
FRANKIE D'S AUTO & TRUCK	STEERING DAMPNER/RADIATOR/UNIT 24	812.00
HALT FIRE, INC.	DOT INSPECTION/#698	330.00
HALT FIRE, INC.	DOT INSPECTION/#491	222.00
HALT FIRE, INC.	DOT INSPECTION/#037	150.00
HALT FIRE, INC.	REPAIR AIR LEAK/#698	766.77
ROGER'S CLINE TIRE	2 TIRES/#373	536.00
INGHAM COUNTY FIRE CHIEFS	OFFICER CLASSES 6 STUDENTS	180.00
Total For Dept 339.00 EQUIPMENT & APPARATUS		<u>4,959.29</u>

Total For Fund 211 FIRE EQUIP. & APPARATUS FUND 4,959.29

Fund 243 BROWNFIELD REDEVELOPMENT AUTH		
Dept 733.00 BROWNFIELD ADMINISTRATION		
FOSTER, SWIFT, COLLINS	LEGAL FEES MAY	122.10
Total For Dept 733.00 BROWNFIELD ADMINISTRATION		<u>122.10</u>

Total For Fund 243 BROWNFIELD REDEVELOPMENT AUTH 122.10

Fund 248 DOWNTOWN DEVELOPMENT AUTHORITY		
Dept 728.00 DDA ADMINISTRATION		
DELTA DENTAL PLAN OF	DENTAL INSURANCE JULY	84.26
HARTFORD LIFE INSURANCE	LIFE INSURANCE JULY	28.05
DART BANK	TROUBLESHOOT & REPAIR WALL PACK	235.95
ZEP SALES & SERVICE	CHERRY HAND SOAP (1 CASE)	60.63
ZEP SALES & SERVICE	SHIPPING	14.55
Total For Dept 728.00 DDA ADMINISTRATION		<u>423.44</u>

Dept 729.00 DDA MARKETING & PROMOTION		
BLOHM CREATIVE PARTNERS	HOLT HOMETOWN FESTIVAL WEB EDIT	275.00
RENEE HALL	7/5/12 MUSIC IN THE GARDEN	500.00
CHARLES GRINNELL	38 HOURS @ \$22/GRINNELL	836.00
ACE HARDWARE	2 CONCRETE PAINT/FARMERS MARKET	39.98
BLOHM CREATIVE PARTNERS	MAY BILLBOARD MEDIA BUY	860.00
BLOHM CREATIVE PARTNERS	NEWSPAPER MEDIA BUY	608.82
GOODALL CONSTRUCTION	ELECTRICAL WORK/FARMERS MARKET	976.50
JUDITH A TUTTLE	3 BAGS MULCH/FARMERS MARKET	9.51
BLOHM CREATIVE PARTNERS	MAY WEB MAINENANCE & HOSTING	245.00
Total For Dept 729.00 DDA MARKETING & PROMOTION		<u>4,350.81</u>

Dept 731.00 DDA INFRASTRUCTURE PROJECTS		
FREDRICKSON SUPPLY, LLC	DRAG LINK WELDMENT	198.00
FREDRICKSON SUPPLY, LLC	RUBBER CURTAIN SET	400.00
FREDRICKSON SUPPLY, LLC	SHIPPING	51.94
JOHN DEERE LANDSCAPES	SUNNY SELECT SEED MIX 50LBS BAG	460.00
JOHN DEERE LANDSCAPES	SEED STARTER MULCH W/MACRON	159.00
Total For Dept 731.00 DDA INFRASTRUCTURE PROJECTS		<u>1,268.94</u>

Dept 850.00 OTHER FUNCTIONS

SBAM	HEALTH INSURANCE JULY	908.57
DELTA DENTAL PLAN OF	DENTAL INSURANCE JULY	126.34
HARTFORD LIFE INSURANCE	LIFE INSURANCE JULY	24.90
LANSING ICE & FUEL CO	GASOLINE DDA	146.43
GRANGER CONTAINER SERV	MONTHLY DUMPSTER SERVICE	130.00
BOARD OF WATER & LIGHT	WATER 2045 CEDAR	105.81
BOARD OF WATER & LIGHT	WATER 2150 CEDAR	24.61
BOARD OF WATER & LIGHT	WATER 2004 AURELIUS	129.75
DELHI CHARTER TOWNSHIP	SEWER 2150 CEDAR	28.38
DELHI CHARTER TOWNSHIP	SEWER 2045 CEDAR	11.62
Total For Dept 850.00 OTHER FUNCTIONS		<u>1,636.41</u>

Total For Fund 248 DOWNTOWN DEVELOPMENT AUTHORITY 7,679.60

Fund 590 SEWAGE DISPOSAL SYSTEM

Dept 000.00

BURNS, KAREN	Basic Service Charge	14.30
CAMPBELL, CARADON	Sewer Usage	21.50
HARRISON, THERESA	Basic Service Charge	68.50
KAREN BURNS	SEWER REFUND/4701 SYCAMORE/	45.05
MYERS, JULIE	Basic Service Charge	51.25
US BANK HOME MORTGAGE	SEWER REFUND/1285 WILDFLOWER/	30.25
SBAM	RETIREEES HEALTH INSURANCE JULY	396.98
Total For Dept 000.00		<u>627.83</u>

Dept 548.00 ADMINISTRATION & OVERHEAD

HARTFORD LIFE INSURANCE	RETIREEES LIFE INSURANCE JULY	20.25
SBAM	RETIREEES HEALTH INSURANCE JULY	2,977.90
Total For Dept 548.00 ADMINISTRATION & OVERHEAD		<u>2,998.15</u>

Dept 558.00 DEPT OF PUBLIC SERVICE

SBAM	HEALTH INSURANCE JULY	11,782.61
DELTA DENTAL PLAN OF	DENTAL INSURANCE JULY	1,638.39
HARTFORD LIFE INSURANCE	LIFE INSURANCE JULY	322.88
DBI BUSINESS INTERIORS	PLANNER START KIT/ARCHER	63.35
DBI BUSINESS INTERIORS	DRY ERASE WALLMATE/ARCHER	21.99
LANSING ICE & FUEL CO	GASOLINE DPS	2,149.40
BARYAMES CLEANERS	UNIFORM CLEANING	37.80
MODEL COVERALL SERVICE	STAFF UNIFORMS	100.41
MODEL COVERALL SERVICE	STAFF UNIFORMS	593.80
MODEL COVERALL SERVICE	STAFF UNIFORMS	192.30
MODEL COVERALL SERVICE	STAFF UNIFORMS	165.88
MODEL COVERALL SERVICE	STAFF UNIFORMS	100.41
SAM'S CLUB DIRECT	BACK UP UPS/PLCS	159.78
AIRGAS USA, LLC	CYLINDER RENTAL	129.46
ACE HARDWARE	4 SLOW MOVING VEHICLE SIGNS	67.96
ACE HARDWARE	1/2"X100' TAPE MEASURE	14.99
CARQUEST THE PARTS	(1) 3/4" DR 12 PT STD SOCKET 1-5/8"	15.52
FISHER SCIENTIFIC	OTHER OPERATING SUPPLIES	1,495.95
INGHAM CO. DEPT. OF TRANS	4 SMALL DETOUR ARROW SIGNS	64.64
MIDSTATE SECURITY	100 ID1368 PRINTABLE PROX CARDS	450.00
FISHER SCIENTIFIC	LABORATORY SUPPLIES	971.45

FISHER SCIENTIFIC	VOLUMETRIC FLASKS 50ML 12/CS	267.96
FISHER SCIENTIFIC	FUEL SURCHARGE	6.05
ALEXANDER CHEMICAL	SODIUM BISULFITE	855.00
ALEXANDER CHEMICAL	CREDIT	(180.00)
GRANGER CONTAINER SERV	MONTHLY DUMPSTER SERVICE	201.21
USA MOBILITY WIRELESS	PAGER SERVICE	55.80
BOARD OF WATER & LIGHT	WATER 1492 AURELIUS	624.74
BOARD OF WATER & LIGHT	WATER 1492 AURELIUS	72.00
BOARD OF WATER & LIGHT	WATER 3505 HOLT	76.66
BOARD OF WATER & LIGHT	WATER 1988 WAVERLY	165.42
BOARD OF WATER & LIGHT	WATER 5961 MC CUE	2,318.84
DELHI CHARTER TOWNSHIP	SEWER 1490 AURELIUS	784.00
BOARD OF WATER & LIGHT	ELECTRIC 1870 NIGHTINGALE	77.24
ACE HARDWARE	2 TRASH BAGS/2 SPRAY PAINT	38.96
ACE HARDWARE	ROD ROUND HOUSING	3.99
ACE HARDWARE	SPRAY PAINT/3 TOGGLE SWITCHES/	36.04
ACE HARDWARE	FLUX/GAUGE/SOLDER WIRE/NIPPLE/	45.54
ACE HARDWARE	TEE/BALL VALVE/NIPPLE	17.67
ACE HARDWARE	3 COUPLING HOSE	13.47
ACE HARDWARE	4 COUPLERS	15.16
ACE HARDWARE	2 BULBS	4.58
CARQUEST THE PARTS	MIRROR & FREIGHT/UNIT 8	38.44
SAM'S CLUB DIRECT	BATTERIES	171.90
SAM'S CLUB DIRECT	UPS TERMINAL BACKUP	159.78
AMERICAN RENTAL	30' X 40' POLE TENT W/SIDES	410.00
AMERICAN RENTAL	20' X 30' CANOPIES W/SIDES	680.00
AMERICAN RENTAL	8' X 30" TABLES	162.50
AMERICAN RENTAL	AMERI-CAN PORTABLE TOILETS	164.00
SAM'S CLUB DIRECT	BATTERIES/CHARCOAL/WATER/CUPS	147.88
SAM'S CLUB DIRECT	ICE/ICE CREAM/MIRACLE-GRO	63.52
SAM'S CLUB DIRECT	HOT DOG BUNS	60.16
	Total For Dept 558.00 DEPT OF PUBLIC SERVICE	<u>28,097.48</u>
Dept 578.01 CAPITAL IMPROVEMENTS		
GAWNE TRUCKING, INC.	PUMP & HAUL SEWAGE FOR LSD	1,350.00
	Total For Dept 578.01 CAPITAL IMPROVEMENTS	<u>1,350.00</u>
	Total For Fund 590 SEWAGE DISPOSAL SYSTEM	<u><u>33,073.46</u></u>
Fund 701 TRUST & AGENCY FUND		
Dept 000.00		
INGHAM COUNTY TREASURER	TRAILER PARK FEES MAY	2,142.50
AMERICAN CANCER SOCIETY	CASUAL FRIDAY DONATION	411.00
HOLT FOOD BANK	CASUAL FRIDAY DONATION	407.00
UNCLAIMED PROPERTY DIV	UNCASHED PAYABLES CHECKS	357.45
	Total For Dept 000.00	<u>3,317.95</u>
	Total For Fund 701 TRUST & AGENCY FUND	<u><u>3,317.95</u></u>
	Total For All Funds:	<u><u>327,453.00</u></u>

July 10, 2012

I. Certification of Authorized Signatures: The attached Check Register and Invoice Distribution Report encompass checks dated July 10, 2012 numbered 81592 thru 81687 & ACH 2096 thru 2111. Every invoice has a payment authorizing signature(s).

Dated: July 10, 2012

Lora Behnke, Accounting Clerk

II. Certification of Fund Totals:

The attached Invoice Distribution Report and Check Register for checks dated July 10, 2012 show payments made from the following funds:

General Fund	\$	93,135.27
Fire Fund		4,541.29
Police Fund		2,110.00
Fire Equip. & Apparatus Fund		7,338.58
Downtown Development Fund		11,281.78
Sewer Fund		456,221.20
Trust & Agency Fund		2,060.28
Current Tax Fund		53,445.84
Grand Total	\$	<u>630,134.24</u>

Includes the following to be reimbursed from separate bank accounts:

Current Tax Account	\$	53,445.84
Employee Flexible Spending Acct	\$	25.00
Farmers Market Account	\$	1,934.00

Dated: July 10, 2012

John B. Elsinga, Township Manager

III. Approval for Distribution: I have reviewed the above checks and invoices and all of them should be distributed. All invoices over \$10,000.00 have been approved by general policy or previous motions of the board.(\$392,290.47 Irish Construction for LSD Project Pymt 15, 7/20/10) .

Dated: July 10, 2012

John B. Elsinga, Township Manager

Evan Hope, Township Clerk

Roy W. Sweet, Treasurer

IV. Board Audit and Approval: At a regular meeting of the Township Board held on July 17, 2012 a motion was made by _____ and passed by ____ yes votes and ____ no votes (_____ absent) that the list of claims dated July 10, 2012, was reviewed, audited and approved.

Evan Hope, Township Clerk

INVOICE GL DISTRIBUTION REPORT FOR DELHI CHARTER TOWNSHIP
 EXP CHECK RUN DATES 07/10/2012 - 07/10/2012

Vendor	Invoice Line Desc	Amount
Fund 101 GENERAL FUND		
Dept 000.00		
BANK OF AMERICA	TAX CREDIT/ALBERT	(3.90)
BURNHAM & FLOWER AGENCY	PREPAID VOLUNTEER FIRE INSUR	5,353.33
	Total For Dept 000.00	5,349.43
Dept 101.00 LEGISLATIVE		
VERIZON WIRELESS	CELLULAR-JUNE	11.88
	Total For Dept 101.00 LEGISLATIVE	11.88
Dept 171.00 MANAGER		
BANK OF AMERICA	MPELRA MEMBERSHIP/THIELEN	50.00
VERIZON WIRELESS	CELLULAR-JUNE	51.70
BANK OF AMERICA	LUNCH ELSINGA/BENEFITS MEETING	26.80
	Total For Dept 171.00 MANAGER	128.50
Dept 191.00 ACCOUNTING		
GOVERNMENT FINANCE OFFICE	GAAFR REVIEW NEWSLETTER	50.00
MGFOA	MGFOA FALL TRAINING	199.00
	Total For Dept 191.00 ACCOUNTING	249.00
Dept 215.00 CLERK		
VERIZON WIRELESS	CELLULAR-JUNE	51.70
GANNETT MICHIGAN NEWS	PUBLISHING LEGAL NOTICES	1,641.51
	Total For Dept 215.00 CLERK	1,693.21
Dept 228.00 INFORMATION TECHNOLOGY		
FACTORY DIRECT INK & TONER	TONER CARTRIDGE/TREASURER	199.99
APPLICATION SPECIALIST KOMP	MNTHLY SERVICE-ANTI SPAM/VIRUS	270.00
VERIZON WIRELESS	CELLULAR-JUNE	51.70
ACD.NET, INC.	MONTHLY DSL SERVICE-JULY	199.95
MICROTECH SERVICES, INC.	NETWORK HARDWARE SUPPORT	1,215.00
BANK OF AMERICA	HP LASERJET PRINTER/FIRE	169.00
INFO GEOGRAPHICS, INC.	ANNUAL MAINTENANCE	425.00
MICROTECH SERVICES, INC.	NETWORK SOFTWARE SUPPORT	1,215.00
	Total For Dept 228.00 INFORMATION TECHNOLOGY	3,745.64
Dept 253.00 TREASURERS		
BANK OF AMERICA	LAMINATED SIGN	34.50
BANK OF AMERICA	NAME TAG/SWEET	18.50
DELHI TOWNSHIP TREASURER	DISCOVERY SUBPOENA	15.00
	Total For Dept 253.00 TREASURERS	68.00

Dept 257.00 ASSESSING		
THRUN LAW FIRM, P.C.	LEGAL FEES-JUNE	1,761.30
HEINOWSKI APPRAISAL	CONSULTING SERVICES FOR MTT	4,000.00
MICHIGAN ASSESSORS ASSN	MAA MEMBERSHIP/NOELLE TOBIAS	75.00
COSTAR REALTY INFORMATION	CO STAR CONTRACT	1,454.68
BANK OF AMERICA	ADMINISTRATION MANUAL & SHIP	7.28
BANK OF AMERICA	ADMINISTRATION MANUAL & SHIP	152.50
JAMES MUNSON	MMAAO MEETING LUNCHEON	15.00
	Total For Dept 257.00 ASSESSING	7,465.76

Dept 262.00 ELECTIONS		
ELECTION SOURCE	PM - OPTECH - 9/2012 THRU 8/2013	3,198.00
	Total For Dept 262.00 ELECTIONS	3,198.00

Dept 265.00 BUILDING & GROUNDS		
LANSING ICE & FUEL CO	GASOLINE-JUNE 16-30, 2012	76.60
LANSING SANITARY SUPPLY INC	54900 TOILET PAPER (CASE)/CSC	341.37
LANSING SANITARY SUPPLY INC	PINK HAND SOAP (CASE)/CSC	34.44
MOLLY MAID OF LANSING	CLEANING SERVICES/CSC	2,112.50
METRONET LONG DISTANCE	LONG DISTANCE-JUNE	45.52
VERIZON WIRELESS	CELLULAR-JUNE	13.07
TDS METROCOM	LOCAL SERVICE-JUNE	1,263.16
CONSUMERS ENERGY	ELECTRIC-2074 AURELIUS	6,277.39
CONSUMERS ENERGY	GAS-2074 AURELIUS	116.38
BANK OF AMERICA	GREEN & BLACK CAULK/CSC ROOF	51.96
ACE HARDWARE	TRAFFIC MARK OIL/ROLLER COVERS	176.32
ACE HARDWARE	2 WHITE STRIPING PAINT	15.98
ACE HARDWARE	12 WHITE STRIPING PAINT	95.88
ACE HARDWARE	CREDIT	(45.74)
ACE HARDWARE	6 WHITE STRIPING PAINT	45.74
	Total For Dept 265.00 BUILDING & GROUNDS	10,620.57

Dept 276.00 CEMETERY		
LANSING ICE & FUEL CO	GASOLINE-JUNE 16-30, 2012	119.16
GALLS	2 HEAD AMBER LED FLASHER	149.98
PURE GREEN LAWN & TREE	MAPLE RIDGE CEMETERY	75.00
VERIZON WIRELESS	CELLULAR-JUNE	13.07
CONSUMERS ENERGY	ELECTRIC-4149 WILLOUGHBY	38.76
	Total For Dept 276.00 CEMETERY	395.97

Dept 281.00 STORMWATER		
LANSING ICE & FUEL CO	GASOLINE-JUNE 16-30, 2012	63.84
GRANGER	STREET SPOILS	52.50
JO A LATIMORE, PHD	MACROINVERTEBRATE TRAINING	400.00
	Total For Dept 281.00 STORMWATER	516.34

Dept 446.00 INFRASTRUCTURE		
BOARD OF WATER & LIGHT	TWP. AREA LIGHTING	6,393.00
CONSUMERS ENERGY	STREETLIGHTS ACCT#6730	20,202.45
CONSUMERS ENERGY	STREETLIGHTS ACCT#7043	56.38
LANDSCAPE ARCHITECTS	RESEARCH & DEVELOPMENT - PATH	1,000.00
Total For Dept 446.00 INFRASTRUCTURE		27,651.83

Dept 721.00 PLANNING/COMMUNITY DEVELOPMENT		
BANK OF AMERICA	SPRINKLER CODE BOOKS & SHIP	117.85
LANSING ICE & FUEL CO	GASOLINE-JUNE 16-30, 2012	127.18
THRUN LAW FIRM, P.C.	LEGAL FEES-JUNE	1,681.12
ASSOCIATED GOVERNMENT	AGS PERMITS 2/16 THRU 5/15/12	4,007.00
METRONET LONG DISTANCE	LONG DISTANCE-JUNE	11.20
VERIZON WIRELESS	CELLULAR-JUNE	41.08
VERIZON WIRELESS	CELLULAR-JUNE	211.00
TDS METROCOM	LOCAL SERVICE-JUNE	106.89
DELHI TOWNSHIP TREASURER	MAILED CERTIFIED	23.50
BANK OF AMERICA	CAR WASH/#57	8.00
FRANKIE D'S AUTO & TRUCK	OIL CHANGE 2001 RANGER	31.00
DELHI TOWNSHIP TREASURER	BOTTLED WATER/COMMUNITY DEV	3.98
SCHAFFER'S INC.	TRASH REMOVAL 4519 SPAHR	285.75
SCHAFFER'S INC.	MOWING 4694 CROMWELL	43.13
SCHAFFER'S INC.	MOWING 5705 LADDERBACK	69.00
SCHAFFER'S INC.	MOWING 5690 LADDERBACK	51.75
SCHAFFER'S INC.	MOWING 1883 AURELIUS	43.13
Total For Dept 721.00 PLANNING/COMMUNITY DEVELOPMENT		6,862.56

Dept 752.00 PARKS ADMINISTRATION		
BANK OF AMERICA	USB FLASH DRIVE/VIS-A-VIS ASST	28.76
METRONET LONG DISTANCE	LONG DISTANCE-JUNE	0.27
VERIZON WIRELESS	CELLULAR-JUNE	1.02
VERIZON WIRELESS	CELLULAR-JUNE	115.88
TDS METROCOM	SENIOR CENTER PHONES	285.30
TDS METROCOM	LOCAL SERVICE-JUNE	148.96
Total For Dept 752.00 PARKS ADMINISTRATION		580.19

Dept 771.00 PARKS		
LANSING ICE & FUEL CO	GASOLINE-JUNE 16-30, 2012	496.52
BANK OF AMERICA	6 EMPY DRUMS	30.00
BANK OF AMERICA	RATCHET STRAPS/SNAPS/ANCHOR	89.85
BANK OF AMERICA	1 SWIM AREA BUOY & FREIGHT	180.67
BANK OF AMERICA	40 T-POSTS W/CLIPS	199.60
BANK OF AMERICA	RATCHET STRAP/STRAP TARP/	107.36
LANSING SANITARY SUPPLY INC	TISSUES/CLEANERS/GLOVES	380.10
LANSING SANITARY SUPPLY INC	SOAP/DETERGENT/SANITIZER	363.24
ACE HARDWARE	3 MISC. MDSE.	7.47
ACE HARDWARE	COUPLING & NIPPLE	5.68
ACE HARDWARE	BATTERIES	15.98
ACE HARDWARE	HEX BUSHING/NIPPLE	5.78

AMERICAN RENTAL	PORTABLE TOILETS	140.00
MODEL COVERALL SERVICE	UNIFORMS	292.83
MODEL COVERALL SERVICE	CREDIT FOR RETURNED UNIFORMS	(213.17)
MODEL COVERALL SERVICE	UNIFORMS	39.83
CONSUMERS ENERGY	ELECTRIC 2074 AURELIUS #PARK	1,496.14
CONSUMERS ENERGY	ELECTRIC 2108 CEDAR	870.37
CONSUMERS ENERGY	ELECTRIC 1771 MAPLE	45.59
CONSUMERS ENERGY	ELECTRIC 1750 MAPLE	90.54
CONSUMERS ENERGY	ELECTRIC 2177 WEST BLVD	19.67
CONSUMERS ENERGY	ELECTRIC 2287 PINE TREE 2939	185.26
CONSUMERS ENERGY	ELECTRIC 2287 PINE TREE 3200	81.04
CONSUMERS ENERGY	GAS 2287 PINE TREE 2939	28.13
CONSUMERS ENERGY	GAS 2108 CEDAR	26.32
BANK OF AMERICA	LID & O-RING & SHIPPING	111.00
ACE HARDWARE	BLDG/GRNDS. MAINT. & REPAIRS	9.99
ACE HARDWARE	EYE SNAP/2 SPRAY PAINT	21.97
JOHN DEERE LANDSCAPES, INC	30 UNITS MERIT	1,387.80
JOHN DEERE LANDSCAPES, INC	BACKPACK SPRAYER/KEYS	211.24
JOHN DEERE LANDSCAPES, INC	KEY/COUPLINGS/FITTINGS	26.01
MARK'S LOCK SHOP, INC	4 KEYS/SENIOR CENTER	20.00
MENARDS LANSING SOUTH	FLANGE/WATER KIT/CEMENT	16.94
LOWE'S CREDIT SERVICES	GRILL BRUSH/PRUNER/PLANT FOOD	96.69
MENARDS LANSING SOUTH	BRASS BALL VALVES/(2) HOSE REEL	271.68
SPARTAN BARRICADING	2 FENCE/8 POSTS	460.00
BANK OF AMERICA	EZGO FUEL PUMP & SHIPPING	75.00
BRADY LAWN EQUIPMENT	10 EDGER BLADES	28.00
BRADY LAWN EQUIPMENT	10 BLADES	27.50
BRADY LAWN EQUIPMENT	1 MC LANE	22.50
SUPERIOR SAW	4 PRIMER BULBS/2 BULBS/6 STRAPS	112.66
SUPERIOR SAW	BLADE	29.95
CARQUEST THE PARTS PLACE	1 ELECTRICAL CONNECTOR	7.99
CARQUEST THE PARTS PLACE	(2) 5 GAL. HYD. FLUID	79.10
CARQUEST THE PARTS PLACE	2 MINIATURE LAMPS/#12	2.36
CARQUEST THE PARTS PLACE	2 BEARINGS	26.26
SPARTAN DISTRIBUTORS	1 BALLJOINT/1 NUT/FREIGHT	61.85
SPARTAN DISTRIBUTORS	1 STRUT/FREIGHT	54.78
TASMANIAN TIRE CO.	8 TRAILER TIRES	716.00
TASMANIAN TIRE CO.	TIRE FOR TRAILER	92.50
FRANKIE D'S AUTO & TRUCK	LOF/CATALYTIC CONVERTER/#44	708.00
FRANKIE D'S AUTO & TRUCK	IDLE AIR CONTROL VALVE	184.00
SPARROW OCC HEALTH SERV	PHYSICALS	207.00
Total For Dept 771.00 PARKS		10,053.57

Dept 774.00 RECREATION		
D & M SILKSCREENING	34 T-SHIRTS	204.00
D & M SILKSCREENING	60 T-SHIRTS	366.00
D & M SILKSCREENING	72 T-SHIRTS	452.00
HAMMOND FARMS SOUTH	(60) 50# BAGS PIQUA WHITE	375.00
BANK OF AMERICA	SENIOR CITIZEN TRIP	100.00

BANK OF AMERICA	SENIOR CITIZEN TRIP	806.00
BANK OF AMERICA	SENIOR CITIZEN TRIP	200.00
BANK OF AMERICA	SENIOR CITIZEN TRIP	253.00
GRAND HOTEL	TRIP DEPOSIT/GRAND HOTEL/OCT	8,000.00
HOLT RAMS BOOSTERS CLUB	SOFTBALL CAMP	666.00
CHARLES GRINNELL	HOMETOWN FESTIVAL/GRINNELL	154.00
PAULA K. HARNEY	SENIOR CENTER FITNESS CLASS	100.00
BANK OF AMERICA	5 FISHING POLES/UGLY STICK KIT	105.91
	Total For Dept 774.00 RECREATION	11,781.91

Dept 850.00 OTHER FUNCTIONS

THRUN LAW FIRM, P.C.	LEGAL FEES-JUNE	1,761.30
ENCOMPASS/EAP	EMPLOYEE ASSISTANCE SERVICES	248.00
RICOH USA, INC.	MAINTENANCE AGREEMENT	535.44
BANK OF AMERICA	GIS WEB HOSTING 6/10-7/9/12	1.00
BANK OF AMERICA	WEB HOSTING 6/10-9/9/12	65.85
BANK OF AMERICA	WUFOO SUBSCRIPTION 6/26-7/26/12	9.00
BANK OF AMERICA	QUARTERLY MEETING	14.04
BANK OF AMERICA	QUARTERLY MEETING	45.60
AFLAC	FSA FEE	25.00
DELHI TOWNSHIP TREASURER	QTR MTG & BRD GOALS	35.13
DELHI TOWNSHIP TREASURER	DEPT HEAD GOALS & OBJECTIVES	11.52
DELHI TOWNSHIP TREASURER	DEPT HEAD GOALS & OBJECTIVES	11.03
	Total For Dept 850.00 OTHER FUNCTIONS	2,762.91

Total For Fund 101 GENERAL FUND 93,135.27

Fund 206 FIRE FUND

Dept 336.00 FIRE DEPARTMENT

BANK OF AMERICA	BUSINESS CARDS	74.95
LANSING ICE & FUEL CO	GASOLINE-JUNE 16-30, 2012	1,214.84
JEFFREY BUTCHER	CARGO SHORTS/BUTCHER	40.00
NYE UNIFORM COMPANY	BADGES	458.00
NYE UNIFORM COMPANY	ASSISTANT CHIEF BADGE & FREIGHT	95.59
NYE UNIFORM COMPANY	FREIGHT	30.10
BOUND TREE MEDICAL, LLC	KLEENEX	62.55
LIFEGAS LLC	OXYGEN	17.10
LIFEGAS LLC	OXYGEN	17.10
LIFEGAS LLC	OXYGEN	207.81
THRUN LAW FIRM, P.C.	LEGAL FEES-JUNE	85.50
BIO-CARE, INC.	MASK FIT TEST	25.00
ENCOMPASS/EAP	EMPLOYEE ASSISTANCE SERVICES	294.50
METRONET LONG DISTANCE	LONG DISTANCE-JUNE	4.61
VERIZON WIRELESS	CELLULAR-JUNE	163.25
VERIZON WIRELESS	CELLULAR-JUNE	289.12
TDS METROCOM	LOCAL SERVICE-JUNE	67.48
BURNHAM & FLOWER AGENCY	VOLUNTEER FIRE SICK & ACCIDENT	1,070.67
CONSUMERS ENERGY	ELECTRIC 6139 BISHOP	61.35
CONSUMERS ENERGY	GAS 6139 BISHOP	25.65

DELHI TOWNSHIP TREASURER	2 CS WATER/EXPLORERS	7.00
DELHI TOWNSHIP TREASURER	MINI DIGITAL VIDEO CASSETTE	24.37
DELHI TOWNSHIP TREASURER	REFRESHMENTS/TRAINING	17.53
DELHI TOWNSHIP TREASURER	REFRESHMENTS/CPR CLASS	14.16
DELHI TOWNSHIP TREASURER	REFRESHMENTS/CPR CLASS	13.06
JEFFREY BUTCHER	SPRING CLASSES/BUTCHER	160.00
Total For Dept 336.00 FIRE DEPARTMENT		4,541.29

Total For Fund 206 FIRE FUND	4,541.29
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Fund 207 POLICE FUND

Dept 301.00 POLICE

ROBERT J. ROBINSON, ATTN	JUNE 2012 MOTOR VEHICLE ORD	2,110.00
Total For Dept 301.00 POLICE		2,110.00

Total For Fund 207 POLICE FUND	2,110.00
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Fund 211 FIRE EQUIP. & APPARATUS FUND

Dept 339.00 EQUIPMENT & APPARATUS

BANK OF AMERICA	UPS SHIPPING	53.51
BANK OF AMERICA	UPS SHIPPING	18.28
FIRE SERVICE MANAGEMENT	TURNOUT GEAR CLEANING	621.20
BANK OF AMERICA	UPS SHIPPING	21.16
HALT FIRE, INC.	BRAKES-FIRE UNIT #491	3,553.84
HALT FIRE, INC.	LOF/#698	970.02
HALT FIRE, INC.	CHECK ENGINE LIGHT/#999	36.00
HALT FIRE, INC.	LOF/#037	443.03
ROGER'S CLINE TIRE	1 TIRE/#999	1,023.83
BANK OF AMERICA	10 CASES WATER	34.70
BANK OF AMERICA	DOCUMENT SHREDDER	119.99
BANK OF AMERICA	METRO LUNCH MTG - STAFF	61.97
BANK OF AMERICA	TAX	0.06
BANK OF AMERICA	IPAD APPLICATION-TRAINING	0.99
BANK OF AMERICA	IAFC REGISTRATION/ROYSTON	380.00
Total For Dept 339.00 EQUIPMENT & APPARATUS		7,338.58

Total For Fund 211 FIRE EQUIP. & APPARATUS FUND	7,338.58
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Fund 248 DOWNTOWN DEVELOPMENT AUTHORITY

Dept 000.00

WILBUR M. HOCHSTETLER	VENDOR PAYMENT JUNE 2012	295.00
LORRIE A. BIGHAM	VENDOR PAYMENT JUNE 2012	95.00
CRAIG ALLEN BROWN	VENDOR PAYMENT JUNE 2012	74.00
DENISE A. BRZOZOWSKI	VENDOR PAYMENT JUNE 2012	77.00
WILLIAM H. CARTTER III	VENDOR PAYMENT JUNE 2012	15.00
KEVIN E. COSGROVE	VENDOR PAYMENT JUNE 2012	82.00
ANIKA DALTON	VENDOR PAYMENT JUNE 2012	84.00
JENIFER LYN DIETZ	VENDOR PAYMENT JUNE 2012	5.00
ELAINE J. ERNST	VENDOR PAYMENT JUNE 2012	205.00

RUBEN GARCIA	VENDOR PAYMENT JUNE 2012	18.00
DENNIS C. GREENMAN	VENDOR PAYMENT JUNE 2012	363.00
KIM MEYERS	VENDOR PAYMENT JUNE 2012	86.00
MICHAEL BIRITZ	VENDOR PAYMENT JUNE 2012	52.00
POLENCHA T. NIGHSWONGER	VENDOR PAYMENT JUNE 2012	32.00
TRAVIS NIGHTENGALE	VENDOR PAYMENT JUNE 2012	88.00
TERESA NORTON	VENDOR PAYMENT JUNE 2012	5.00
KAREN OLMSTED	VENDOR PAYMENT JUNE 2012	104.00
ANNA PRYOR	VENDOR PAYMENT JUNE 2012	33.00
SARAH JANE KING	VENDOR PAYMENT JUNE 2012	23.00
MICHAEL SCHENK	VENDOR PAYMENT JUNE 2012	54.00
SHELLEY SLEE	VENDOR PAYMENT JUNE 2012	82.00
MAI KOU VANG	VENDOR PAYMENT JUNE 2012	62.00

Total For Dept 000.00		1,934.00
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Dept 728.00 DDA ADMINISTRATION

BANK OF AMERICA	OFFICEJET PRINTER/INK CARTRIDGE	273.96
ENCOMPASS/EAP	EMPLOYEE ASSISTANCE SERVICES	15.50
RICHARD A. COOLEY	SKETCH PLAN STUDY-HOLT MANOR	940.41
BANK OF AMERICA	AT&T LED SIGN 5/17-6/16/12	39.68
METRONET LONG DISTANCE	LONG DISTANCE-JUNE	5.76
VERIZON WIRELESS	CELLULAR-JUNE	12.88
C. HOWARD HAAS	CELL PHONE REIMBURSEMENT	50.00
TDS METROCOM	LOCAL SERVICE-JUNE	192.96

Total For Dept 728.00 DDA ADMINISTRATION		1,531.15
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Dept 729.00 DDA MARKETING & PROMOTION

BLOHM CREATIVE PARTNERS	JULY 2012 "OUR TOWN" VIDEO	600.00
BLOHM CREATIVE PARTNERS	SUMMER 2012 "OUR TOWN" DIGITAL	150.00
CITY PULSE	"MUSIC IN THE GARDEN" ADS 6/13/12	573.30
CITY PULSE	"MUSIC IN THE GARDEN" ADS 6/20/12	573.30
HOLT PUBLIC SCHOOLS	"MUSIC IN THE GARDEN" HAND BILLS	64.00
CHARLES GRINNELL	FARM MARKET MANAGER	1,001.00
BLOHM CREATIVE PARTNERS	JULY 2012 "OUR TOWN" ARTICLES	300.00
BLOHM CREATIVE PARTNERS	25TH ANNIV. ANNUAL REPORT PRINT	441.75

Total For Dept 729.00 DDA MARKETING & PROMOTION		3,703.35
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Dept 731.00 DDA INFRASTRUCTURE PROJECTS

BANK OF AMERICA	CREDIT	(50.94)
BANK OF AMERICA	63 FLOWERS/MIRACLE GRO	317.18
PURE GREEN LAWN & TREE	CEDAR-HOLT CORNER PARK/DDA	25.00
PURE GREEN LAWN & TREE	VETERANS-COOLDRIGE PIE/DDA	25.00
CHRISTIANS GREENHOUSE	60 4" ANNUALS/BLACK POTS	181.92
JOHN DEERE LANDSCAPES, INC	6 SEED STARTER 3 MULCH	159.00

Total For Dept 731.00 DDA INFRASTRUCTURE PROJECTS		657.16
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Dept 850.00 OTHER FUNCTIONS

LANSING ICE & FUEL CO	GASOLINE-JUNE 16-30, 2012	119.16
MOLLY MAID OF LANSING	CLEANING SERVICE/DDA & SHERIFF	959.40
VERIZON WIRELESS	CELLULAR-JUNE	13.06
CONSUMERS ENERGY	ELECTRIC-2116 CEDAR	267.91
CONSUMERS ENERGY	ELECTRIC-2150 CEDAR	192.21
CONSUMERS ENERGY	ELECTRIC-4115 HOLT	197.02
CONSUMERS ENERGY	ELECTRIC-3970 HOLT	112.44
CONSUMERS ENERGY	ELECTRIC-2228 AURELIUS	126.77
CONSUMERS ENERGY	ELECTRIC-2045 CEDAR #A	1,165.42
CONSUMERS ENERGY	ELECTRIC-2045 CEDAR #B	133.83
CONSUMERS ENERGY	ELECTRIC-2004 AURELIUS	86.27
CONSUMERS ENERGY	GAS-2045 CEDAR	24.79
CONSUMERS ENERGY	GAS-2150 CEDAR	32.84
PURE GREEN LAWN & TREE	2045 CEDAR ST/DDA-ICSD	25.00
Total For Dept 850.00 OTHER FUNCTIONS		3,456.12

Total For Fund 248 DOWNTOWN DEVELOPMENT AUTHORITY 11,281.78

Fund 590 SEWAGE DISPOSAL SYSTEM

Dept 000.00

BANK OF AMERICA	SALES TAX TO BE REDFUNDED	72.04
BANK OF AMERICA	SALES TAX TO BE REFUNDED	72.04
Total For Dept 000.00		144.08

Dept 548.00 ADMINISTRATION & OVERHEAD

THRUN LAW FIRM, P.C.	LEGAL FEES-JUNE	406.50
ICS MARKETING SUPPORT	POSTAGE SEWER BILLS JULY-SEPT	7,228.51
ENCOMPASS/EAP	EMPLOYEE ASSISTANCE SERVICES	162.75
ICS MARKETING SUPPORT	JUNE SEWER BILLS	541.13
Total For Dept 548.00 ADMINISTRATION & OVERHEAD		8,338.89

Dept 558.00 DEPT OF PUBLIC SERVICE

BANK OF AMERICA	2 LOG BOOKS/POTW	26.58
LANSING ICE & FUEL CO	GASOLINE-JUNE 16-30, 2012	1,749.09
MODEL COVERALL SERVICE	STAFF UNIFORMS	34.38
MODEL COVERALL SERVICE	STAFF UNIFORMS	100.41
MODEL COVERALL SERVICE	RETURNED UNIFORMS-POTW	(253.12)
MODEL COVERALL SERVICE	STAFF UNIFORMS-MTC	100.41
BANK OF AMERICA	8 BAGS ICE	15.92
TELEDYNE ISCO, INC.	ISCO SAMPLER TUBING 25/PK	424.25
TELEDYNE ISCO, INC.	SHIPPING	16.50
BANK OF AMERICA	POTASSIUM & FREIGHT	427.81
ALEXANDER CHEMICAL CORP	CALCIUM NITRATE	9,880.50
ALEXANDER CHEMICAL CORP	SODIUM HYPOCHLORITE	4,006.97
UNISON SOLUTIONS, INC.	GAS TESTING-SILOXANES & SULFUR	2,985.00
GALLS	2 HEAD AMBER LED FLASHERS	599.92
GALLS	2 HEAD AMBER LED FLASHER	149.98
GALLS	SHIPPING	20.00

RED WING SHOES	SAFETY BOOTS/DPS	1,345.00
UNITED PARCEL SERVICE	SHIPPING CHARGES	185.92
GRANGER	GREASE HAUL	70.00
METRONET LONG DISTANCE	LONG DISTANCE-JUNE	6.10
VERIZON WIRELESS	CELLULAR-JUNE	46.25
VERIZON WIRELESS	CELLULAR-JUNE	312.20
TDS METROCOM	LOCAL SERVICE-JUNE	456.18
CONSUMERS ENERGY	ELECTRIC-1988 WAVERLY	421.07
CONSUMERS ENERGY	ELECTRIC 1390 WAVERLY	170.02
CONSUMERS ENERGY	ELECTRIC 1490 AURELIUS	1,686.36
CONSUMERS ENERGY	ELECTRIC-5999 HOLT	58.91
CONSUMERS ENERGY	ELECTRIC-4000 N MICHIGAN#B	92.10
CONSUMERS ENERGY	ELECTRIC-2870 PINE TREE	460.58
CONSUMERS ENERGY	ELECTRIC-3505 HOLT	90.16
CONSUMERS ENERGY	ELECTRIC-2358 EIFERT	315.14
CONSUMERS ENERGY	ELECTRIC-1494 AURELIUS	138.15
CONSUMERS ENERGY	ELECTRIC-4280 DELL	457.96
CONSUMERS ENERGY	ELECTRIC-5961 MC CUE #2509	15,899.06
CONSUMERS ENERGY	ELECTRIC-5961 MC CUE #2723	47.04
CONSUMERS ENERGY	ELECTRIC-4828 HOLT	71.44
CONSUMERS ENERGY	GAS-5961 MC CUE #2319	61.02
CONSUMERS ENERGY	GAS 5961 MC CUE #4	236.23
CONSUMERS ENERGY	GAS-5961 MC CUE #2	20.46
CONSUMERS ENERGY	GAS-5961 MC CUE #3	11.65
CONSUMERS ENERGY	GAS-4280 DELL	20.49
CONSUMERS ENERGY	GAS-2481 DELHI COMM	14.60
CONSUMERS ENERGY	GAS-3505 HOLT	14.00
CONSUMERS ENERGY	GAS-1490 AURELIUS	11.65
CONSUMERS ENERGY	GAS-1492 AURELIUS	47.54
CONSUMERS ENERGY	GAS-1492 AURELIUS #A	11.65
CONSUMERS ENERGY	GAS-1988 WAVERLY	32.87
BANK OF AMERICA	WARNING LIGHT/4 SIGNS	58.95
BANK OF AMERICA	OIL CAP/SCAG MOWER	14.34
BANK OF AMERICA	FLAT TIRE REPAIR/SCAG MOWER	10.00
BANK OF AMERICA	2 GARDEN HOSES/POTW	59.96
LANSING SANITARY SUPPLY INC	54900 TOILET PAPER (CASE)/DPS	83.28
ACE HARDWARE	SUPER IRON OUT	17.99
ACE HARDWARE	HOSE FLEXOGEN	34.99
ACE HARDWARE	3 MASKING TAPES	11.97
ACE HARDWARE	2 HAND TROWELS	11.98
ACE HARDWARE	4 PAINT BRUSHES/10 PAINT LINERS	22.86
MORBARK, INC.	10 CHIPPER BLADES & 1 ANVIL	680.12
MORBARK, INC.	SHIPPING	32.69
SHERWIN WILLIAMS	4 GAL PAINT	171.96
WESCO DISTRIBUTION, INC	3 RUN TIMERS	165.60
RS TECHNICAL SERVICES, INC.	PROGRAM CHANGES/WAVERLY LS	1,161.00
BANK OF AMERICA	UNION/VALVE	112.44
BANK OF AMERICA	BOLT TAP	20.87
BANK OF AMERICA	4 GASKETS	7.48

BANK OF AMERICA	ADAPTERS/UNION/COPPER TUBING	434.15
BANK OF AMERICA	WELDING ROD/POTW	26.03
BANK OF AMERICA	3 DEHUMIDIFIERS/POTW	504.00
BANK OF AMERICA	GASKET SCRAPER	13.08
CARQUEST THE PARTS PLACE	5 GALLONS OF 15W 40 FLEET OIL	331.14
CARQUEST THE PARTS PLACE	5 GALLONS OF HYDRALIC FLUID	79.10
CARQUEST THE PARTS PLACE	5 GALLON PAIL -15W 40 MOTOR OIL	55.19
M TECH COMPANY	WEAR STRIP TOP & BOTTOM	92.04
M TECH COMPANY	228-MC009 WEAR STRIP SIDE	58.54
M TECH COMPANY	COMPLETE TRACK ASSEMBLY	932.84
M TECH COMPANY	RUBBER CLEAT FOR TRACK	50.40
M TECH COMPANY	RIVET FOR CLEAT SST 3/32	9.12
M TECH COMPANY	HANDLING/SHIPPING	33.20
PURE GREEN LAWN & TREE	WAVERLY-HOLT LS/DPS	79.00
MOLLY MAID OF LANSING	CLEANING SERVICES/MAINT	520.00
MOLLY MAID OF LANSING	CLEANING SERVICES/POTW	520.00
J & D REPAIR	REPAIR-REPLACE OIL SENDING UNIT	150.70
SHAHEEN CHEVROLET, INC.	REPLACE MODULES IN LIGHT BAR	153.38
SPARROW OCC HEALTH SERV	PHYSICALS	103.50
BANK OF AMERICA	AQUASAFE/STICKERS/FOOD COLOR	19.07
BANK OF AMERICA	COOKIES/OPEN HOUSE	26.56
BANK OF AMERICA	BALLOONS/OPEN HOUSE	8.91
BANK OF AMERICA	3 CHERRY SNOW CONE SYRUP	15.18
BANK OF AMERICA	6 BAGS ICE/OPEN HOUSE	11.94
BANK OF AMERICA	250 CHANNEL CATFISH/OPEN HOUSE	219.50
BANK OF AMERICA	COTTON CANDY MACHINE RENTAL	46.20
BANK OF AMERICA	OPEN HOUSE CRAFT SUPPLIES	75.11
BANK OF AMERICA	3 BREAKFAST/MARQUETTE WWTP	8.82
BANK OF AMERICA	GAS/MARQUETTE WWTP	60.65
BANK OF AMERICA	3 LUNCH/MARQUETTE WWTP	35.36
BANK OF AMERICA	GAS/MARQUETTE WWTP	45.98
BANK OF AMERICA	3 LUNCH/MARQUETTE WWTP	30.17
BANK OF AMERICA	3 DINNER/MARQUETTE WWTP	66.60
BANK OF AMERICA	PARKING/DIORKA	8.75
BANK OF AMERICA	MARQUETTE WWTP LODGING/DIORK	147.34
BANK OF AMERICA	MARQUETTE LODGING/RANE&NEEB	147.34
BANK OF AMERICA	MWEA LODGING/DIORKA	1,008.16
BANK OF AMERICA	WEF MEMBERSHIP/RANES	105.00
BANK OF AMERICA	WEF MEMBERSHIP/LENON	105.00
BANK OF AMERICA	WEFTEC REGISTRATION/DIORKA	824.00
BANK OF AMERICA	WEFTEC AIRFARE/DIORKA	419.20
BANK OF AMERICA	MWEA LODGING/NEEB	1,008.16
NICHOLAS J NEEB	MILEAGE RIMBURSEMENT	196.47
NICHOLAS J NEEB	MILEAGE REIMBURSEMENT-MWEA	220.89
STATE OF MICHIGAN	CERTIFICATE B,C,D RENEWAL/SMITH	95.00
Total For Dept 558.00 DEPT OF PUBLIC SERVICE		54,875.65

Dept 578.01 CAPITAL IMPROVEMENTS

SOIL & MATERIALS ENGINEERS	CONCRETE TESTING LIFT STATION D	572.11
IRISH CONSTRUCTION COMPANY	LIFT STATION D PROJECT-PYMT #15	392,290.47
Total For Dept 578.01 CAPITAL IMPROVEMENTS		<u>392,862.58</u>

Total For Fund 590 SEWAGE DISPOSAL SYSTEM 456,221.20

Fund 701 TRUST & AGENCY FUND

Dept 000.00

AFLAC	WITH DEDUCT-AFLAC DISABILITY	667.64
AFLAC	WITH DEDUCT-AFLAC LIFE INSUR	7.38
AFLAC	WITH DEDUCT-AFLAC ACCIDENT	541.32
AFLAC	WITH DEDUCT-AFLAC SICKNESS	307.02
AFLAC	WITH DEDUCT-AFLAC CANCER	511.92
AFLAC	DUE EMPLOYEE-FLEXIBLE SPEND	25.00
Total For Dept 000.00		<u>2,060.28</u>

Total For Fund 701 TRUST & AGENCY FUND 2,060.28

Fund 703 CURRENT TAX ACCOUNT

Dept 000.00

STATE OF MICHIGAN	DELHI TWP 2011 PILOT	53,445.84
Total For Dept 000.00		<u>53,445.84</u>

Total For Fund 703 CURRENT TAX ACCOUNT 53,445.84

Total For All Funds: 630,134.24

**DELHI CHARTER TOWNSHIP
FUND TRANSFERS AND PAYROLL APPROVAL
For Payroll Dated June 21, 2012**

ATTACHMENT III

I. Certification of Preparation and Distribution

The attached check and payroll registers encompass check numbers: 103923 through 103976 & direct deposits numbers: DD13789 through DD13873. The payroll was prepared in accordance with established payroll rates and procedures. The Treasurer's & Clerk's signatures were printed on the payroll checks using an electronic image signature

Lora Behnke, Accounting Clerk

The attached Check and Payroll Registers were reviewed. The payroll checks were distributed in accordance with established procedures.

Dated: June 21, 2012

Director of Accounting

II. Payroll Report

The June 21, 2012 payroll encompasses the following funds and expenditures:

	Gross Payroll	Payroll Deductions	Net Pay
General Fund	\$74,243.48	\$19,808.42	\$54,435.06
Fire Dept. Fund	42,501.16	12,416.98	\$30,084.18
DDA	8,437.98	3,047.03	\$5,390.95
Sewer Fund/Receiving	38,332.34	10,555.03	\$27,777.31
Total Payroll	\$163,514.96	\$45,827.46	\$117,687.50
	Township FICA	Township RHS & Pension Plan & H.S.A.	Total Deductions & TWP Liabilities
General Fund	\$5,205.75	\$5,687.68	\$30,701.85
Fire Dept. Fund	3,189.62	3,253.18	18,859.78
DDA	550.03	475.57	4,072.63
Sewer Fund/Receiving	2,764.46	3,151.66	16,471.15
Total Payroll	\$11,709.86	\$12,568.09	\$70,105.41

Director of Accounting

III. FUND TRANSFERS

Transfers covering the foregoing payroll were made on June 21, 2012 and identified as follows:

06/21 Net Pay Disbursement in Common Savings (\$117,687.50)

Roy W. Sweet, Treasurer

IV. Board Audit and Approval:

At a regular meeting of the Township Board held on July 17, 2012, a motion was made by _____ and passed by _____ yes votes and _____ no votes(_____ absent) that the payroll dated June 21, 2012 was reviewed, audited, and approved.

Attachment to Payroll Register

cc: Sweet(1)Vander Ploeg(1)

Evan Hope, Clerk

**DELHI CHARTER TOWNSHIP
FUND TRANSFERS AND PAYROLL APPROVAL
For Payroll Dated July 5, 2012**

ATTACHMENT IV

I. Certification of Preparation and Distribution

The attached check and payroll registers encompass check numbers: 103982 through 104020 & direct deposits numbers: DD13874 through DD13957. The payroll was prepared in accordance with established payroll rates and procedures. The Treasurer's & Clerk's signatures were printed on the payroll checks using an electronic image signature

Lora Behnke, Accounting Clerk

The attached Check and Payroll Registers were reviewed. The payroll checks were distributed in accordance with established procedures.

Dated: July 5, 2012

Director of Accounting

II. Payroll Report

The July 5, 2012 payroll encompasses the following funds and expenditures:

	Gross Payroll	Payroll Deductions	Net Pay
General Fund	\$74,130.22	\$19,513.96	\$54,616.26
Fire Dept. Fund	47,951.97	14,657.87	\$33,294.10
DDA	9,163.45	3,212.81	\$5,950.64
Sewer Fund/Receiving	40,571.53	10,690.28	\$29,881.25
Total Payroll	\$171,817.17	\$48,074.92	\$123,742.25
	Township FICA	Township RHS & Pension Plan & H.S.A.	Total Deductions & TWP Liabilities
General Fund	\$5,241.20	\$9,738.99	\$34,494.15
Fire Dept. Fund	3,591.55	5,950.56	24,199.98
DDA	598.37	627.40	4,438.58
Sewer Fund/Receiving	2,940.08	5,926.63	19,556.99
Total Payroll	\$12,371.20	\$22,243.58	\$82,689.70

Director of Accounting

III. FUND TRANSFERS

Transfers covering the foregoing payroll were made on July 5, 2012 and identified as follows:

07/05 Net Pay Disbursement in Common Savings (\$123,742.25)

Roy W. Sweet, Treasurer

IV. Board Audit and Approval:

At a regular meeting of the Township Board held on July 17, 2012, a motion was made by _____ and passed by _____ yes votes and _____ no votes(_____ absent) that the payroll dated July 5, 2012 was reviewed, audited, and approved.

Attachment to Payroll Register

cc: Sweet(1)Vander Ploeg(1)

Evan Hope, Clerk

DELHI CHARTER TOWNSHIP**MEMORANDUM**

TO: Delhi Township Board Members

FROM: John B. Elsinga, Township Manager

DATE: July 13, 2012

RE: Funding for Ingham County Sheriff's Office School Resource Officer Position

Last August the Township amended our Agreement for Law Enforcement Services to add a School Resource Office (SRO) through fiscal year 2014. At that time we also entered into an Agreement with the Holt Public Schools to contribute 50% of the cost for this deputy position.

Since then, the Holt Public Schools has regrettably eliminated their 50% funding of this position from their Fiscal Year 2012/13 budget. However, their one year experience with a School Resource Officer has had a very positive impact in their schools. Their satisfaction is supported by the monthly reports provided to their Board whereby the parents, students, teachers and administrators became very comfortable with the knowledge "that there was a consistent and ever-present law enforcement appearance in our schools" (see attached letter).

In addition to providing police services to the school this resource officer frees up other deputies who would have otherwise been called to the schools and also works with our part-time deputies who patrol our parks and other Township properties. Therefore, I urge the Township Board to assume the costs borne by the schools and continue supporting the full cost of the School Resource Officer through the remainder of the fiscal year 2012 and likewise budget for the same for the remainder of the Agreement for Law Enforcement Services which expires in December 2014.

Recommended Motion:

To accept the termination of the Agreement for Police Services between Delhi Charter Township and Holt Public Schools as requested by the Holt Public Schools and to approve funding the School Resource Officer position at 100% through December 31, 2014.



Delhi Township Board of Trustees
2074 Aurelius Road
Holt, MI 48842

Re: Ingham County Sheriff Deputy/School Resource Officer (SRO)

Attention: Mr. John Elsinga, Township Manager

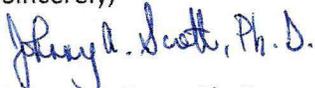
Dear Board Members:

It is with both *regret* and *support* that I write this letter regarding the School Resource Officer (SRO) assigned to Holt Public Schools. Due to our declining revenues (i.e., state aid) from the State of Michigan, the SRO as a line item in our budget was eliminated for the 2012/13 school year. Please know that that decision did not come without much dismay. Our Board of Education, administration and parents alike felt very comfortable knowing that there was a consistent and ever-present law enforcement appearance in our schools. The monthly reports that the SRO provided for our Board reassured that level of comfort.

Further, I feel the SRO presence allows for ongoing communication with the Delhi Community Policing program, which together provides for a much safer community. Holt Public Schools and Delhi Township enjoy a mutually beneficial relationship which I believe is the asset of our community. While I realize that as a governmental agency your funds are limited as well, I believe the SRO program is an "added-value" to our community and strongly urge you to continue its support.

In closing, please know that Holt Public Schools was fortunate this school year to have had the SRO program and wholeheartedly endorses its continuance to the extent Delhi Township can afford it.

Sincerely,



Johnny A. Scott, Ph. D.
Superintendent

cc: Holt Public Schools Board of Education
Gene Wriggelsworth, Ingham County Sheriff
Deputy Mary Hull, SRO

**AGREEMENT FOR POLICE SERVICES BETWEEN DELHI CHARTER TOWNSHIP AND
HOLT PUBLIC SCHOOLS**

THIS AGREEMENT made and entered into as of the 1st day of August, 2011, by and between, **DELHI CHARTER TOWNSHIP**, a Michigan municipal corporation, whose address is 2074 Aurelius Road, Holt, Michigan 48842 (hereinafter the "Township") and **HOLT PUBLIC SCHOOLS**, a Michigan general powers school district, whose address is 5780 West Holt Road, Holt, Michigan 48842, hereinafter, the "School District."

WHEREAS, the Township contracts with the Ingham County Sheriff's Department (hereafter "ICSD") for local law enforcement services within its boundaries pursuant to the "Agreement for Law Enforcement Services" dated the 10th day of June, 2010, whereby the ICSD, among other things, has assigned a total of eighteen (18) full time deputy sheriffs and certain support personnel to the Township to provide police services as defined in said Agreement; and

WHEREAS, the School District desires that an additional deputy sheriff be assigned to said District as a School Resource Officer ("SRO") to assist in the maintenance of security for school staff, students and facilities and the community, and other duties as set forth in this Agreement; and

WHEREAS, the Township and School District will share the cost of the SRO and benefit from the performance of the duties of said officer as set forth below;

NOW THEREFORE it is mutually agreed as follows:

1. **Scope of Service.** The ICSD will assign an additional deputy sheriff (beyond the staffing levels set forth in Section IIA of the "Agreement for Law Enforcement Services" dated June 10, 2010 to the School District commencing August 1, 2011, the "SRO." The SRO shall

perform the services of that position as a deputy sheriff within School District facilities and the Township on a full time basis.

2. **Duties.** The SRO will promote and facilitate public safety, employing principles of community policing and interaction with students, staff and persons in neighborhoods in proximity to school facilities. In addition, the SRO will function, to the extent compatible with the SRO's duties as a deputy sheriff, in the positive facilitator role in cases involving juvenile delinquency and misconduct and in connection with circumstances which may be detrimental to the safety and security of school staff, students and facilities. While on School District premises, the SRO shall consult with the School Superintendent or the Superintendent's designee as to any specific problems, locales or issues to be addressed by the SRO.

During periods when schools are not in session, the SRO may be assigned to assist officers performing law enforcement services within Delhi Charter Township generally, and particularly within areas frequented by students, such as parks, recreational events and venues, and other public facilities. It is also recognized that the SRO may be called upon from time to time to respond to emergency or unforeseen circumstances in the general community and, under such circumstances, the SRO may be called away from School District property to perform other law enforcement duties on a temporary basis. Such absences and events shall not result in an adjustment of payment by the parties hereto for SRO services under this Agreement.

3. **SRO Not A District Employee.** The parties agree that the SRO shall not, by virtue of this Agreement or otherwise, be considered to be an employee, contractor, partner or agent of the District. Said SRO shall be subject to supervision and management of the Ingham

County Sheriff, who shall be solely responsible for assignment of such personnel, determinations as to training, and the extent and adequacy of equipment required, and specific personnel assignments.

4. **Compensation.** The School District and Township shall evenly divide the cost of the SRO as follows:

A. For the year commencing August 1, 2011, the sum of One Hundred Eight Thousand Six Hundred Forty-Eight and no/100 Dollars (\$108,648.00) payable to the County Treasurer in monthly installments of Nine Thousand Fifty-Four and no/100 Dollars (\$9,054.00). The School District's portion of said payment shall be made to Delhi Charter Township not later than the 5th day of each month in the amount of Four Thousand Five Hundred Twenty-Seven and no/100 Dollars (\$4,527.00).

B. For the year commencing August 1, 2012, the sum of One Hundred Ten Thousand Eight Hundred Sixty-Nine and no/100 Dollars (\$110,869.00) payable monthly to the Ingham County Treasurer in the amount of Nine Thousand Two Hundred Thirty-Nine and 08/100 Dollars (\$9,239.08). The School District shall remit its portion of said payment to the Township not later than the 5th day of each month in the amount of Four Thousand Six Hundred Nineteen and 54/100 Dollars (\$4,619.54).

C. For the year commencing August 1, 2013, the sum of One Hundred Thirteen Thousand Five Hundred Twenty and no/100 Dollars (\$113,520.00) payable to the Ingham County Treasurer in monthly installments of Nine Thousand Four Hundred Sixty and no/100 Dollars (\$9,460.00). The School District shall remit its portion of said payment to the

Township not later than the 5th day of each month in the amount of Four Thousand Seven Hundred Thirty and no/100 Dollars (\$4,730.00).

It is understood that the compensation levels set forth above may be adjusted by the ICSD due to changes in applicable collective bargaining agreements.

5. **Term.** The term of this Agreement shall be three (3) years commencing August 1, 2011; however, either party may terminate this Agreement for any reason by providing written notice of intent to terminate at least four (4) weeks prior to the anniversary date, i.e., August 1.

6. **Binding Effect; Authority to Sign.** This Agreement shall be binding upon the parties and their successors and assigns, and the parties executing this agreement certify that they have been and are duly authorized by the respective parties to execute this Agreement and to bind the parties to the terms hereof.

IN WITNESS WHEREOF the parties have executed this Agreement on the dates set forth opposite the signatures of the parties.

**DELHI CHARTER TOWNSHIP,
a Michigan municipal corporation,**

Dated: August 16, 2011

By:

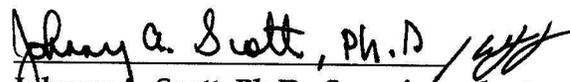

Stuart Goodrich, Supervisor

And:

**HOLT PUBLIC SCHOOLS,
a Michigan general powers school district**

Dated: August 12, 2011

By:


Johnny A. Scott, Ph.D., Superintendent

AMENDMENT NO. 1 TO
AGREEMENT FOR LAW ENFORCEMENT SERVICES

THIS AMENDMENT, made and entered into this 1st day of August, 2011, by and between the **SHERIFF OF INGHAM COUNTY, GENE L. WRIGGELSWORTH** (hereinafter referred to as the "Sheriff"), the **COUNTY OF INGHAM** (hereinafter referred to as the "County"), and the **CHARTER TOWNSHIP OF DELHI** (hereinafter referred to as the "Township"), amends the Agreement for Law Enforcement Services made and entered into between said parties for the period covering January 1, 2011, through December 31, 2014.

W I T N E S S:

1. Section II, Services to be Provided by the Sheriff, pages 1-2, of the above-stated Agreement shall be amended to read as follows:

"II. Services to be Provided by the Sheriff. The Sheriff shall furnish the Township with special police protection it has requested, as follows:

- A. A total of nineteen (19) full time deputy sheriffs shall be assigned to the Township to provide police services which includes the personnel noted in the following subsections.
- B. There shall be two (2) officers on duty at all times, being twenty-four (24) hours a day, seven (7) days a week within the Township. The Sheriff, however, shall have the right to temporarily remove any on duty officer from the Township and assign him/her to a life threatening emergency outside the Township.
- C. In addition to the two (2) officers on duty in the Township at all times pursuant to the subsection B of this section, the Sheriff shall assign one (1) officer to the Metro Squad and one (1) full-time officer to Community Services activities. In the event the Metro Squad officer or Community Services officer is on vacation, sick leave, workers' disability compensation leave, or any other absence, they shall not be replaced during their absence.

It is expressly understood and agreed that the Township may withdraw from its participation with the Tri-County Metro Narcotic Squad pursuant to the withdrawal provisions contained in the Tri-County Metro Narcotic Squad Agreement, after providing written notice to both the County and the Sheriff stating the effective date of such withdrawal. In the event of such withdrawal the deputy sheriff assigned to

the Tri-County Metro Narcotic Squad pursuant to this subsection and the compensation which the Township pays the County for such officer pursuant to section VI shall on the effective date of such withdrawal cease to be covered and/or required by this Agreement, unless the Township elects to have the officer perform other law enforcement services under this Agreement.

- D. In addition to the officers to be furnished by the Sheriff pursuant to B and C of this section II, the Sheriff shall assign one (1) officer to serve, during the period covering August 1, 2011 through July 31, 2014, as School Resource Officer whose primary duties shall be at Holt Public Schools and School related activities.
- E. All necessary command officer supervision shall be provided, which shall include at least one (1) officer assigned full-time above the rank of sergeant.
- F. Detective services of the Sheriff's Office shall be provided as needed.
- G. One (1) full-time records clerk and one (1) half-time records clerk (not a deputy sheriff) shall be provided to assist in the clerical requirements of the police services to be provided under this Agreement.
- H. The Sheriff shall provide records for incidents and activities in the Township and shall make reports regularly to the Township Board concerning police activities.
- I. The Sheriff's Office shall provide all necessary support services required to administer the police services to be provided in the Township under this Agreement. These support services shall include all necessary equipment, uniforms, weapons, radios and automobiles. The automobiles and other equipment shall be the responsibility of the Sheriff's Office to purchase and maintain. The Sheriff's Office shall also provide evidence processing and storage, L.E.I.N. usage, dispatch service and warrant storage, prisoner pick-up out-of-state on local warrants, breathalyzer operator service, all records storage and retention required, temporary detention for arrests other than felonies, O.U.I.L. and bench warrants, interim bond processing, and property and evidence room facilities."

2. Section VI, Payment, pages 3-4, of the above-stated Agreement shall be amended to read as follows:

“VI. Payment. During the term of this Agreement, the Township shall reimburse the County for all non-School Resource Officer services provided by the Sheriff’s Office under this Agreement on a monthly pro rata basis, based on the following annual dollar amounts:

- A. In calendar year 2011 the sum of TWO MILLION ONE HUNDRED FORTY-FOUR THOUSAND THREE HUNDRED SEVENTEEN AND NO/100 DOLLARS (\$2,144,317.00) shall be paid in monthly pro rata payments of ONE HUNDRED SEVENTY-EIGHT THOUSAND SIX HUNDRED NINETY-THREE AND 08/100 DOLLARS (\$178,693.08).
- B. In calendar year 2012 the sum of TWO MILLION ONE HUNDRED SEVENTY-FIVE THOUSAND SEVEN HUNDRED TWENTY-EIGHT AND NO/100 DOLLARS (\$2,175,728.00) shall be paid in monthly pro rata payments of ONE HUNDRED EIGHTY-ONE THOUSAND THREE HUNDRED TEN AND 66/100 DOLLARS (\$181,310.66).
- C. In calendar year 2013 the sum of TWO MILLION TWO HUNDRED TWENTY-FOUR THOUSAND FOUR HUNDRED SIXTY-ONE AND NO/100 DOLLARS (\$2,224,461.00) shall be paid in monthly pro rata payments of ONE HUNDRED EIGHTY-FIVE THOUSAND THREE HUNDRED SEVENTY-ONE AND 75/100 DOLLARS (\$185,371.75).
- D. In calendar year 2014 the sum of TWO MILLION TWO HUNDRED SEVENTY-SEVEN THOUSAND THREE HUNDRED THIRTY AND NO/100 DOLLARS (\$2,277,330.00) shall be paid in monthly pro rata payments of ONE HUNDRED EIGHTY-NINE THOUSAND SEVEN HUNDRED SEVENTY-SEVEN AND 50/100 DOLLARS (\$189,777.50).

Commencing August 1, 2011 the Township, in addition to the sums required above, shall reimburse the County for all School Resource Officer services provided by the Sheriff’s Office under this Agreement on a pro rata basis based on the following school year (i.e., August 1st through July 31st) dollar amounts:

- A. For the 2011/2012 school year, covering August 1, 2011 through July 31, 2012, the sum of ONE HUNDRED EIGHT THOUSAND SIX

HUNDRED FORTY-EIGHT AND NO/100 DOLLARS (\$108,648.00) shall be paid in monthly installments of NINE THOUSAND FIFTY-FOUR AND NO/100 DOLLARS (\$9,054.00).

- B. For the 2012/2013 school year, covering August 1, 2012 through July 31, 2013, the sum of ONE HUNDRED TEN THOUSAND EIGHT HUNDRED SIXTY-NINE AND NO/100 DOLLARS (\$110,869.00) shall be paid in monthly installments of NINE THOUSAND TWO HUNDRED THIRTY-NINE AND 08/100 DOLLARS (\$9,239.08).
- C. For the 2013/2014 school year covering August 1, 2013 through July 31, 2014, the sum of ONE HUNDRED THIRTEEN THOUSAND FIVE HUNDRED TWENTY AND NO/100 DOLLARS (\$113,520.00) shall be paid in monthly installments of NINE THOUSAND FOUR HUNDRED SIXTY AND NO/100 DOLLARS (\$9,460.00).

The above stated annual amounts for services not related to School Resource Officer services reflect the totals of all the budget line items set forth in the attached Exhibit A, Budget, for the year which the annual amount applies. The above-stated school year amount for the School Resource Officer reflect the totals of all the budget line items set forth in the attached Exhibit A-2 Budget, for the school year in which the school year amount applies. Compensation levels shall be adjusted when, in the sole opinion of the County, it is necessary to make adjustments due to changes in the Sheriff's Office collective bargaining agreements. The County shall provide the Township with written notification of all changes in compensation levels, the effective date of the change and the reason therefore.

The Township's monthly payments for services performed by the Sheriff's Office personnel assigned to the Township under this Agreement shall be made payable to the Ingham County Treasurer, and delivered to the Ingham County Treasurer's Office, Courthouse, P.O. Box 215, Mason, Michigan 48854, accompanied with a notice of the purpose of the payment (e.g., Delhi Township Law Enforcement Services Agreement) and a statement of the amount of the payment which is for the School Resource Officer services and the amount which is for all other services provided by the Sheriff's Office during the month covered by the payment. Each payment shall be made no later than the tenth (10th) day of each month following a month in which services were provided under this Agreement. By way of example, payment shall be made by no later than February 10, 2011, for services performed in January 2011."

- 3. The Exhibit A - Budget attached to the above-stated Agreement is hereby amended to add an Exhibit A-2 Budget which sets forth the costs for the School Resource Officer.

Commencing August 1, 2011, all references in the above-stated Agreement to the Exhibit A - Budget shall be deemed to include the Exhibit A-2 Budget attached to this Amendment which is incorporated by reference into the above-stated Agreement and made a part thereof.

4. All other terms and conditions contained in the above-stated Agreement shall remain in full force and effect except as modified herein. This Amendment shall become effective on the 1st day of August, 2011.

5. The people signing this Amendment on behalf of the parties to the above-stated Agreement certify by their signatures that they are duly authorized to sign this Amendment to the Agreement on behalf of said parties and that this Amendment has been authorized by said parties.

THE AUTHORIZED REPRESENTATIVES OF THE PARTIES TO THE AGREEMENT FOR LAW ENFORCEMENT SERVICES FOR DELHI CHARTER TOWNSHIP HAVE SIGNED THIS AMENDMENT NO. 1 TO SAID AGREEMENT ON THE DATE APPEARING NEXT TO THEIR SIGNATURE.

COUNTY OF INGHAM

By: [Signature] 8/6/11
Mark Grebner, Chairperson Date
County Board of Commissioners

By: [Signature] 8/11/11
Mike Bryanton, County Clerk Date

CHARTER TOWNSHIP OF DELHI

By: [Signature] 8/11/11
Stuart Goodrich Date
Delhi Twp Supervisor

By: [Signature] 08/02/11
Evan Hope, Delhi Twp Clerk Date

INGHAM COUNTY SHERIFF

By: [Signature] 8/2/11
Gene L. Wriggelsworth Date
Sheriff

APPROVED AS TO FORM
FOR COUNTY OF INGHAM
COHL, STOKER & TOSKEY, P.C.

By: [Signature]
Robert D. Townsend

N:\Client\Ingham\Sheriff\Amendments\Amd No 1 to Delhi Twp LE Agr 2011-2014.wpd
ING/Sheriff # 10-011

EXHIBIT A-2

BUDGET

Delhi Township School Resource Officer

	2011	2012	2013	2014
PERSONNEL SERVICES	39,497	96,014	98,132	58,546
TOTAL SUPPLIES	1,562	3,925	4,100	2,493
PROFESSIONAL SERVICES	167	405	410	239
OTHER EXPENSES	406	1,015	1,055	639
CAPITAL OUTLAY	3,223	8,000	8,250	4,958
TOTAL BUDGET	44,855	109,359	111,947	66,875

SUPPLY BUDGET

	2011	2012	2013	2014
SUPPLIES	583	1,425	1,450	860
UNIFORMS & ACCESSORIES	146	375	400	248
GAS & OIL	833	2,125	2,250	1,385
TOTAL	1,562	3,925	4,100	2,493

PROFESSIONAL SERVICES

	2011	2012	2013	2014
MEMBERSHIPS	0	0	0	0
COURIER SERVICE	0	0	0	0
DATA PROCESSING	0	0	0	0
TELEPHONE	167	405	410	239
TOTAL	167	405	410	239

MISCELLANEOUS

	2011	2012	2013	2014
EQUIPMENT REPAIR	52	140	155	99
VEHICLE REPAIR	354	875	900	540
TOTAL	406	1,015	1,055	639

CAPITAL OUTLAY

	2011	2012	2013	2014
MACHINERY/CARS	3,223	8,000	8,250	4,958
TELEPHONE SYSTEM	0	0	0	0
TOTAL	3,223	8,000	8,250	4,958

	2011	2012	2013	2014
1 DEPUTY	36,403	88,492	90,444	53,959
SUBTOTAL	36,403	88,492	90,444	53,959
X .085 ADMIN FEE	3,094	7,522	7,688	4,587
OVERTIME	0	0	0	0
TOTAL PERSONNEL SERVICES	39,497	96,014	98,132	58,546

Introduced by the Law Enforcement and Finance Committees of the:

INGHAM COUNTY BOARD OF COMMISSIONERS

**RESOLUTION TO AMEND THE DELHI TOWNSHIP POLICE SERVICES CONTRACT
BY ADDING A SCHOOL RESOURCE OFFICER**

RESOLUTION #11-241

WHEREAS, the Charter Township of Delhi and the Holt Public Schools have collaborated to fund a Deputy Sheriff; and

WHEREAS, both entities have agreed this Deputy Sheriff will be titled School Resource Officer; and

WHEREAS, the primary duties of the School Resource Officer will be at the Holt Public Schools and School related activities; and

WHEREAS, the Deputy Sheriff/School Resource Officer will begin this assignment on August 1, 2011; and

WHEREAS, the Ingham County Sheriff's Office and Budget office have determined the cost to be \$108,648 for 2011/12 school year, \$110,869 for the 2012/13 school year; and \$113,520 for the 2013/14 school year.

THEREFORE BE IT RESOLVED, the Ingham County Board of Commissioners approves amending the current Police Service Contract for the Charter Township of Delhi effective August 1, 2011 through December 31, 2014 by increasing the contract by \$108,648 for the 2011/12 school year, \$110,869 for the 2012/13 school year, and \$113,520 for the 2013/14 school year.

BE IT FURTHER RESOLVED, the Ingham County Board of Commissioners approves adding one contract Deputy Sheriff Position to the Sherriff's Office roster for the duration of this contract subject to the availability of contract funds.

BE IT FURTHER RESOLVED, the Ingham County Board of Commissioners directs the Controller/Administrator and Budget Office to make the necessary adjustments to the Ingham Sheriff's Office Budgets and Position Allocation list.

BE IT FURTHER RESOLVED, the Ingham County Board of Commissioners authorizes the Board Chairperson, the County Clerk and the Sheriff to sign all necessary contract documents consistent with this Resolution upon review and approval as to form by the County Attorney.

LAW ENFORCEMENT: Yeas: Celentino, Holman, Copedge, Schafer, Dragonetti
Nays: None **Absent:** De Leon **Approved 7/14/11**

FINANCE: Yeas: Schor, Tsernoglou, Nolan, Bahar-Cook, Dougan
Nays: None **Absent:** McGrain **Approved 7/20/11**

DELHI CHARTER TOWNSHIP**MEMORANDUM**

TO: Delhi Township Board Members

FROM: John B. Elsinga, Township Manager

DATE: July 13, 2012

RE: Accept the Shared Public Services Initiative Capital Area Fire Final Report

Enclosed for your review and acceptance is the Shared Public Services Initiative Capital Area Fire Final Report dated June 6, 2012. This report was initiated through a 50% grant from the Michigan Municipal League Foundation and prepared by Plante and Moran. The six communities participating in this study include the cities of East Lansing and Lansing along with the Townships of Delhi, Delta, Lansing and Meridian.

The study looked at existing assets within the 6 jurisdictional region and evaluated whether or not, through improved collaboration/consolidation, there could be improved services at reduced costs (overall). "For the sake of clarity in this report, collaboration refers to cooperative efforts to improve services, reduce costs and/or expand services to the benefit of the communities. Consolidation refers to a merger of two or more fire departments within the communities." (page 3).

The study recognizes there has been significant collaboration between all six jurisdictions and their neighbors for more than a decade. It also revealed there exists a strong interest within this region to improve current levels of fire/EMS services at the lowest possible cost. The recent consolidation of the 911 Center along with an expressed desire to standardize fire/EMS operations present us with the foundation to improve these services.

Therefore, I would recommend we continue to participate with the other six jurisdictions to explore Phases 1 and 2 as described in the study to establish a platform for expanded collaboration with all six jurisdictions.

Recommended Motion:

To accept the Shared Public Services Initiative Capital Area Fire Final Report dated June 6, 2012 and continue collaboration with the other six jurisdictions to enhance the delivery of fire and EMS services within our region.

Shared Public Services Initiative Capital Area Fire

City of East Lansing
City of Lansing
Delhi Township
Delta Township
Lansing Township
Meridian Township

Final Report | June 6, 2012

plante
m
moran

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I. Management Summary

Project Scope and Objectives

Through the Michigan Municipal League Foundation (MML), Plante & Moran, PLLC (“Plante Moran”) was retained to assist the Michigan communities of:

- City of East Lansing
- City of Lansing
- Delhi Township
- Delta Township
- Lansing Township
- Meridian Township

(collectively “the Communities”) with a Shared Public Services Initiative Project (the “Project”) involving the exploration of various collaboration scenarios for the representative fire departments of each community.

The main objectives of the project included:

1. Assess the feasibility of creating an actionable plan for the fire departments, leading to either a
 - full-merger
 - partial-merger
 - mutually beneficial cooperative agreement
2. Facilities plan, using existing infrastructure and resources to the extent feasible
3. Organizational strategies and structure, including possible functional consolidation
4. Offer a phased approach, including identifying:
 - Immediate opportunities (e.g., smaller consolidations, common response protocol, automatic mutual aid, etc.)
 - Longer term plan for remaining objectives

For the sake of clarity in this report, collaboration refers to cooperative efforts among the Communities’ fire departments to share services or undertake other collaborative efforts to improve services, reduce costs and/or expand services to the benefit of the Communities. Consolidation refers to a merger of two or more fire departments within the Communities.

Project Governance

The Executive Sponsors for the project include the Communities, Lansing Economic Area Partnership (LEAP) and the Lansing Regional Chamber of Commerce. Grant funding for the project is from the Michigan Municipal League Foundation.

The Steering Committee includes representatives from each of the six communities, including both union and non-union representatives from the fire departments and city/township management, as well as representatives from the business community. The Steering Committee’s role is to provide overall

project guidance ensuring objectives are met through a sound project approach and methodology. Members of the Steering Committee were the primary decision makers and resources within each community, including fire representatives to address the specific operational issues and city or township supervisors/managers to address the managerial and financial issues (i.e., Community Sponsors).

The Community Sponsors include the fire representatives (i.e., fire chiefs) and city/township management from each community. The role of the Community Sponsors is to provide general input on consolidation benefits and barriers along with operational and financial data from the communities. Additional input was sought from union and business leadership regarding benefits and barriers of collaboration and consolidation.

The Stakeholders include any individual that is impacted by recommendations in the report.

It is important to note that there is no Governance Committee or legal agreement in place between the Communities at this juncture for any form of consortium or other form of governance or shared service.

Project Approach

1. Project Initiation

This project was launched on November 30, 2011 at a project kickoff meeting with the Steering Committee. Prior to the kickoff, the project Steering Committee was established.

2. Documentation Review

Following project initiation, Plante Moran provided a detailed information request list and reviewed documentation provided by all participating entities. The request list consisted of matrices to collect specific operational and financial data from each community.

3. Conduct Leadership Interviews

Plante Moran conducted leadership interviews involving fire chiefs and management from each of the Communities. The purpose of these interviews was to understand leadership perspectives regarding collaboration, understand the current organization/operations and validate information required to complete the quantitative analysis.

4. Conduct Site Visits

Plante Moran conducted independent site visits to each community. The focus of the site visits were to gain detailed operational, technical, and financial information regarding current fire operations and project expectations related to collaboration and consolidation of fire services.

In addition, separate site visits were conducted to examine and collect data regarding the condition of existing facilities for each community.

5. Visioning Session

Upon completion of the site visits, Plante Moran compiled information gathered from the individual meetings and held a Steering Committee meeting with the emphasis on establishing collaboration and/or consolidation scenarios, specifically those scenarios that focused on opportunities for cost savings, improved service levels, or both.

To get a key understanding of the most reasonable collaboration scenarios and to design a consolidated fire department, Plante Moran facilitated a Visioning Session to address the following key topics:

- Convey status of the analysis and request Steering Committee guidance on further data validation
- Present preliminary data, analysis and scenarios to seek Steering Committee feedback and direction

6. Conduct Additional Data Validation

After completion of the Visioning Session Plante Moran conducted several additional follow-up activities to collect data required to complete its operational and financial model. Steps involved in completing this activity included sending out additional information requests and conducting an additional full day session in East Lansing, MI with the Community Sponsors in order to further validate the data to ensure the most accurate and comparable data possible.

Following this meeting, additional worksheets were distributed with identified gaps in data. Data was collected and included in Plante Moran's operational and financial model for further analysis.

7. Create Operational and Hypothetical Financial Model

Plante Moran created an operational and financial model for proposed collaborative scenarios. The results are included in this report. During the Visioning Session, the Steering Committee expressed that a multi-phased approach for implementation was the most desirable and should consider:

- Increased regional collaboration
- Full consolidation of all departments

8. Draft Report and Presentation

Plante Moran created this management report for all participating communities to review, which outlines increased collaboration scenarios, operational benefits of increased collaboration and advantages of a consolidated operation. Because of multiplicity of service, labor, and fixture conditions and assumptions that would have to be resolved by the communities it is impossible to provide anything but a hypothetical model and range of savings based on current costs, which a consolidation might realize. With an understanding of such limitations, Plante Moran agreed to undertake such modeling for the purpose of providing the communities some understanding of the potential range of savings a consolidation might realize and the estimated total costs and/or secondary savings available to the communities. Plante Moran met with the Steering Committee to present its findings, scenarios for the Steering Committee to consider, a phased approach for collaboration/consolidation as well as the recommended next steps.

9. Finalize Report

Plante Moran accepted feedback from the Steering Committee and finalized the report.

Next Steps

During the next step, the Communities will discuss the operational case for collaboration and implementation scenarios for the multi-phased approach. The identified "ideal" timeframe for the implementation plan as expressed by the Steering Committee representatives ranged from three to ten years to achieve final consolidation. It is Plante Moran's experience that final consolidation will likely not occur for seven years based on research of other departmental consolidations.

In the near term, the Steering Committee will need to decide if Plante Moran will be retained for the second phase of this project which includes the development of an implementation plan. This planning is the necessary first step to proceed with the recommendation presented in this report.

Summary Findings and Results

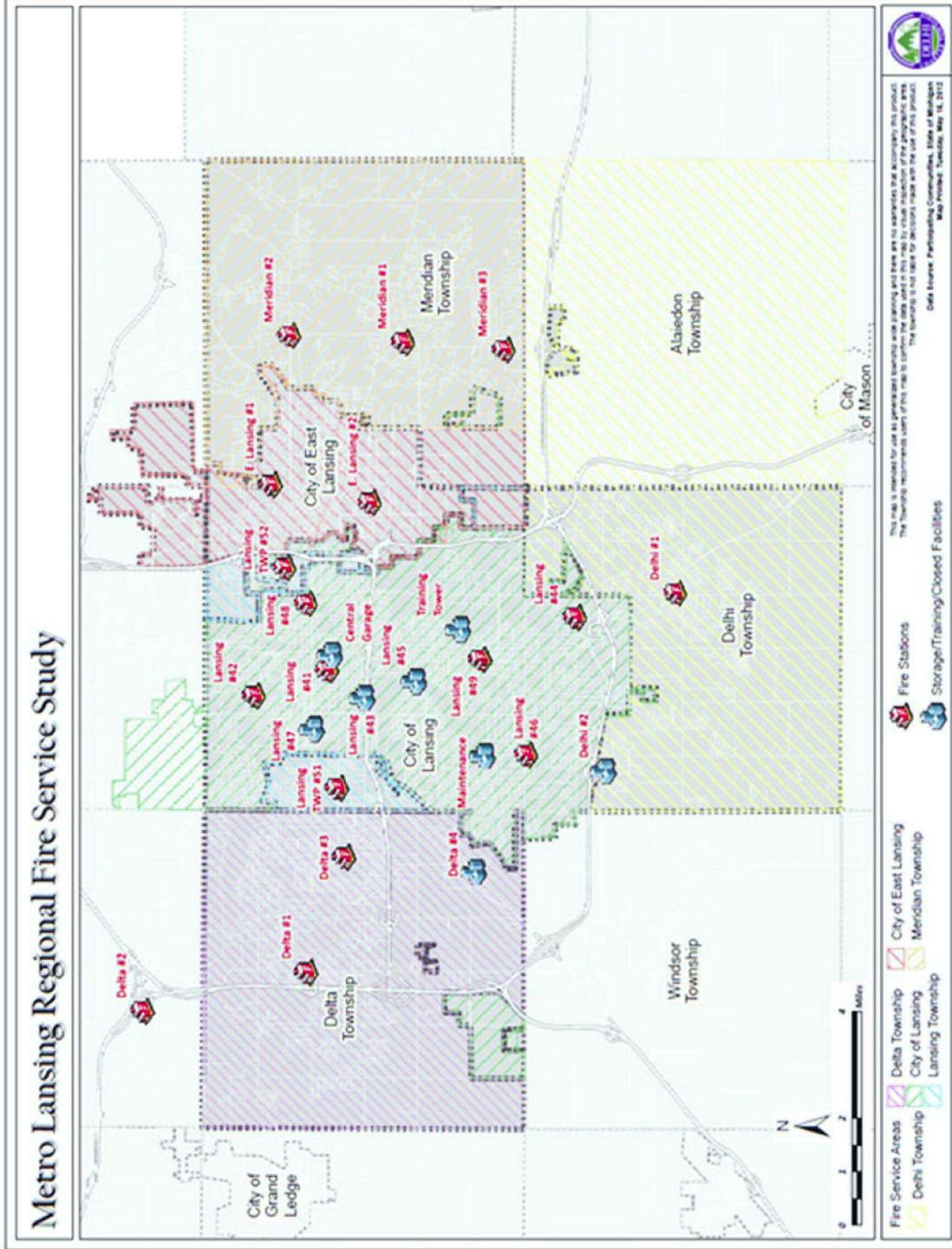
Overview

The Communities represented in this study are represented in the following table, which shows general demographic data about each community:

Item	City of East Lansing	City of Lansing	Delhi Township	Delta Township	Lansing Township	Meridian Township	Total
Population (1)	48,579	114,297	25,877	32,408	8,126	39,688	268,975
Geographic Area (sq. miles)	13	35	29	35	5	32	149
Population Density (population/sq. mile)	3,601	3,294	908	917	1,625	1,240	1,805

Each of the Communities currently operates its own independent fire department. The service area represented by the six Communities is 149 square miles consisting of urban, residential and rural locations. The State Capitol and many government buildings are located within the City of Lansing. Michigan State University's (MSU) campus is located in East Lansing. Several prominent businesses are located within the service area, each with major facilities. The Board of Water & Light has a large power facility located on the south side of Lansing and there are three large hospitals in the City of Lansing (McLaren, Sparrow, and St. Lawrence). Several major retail outlets include the Meridian Mall, the Lansing Mall, and Eastwood Towne Center.

Major freeways include US 127, I-69, and I-94. The area also has several train tracks running east and west. The following map provides an overview of the Communities along with locations of the various fire facilities.



¹ Note that Delta #2 is outside of the service area of this Shared Public Services Initiative project.

Significant Findings

The majority of our effort during this feasibility stage of the project was to accomplish the following:

- Collect data to support feasibility relative to various collaboration and consolidation scenarios.
- Confirm interest, benefits and potential barriers to consolidation among Steering Committee and Community Sponsor participants.
- Gain consensus on general collaboration and consolidation approaches.

During this time, we learned the following:

- Data was difficult to collect and normalize. During the discovery process, numerous follow-ups were required to collect adequate data. Even through this effort, some gaps remain in the data that Plante Moran needed to fill through a “normalization” process.
- The Communities prefer and complexities of the legal, labor and service and political factors require a phased approach toward possible full consolidation before the benefits of collaboration can be fully realized.
- The Communities prefer not to include community legacy costs (e.g., retirement obligations) in the analysis or the ultimate entity that may be formed as part of a consolidation.
- The Communities have had a history of collaboration and general interest around collaboration has existed since June 1997 with a joint HAZMAT initiative. Further collaborative efforts and studies have since ensued resulting in other shared services around procurement, training, etc. These efforts have resulted in a platform for more formal collaboration to take place, potentially leading to consolidation.
- A potential barrier to consolidation includes the variety of standards and services among the communities and disagreement on a standard operating model for a single entity. Another barrier often mentioned was one of culture and identity the employees had with their particular department.
- Generally, the facilities are in good condition. The majority of the facilities need renovations/maintenance of less than \$1M, with three stations in excellent condition. Four of the facilities are either in need of renovations/maintenance of more than \$1M or are no longer salvageable.
- Operationally, the six fire departments are more similar than different. Significant exceptions include:
 - The City of Lansing and Meridian Township operate using a 2 shift schedule while the other communities operating use a 3 shift schedule.
 - The Cities of Lansing and East Lansing do not use a ‘jump truck’ model; i.e., staff are assigned to a particular truck/ambulance and do not provide services unless their truck/ambulance is needed.
 - Mutual aid is in place but only Lansing Township and Delta Township share automatic mutual aid.
- Communities indicated interest in forming an authority as part of consolidation, and an authority is eventually necessary for the full cost and service benefits of collaboration to be realized.

- There is a strong interest in improving current service levels (e.g., response times, etc.) under collaboration/consolidation scenarios along with standardization.

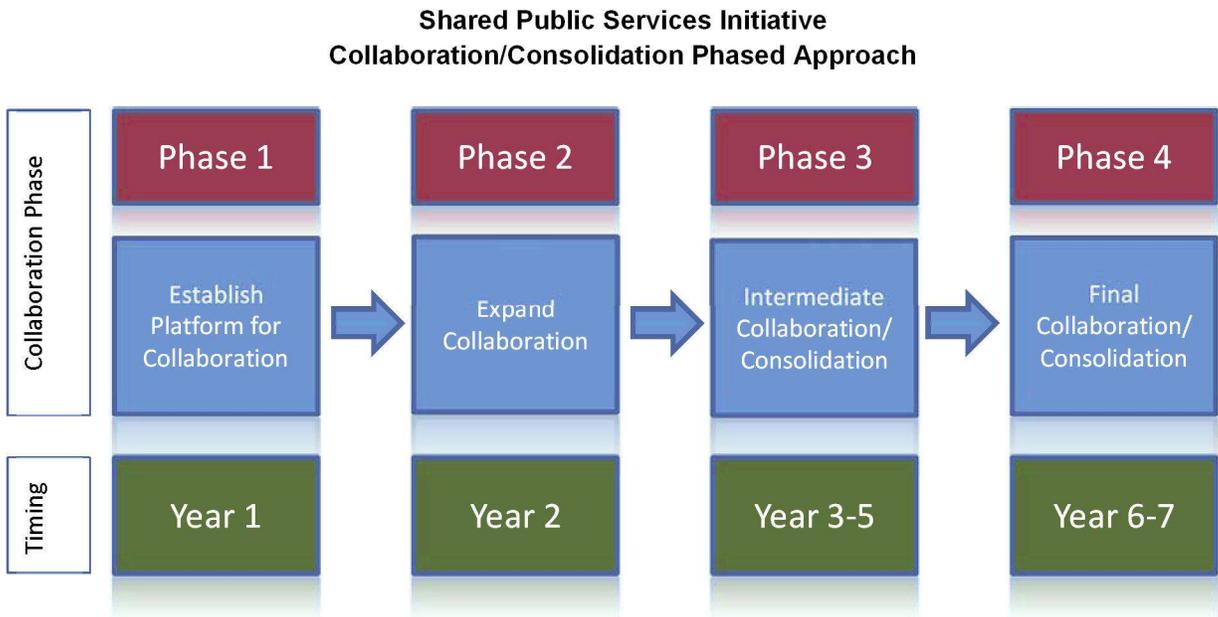
Major Conclusions

Based on our analysis of the Communities, the following represents several of the key project conclusions:

- Given the current state of the Michigan economy and the current operational challenges experienced by each of the fire departments independently, we believe that fire department collaboration is an attractive option for all communities participating in the study. Ultimately full consolidation should be considered. However, it is important to understand that full consolidation can take a number of different forms that could involve a variety in levels of local involvement in fire/EMS service.
- The Communities have the unique opportunity to work together to provide enhanced coverage to the entire geography, and stabilize the fire department's personnel and operations to provide improved service for all project participants. Shared services, such as automatic mutual aid, typically result in improved response times, improved services, and better utilization of resources based on experience with other communities that have implemented them.
- The Steering Committee supports a multi-phased approach to increase regional cooperation of the fire departments in the Greater Lansing Area in order to mitigate risks associated with a short-term, full consolidation scenario. The initial phases (1 and 2) are intended to work toward increased collaboration between departments to improve service levels and slightly decrease costs for each community. Later phases (3 and 4) are intended to weigh the merits of combining departments into a single, larger department in the future. This report outlines the general feasibility and cost structure of a combined department for the region.
- There is no consensus yet on the necessity or shape of full department consolidation at this time, nor is there an appropriate governance or financial structure in place to facilitate consolidation. The communities recognize the need to work together to develop service enhancements and/or cost reductions that can be achieved through enhanced collaborative efforts. There is general Steering Committee agreement to move forward with increased regional collaboration in the short term and, in fact, the communities have worked closely on other collaborative efforts regarding fire and EMS services. Developing and implementing effective instruments for building a common identity within the fire departments and for providing some local input and control will be necessary to ensure collaborative success and critical organizational stability.
- There appears to be economies of scale and service improvements associated with consolidating fire department operations among the six communities. The Communities collectively incur about \$37M in annualized expenditures relative to fire and EMS services. This report includes various consolidation scenarios. Long term savings potential from consolidation should be annually in the seven figures in the aggregate depending on selected service, labor, and fixture models.

Collaboration/Consolidation Approach

Plante Moran recommends a phased approach toward a possible single entity serving the fire and EMS needs of the residents of all six communities. During the Visioning Session as well as interviews, we consistently heard an interest in a phased approach that eases into possible full consolidation. Because consensus around collaborative efforts and consolidation takes time and is difficult to implement, we recommend the phased approach as follows:



The timing indicated above is purely an estimate based on Plante Moran's experience and research relative to other fire department and other entity consolidation. Economic, cultural, political and other factors may dictate another timeframe. Ultimately, leadership and governance will dictate a timeframe that suits the citizens and other stakeholders. Clearly the timeline can be accelerated to achieve possible full consolidation, and resulting cost savings, sooner. Obviously, this may be the desire of some stakeholders in the region. If such an aggressive timeline is chosen, it will be up to leadership and governance to balance these cost savings with a myriad of risks related to labor, safety, service as well as a variety of other factors.

In addition, the Communities may wish to welcome other communities to participate in collaboration.

The following represents a more detailed presentation of the phased approach along with major components of each phase.

**Shared Public Services Initiative
Collaboration/Consolidation Phased Approach**

Phase 1	Phase 2	Phase 3	Phase 4
Establish Formal Platform for Collaboration	Expand Collaboration	Intermediate Collaboration/Consolidation	Final Collaboration/Consolidation
<ul style="list-style-type: none"> Establish governance structure for expanding on collaboration Establish a legal relationship between communities Implement automatic mutual aid Formalize existing collaborative efforts 	<ul style="list-style-type: none"> Establish standards <ul style="list-style-type: none"> Schedules Equipment Policies/procedures Procurement cooperative Shared facilities/property maintenance Shared vehicle maintenance Create an Authority (possibly) 	<ul style="list-style-type: none"> Limited mergers <ul style="list-style-type: none"> Scenario 1 <i>E. Lansing, Meridian Twp.</i> Scenario 2 <i>E. Lansing, Lansing, Lansing Twp.</i> Re-configure station locations (short versus long term) Common management/unified command center Create an Authority (probably)* 	<ul style="list-style-type: none"> Single Fire Authority Potentially Maintain Independent "Brands" Re-configure station locations

 Decision regarding next phase by Governance Team/Entity

*Possibly create contracts between the Authority and Communities for firefighter units

This approach guides the Communities toward possible full consolidation and includes the necessary decision points that the ultimate governance structure and model would be designed to deal with. The approach is designed to present a variety of choices during each phase. For example it may be desirable as early as Year 2 to create a new legal entity (the "Authority") in order to conduct common purchasing, maintenance etc.

This also helps differentiate Phases 2 and 3, because in Phase 3, we envision the Authority actually having employees. The Authority could employ the common management out of a unified command center. So, it may actually start owning things and employing people in Phase 3.

Interestingly, it may be desirable or necessary for some time for the Authority to contract out to the local units to supply manpower (i.e., actual firefighters). There are a myriad of possibilities here to balance the varied interests of key stakeholders (i.e., citizens, management, labor, etc.) Some hybrid may be necessary to accommodate these varied interests. Whichever, we envision the emergence of the Authority as being necessary at Phase 3.

Recommendation

Plante Moran recommends the Communities strongly consider moving forward with Phase 1 within 30 days of the date of this report. Prior to Phase 1 execution, an implementation plan should be developed to outline the detailed steps and costs associated with Phase 1.

The benefits of Phase 1 are:

- Provides a platform for increased collaboration as a step toward consolidation.
- Formalizes the relationship between the Communities.
- Provides a much needed governance structure which will serve as a basis for decision making relative to the multi-phase approach.
- Establishes automatic mutual aid which is a basic element where the Communities are collaborating on fire and EMS services.

II. Operational Analysis

Introduction

The premise for this Shared Public Services Initiative project is that economies of scale can exist within contiguous communities relative to fire and emergency medical services (EMS) and that, through collaboration, municipalities can deliver improved fire protection and EMS services at a reduced cost. Rural communities in Michigan were some of the first to engage in some form of collaboration with neighboring municipalities, such as joint purchasing and mutual aid, and quickly began to recognize the financial and service level benefits of fire department collaboration. While most fire departments engage in some form of mutual aid as a backup, as this is needed for large scale fires, it is evident that the majority of service runs for a fire department are medical in nature and require EMS services.

While neighboring fire departments are able to provide assistance across municipal borders when called for mutual aid, in most cases, fire department and medical service coverage areas are restricted to municipal boundaries. By eliminating municipal boundaries from coverage areas and working as a single service unit, fire departments may be able to provide enhanced services at similar or lower costs to all citizens in a region. In doing so, emergency responses can be directed from the closest, best equipped station, improving service levels to community residents and businesses. The operations of a joint fire department or separate departments functioning under a collaborative agreement can be structured in such a way to minimize response times, avoid duplication in equipment and certain administrative and operational services. Reduced response time and costs savings are the primary benefits of operating together, rather than as separate entities.

Service Area Overview

The communities engaged in this analysis, Delta Township, Delhi Township, City of East Lansing, City of Lansing, Lansing Township and Meridian Township (together the “Communities”), encompass roughly 149 square miles and are located in the greater Lansing Metropolitan Area. The approximate total population for the area is over 268,975 residents or on average slightly over 1,805 residents per square mile. Currently the six communities are covered by six individual fire departments; one for each community. All of the local fire departments provide Emergency Medical Services (EMS) to their communities. In addition, Delhi Township provides fire protection and services to Alaieton Township while Delta Township provides fire protection and EMS services to Eagle and Watertown Townships, which are part of the Looking Glass Regional Fire Authority service area.

Current State of Operations

Overview of Operations

All of the fire departments with the exception of Delta Township utilize the same dispatch system through Ingham County. Delta Township utilizes Eaton County for central dispatching. These dispatching systems provide central dispatch for both fire and EMS services based on 911 and other calls received through dispatch. Although some mutual aid is being provided among the Communities, there is no formal agreement and mutual aid is not automatic (i.e., each request requires notification to and approval from the fire department being called on for mutual aid).

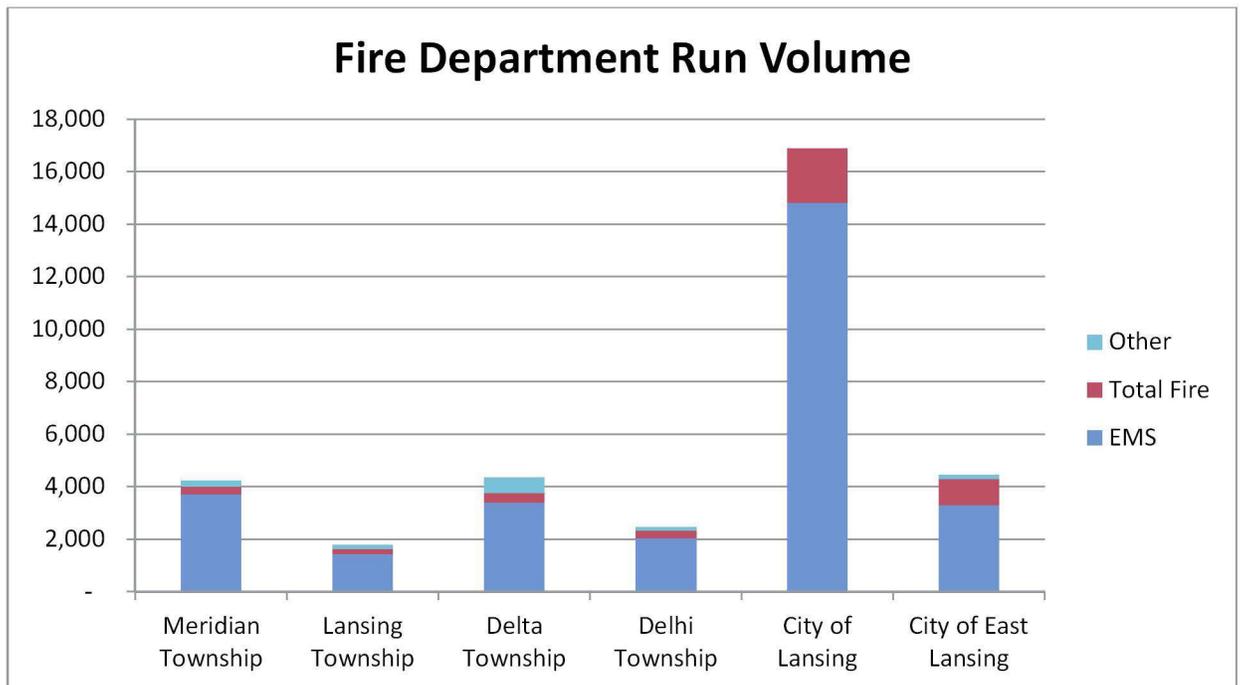
Some of the fire departments have several significant differences in their operations. Those noted during this project were:

- The two cities (Lansing and East Lansing) assign staff to equipment, such that staff do not respond to calls unless their equipment is needed. This can result in greater staffing levels.
- Four of the departments have three shifts of staff, although these shifts do not always follow the same schedules in regards to days on or off. The remaining two departments (Meridian Township and the City of Lansing) have two shifts. The departments agree that using three shifts is ideal for scheduling purposes.

These differences should be eliminated in order to achieve economies of scale and improved service levels.

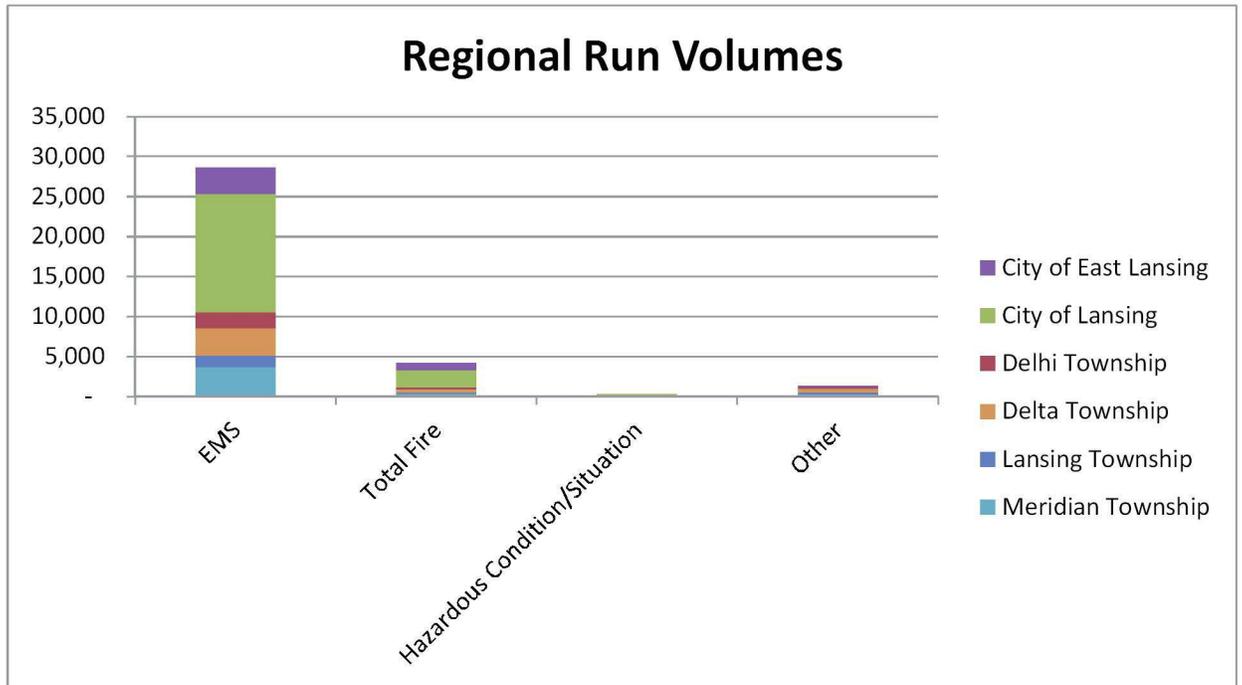
Operating Data

The following chart shows the number of runs, including both fire and EMS runs, for calendar year 2011, as provided by the Communities:



The City of Lansing has the highest run volume for both fire and EMS by a significant margin. The City of Lansing logged approximately 17,089 (or 49.5%) of the 34,528 total runs for the calendar year ended December 31, 2011. Note that these run volumes are used as a predictor of calendar year 2012 run volumes in Plante Moran’s operational and financial analysis. The City of East Lansing, Delta Township and Meridian Township had nearly identical run volumes (4,455; 4,384 and 4,332, respectively). The City of Lansing had the highest number of fire runs (2,079) followed by the City of East Lansing (1,004). Combined, the two cities represented nearly 75% of the total fire runs.

The following chart shows the total regional run volumes by type with a breakdown by community:



Clearly, EMS run volumes outpace other run types by nearly 5:1.

The following table summarizes additional operating data regarding each fire department represented within the Communities:

Summary of Operating Data

Item	Meridian Township	Lansing Township	Delta Township	Delhi Township	City of Lansing	City of East Lansing	Total
Fire Dept. Staff	36	18	36	24	180	50	344
Staff per Thousand of Population	0.916	2.215	1.111	0.914	1.575	1.019	
Number of Stations	3	2	2	1	6	2	16
Number of Facilities	3	2	3	2	9	2	21
ISO Rating (1)	4	5	4/8	4	3	4	
Average Dept. Response Time** - Fire (minutes)	4 - 6 (3)	4	6.2	6.016	4 - 6	-*	
Average Dept. Response Time - EMS (minutes) (#) (2)	4 - 6	4	4.1	5.283	4 - 6	-*	

*East Lansing did not provide this data.

**Meridian Township, East Lansing and Lansing follow NFPA 1710⁽²⁾, Lansing Township, Delta Township, Delhi Township follow NFPA 1720⁽²⁾

(1) ISO has been the premier source of information about property and liability risk. ISO's statistical, actuarial, and underwriting information is a vital resource to insurers, government

regulators, and other companies and organizations. We include ISO ratings (generally speaking, lower ISO ratings indicate enhanced fire service) as an outside measure of fire department service levels since ISO's standardized policy language is the foundation upon which many insurers build their coverage programs.

- (2) Response times are as reported by the Communities. Acceptable response times are stated within the National Fire Protection Association's (NFPA) standards and influence ISO ratings. NFPA standard 1710 applies to fire protection and EMS services for stations only using full-time (also referred to as "career") firefighters. NFPA 1720 applies to departments that also use paid-on-call, part-time, and volunteer firefighters. Acceptable response times for arriving on scene range from 4 to 15 minutes depending on whether the station is "career" or not, and whether the incident is in an urban, suburban, or rural area. The Communities' response times are shown for informational purposes as a comparison to our recommended response time, which strives to retain the Communities' current service levels and ISO ratings.
- (3) Meridian Township followed NFPA 1710 Standards in 2011, but began following NFPA 1720 Standards in 2012.

Staffing

Several of the Communities only have full-time ("career") firefighters (the cities of Lansing and East Lansing), while others (the townships) also have paid-on-call, part-time, and/or volunteer firefighters. Staffing levels are highly dependent on run volumes and the numbers of stations, which explains the higher staffing level for the City of Lansing and the lower staffing level for Lansing Township. Delhi Township has the highest proportion of part-time firefighters, and also the greatest proportion of administration relative to its firefighters. Lansing Township has the lowest proportion of administration relative to its firefighters.

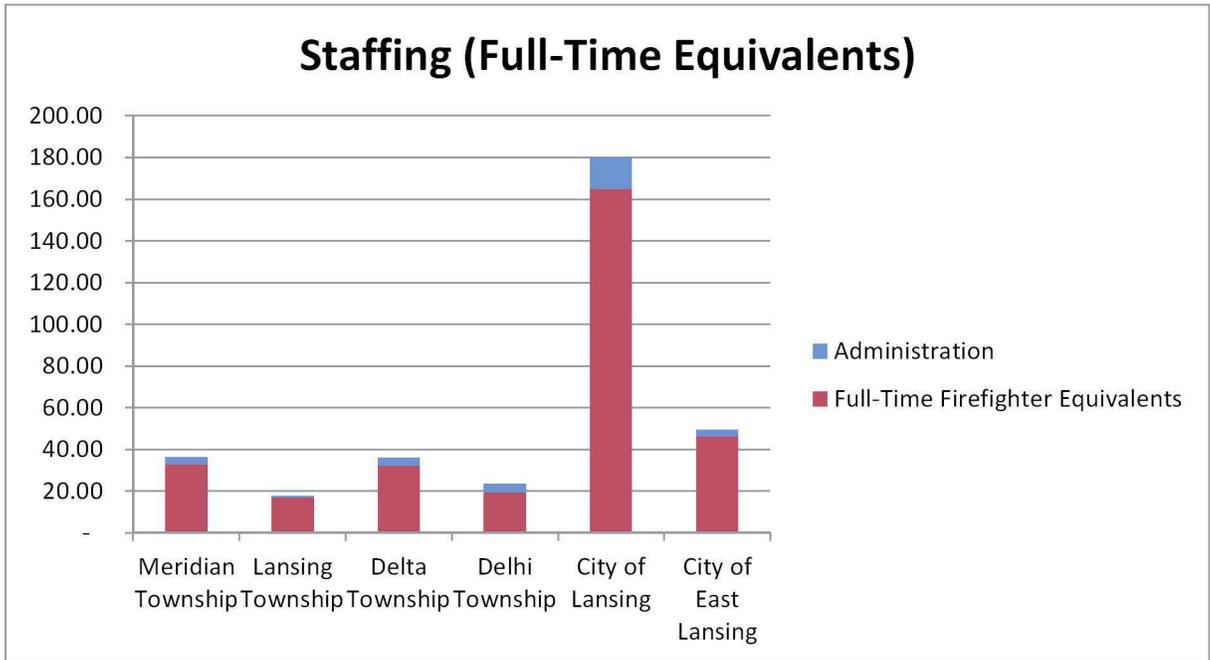
The following table summarizes the staffing models for each of the Communities:

Summary of Staffing Model

Item	Meridian Township	Lansing Township	Delta Township	Delhi Township	City of Lansing	City of East Lansing	Total
Administration	3.60	1.00	4.00	4.16	15.00	3.50	31.26
Full-Time Firefighters	31.00	14.00	30.00	13.50	165.00	46.00	299.00
Part-Time Firefighters (1)	<u>1.75</u>	<u>3.00</u>	<u>2.00</u>	<u>6.50</u>	<u>0.00</u>	<u>0.00</u>	<u>13.25</u>
Total staffing	36.35	18.00	36.00	23.66	180.00	49.50	343.51

Meridian Township and the City of Lansing utilize a two-shift schedule, while Lansing Township, Delta Township, Delhi Township, and the City of East Lansing utilize a three-shift schedule. These schedules are all based on 24-hour workdays, with patterns for the amount of consecutive days worked or not worked. Even with a similar number of shifts, the schedules for the Communities vary in the pattern of days that staff work, and also result in differences in the total number of hours worked per week for each community (ranging from 50.4 to 56 hours per week for full-time staff). The differences in these schedules have historically made it difficult to collaborate on training and prevent the Communities' staff from covering each other's shifts.

The following chart shows the total number of full-time equivalent staff by community:



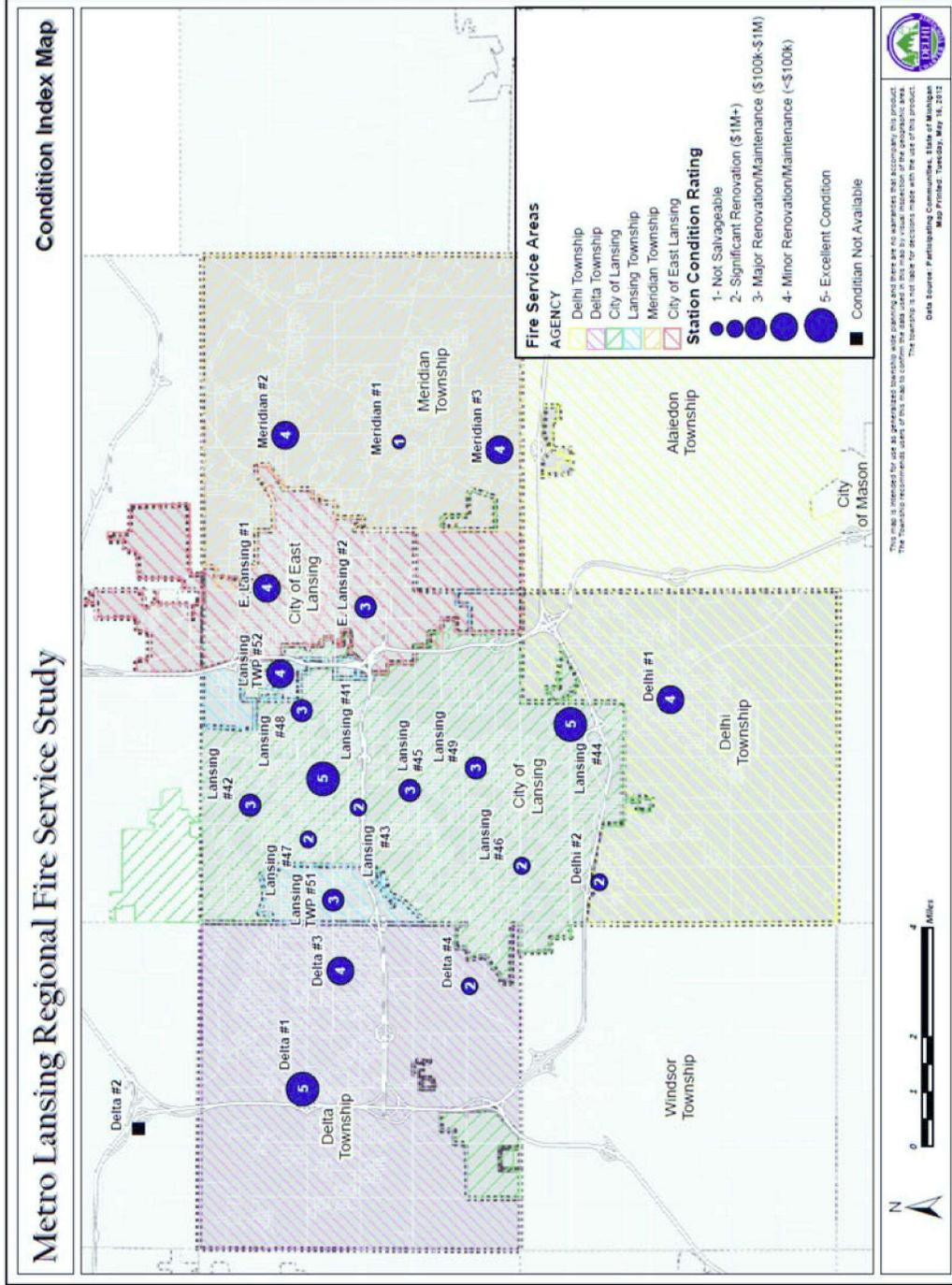
Full-time staff are each counted as 1 full-time equivalent. Part-time staff are each counted as 0.25 full-time equivalents, as is the practice for ISO standards and as verified by the Communities.

Facilities and Equipment

The map on the following page shows the locations and conditions of the Communities' facilities. The subsequent page lists the facilities and their conditions.

The conditions are categorized as to whether the facilities are in excellent condition, require various levels of renovation, or are not salvageable.

The Communities currently have a total of 21 open facilities. Of these 21, three are in excellent condition, seven need minor renovations (<\$100K each), 5 need major renovations (\$100K - \$1M each), three are in need of significant renovations (>\$1M each), one is not salvageable, one is the central garage, and one is the maintenance garage.



2

² Note that Delta #2 is outside of the service area of this Shared Public Services Initiative project.

Greater Lansing Area Communities
Facilities Condition Summary

Jurisdiction	Station	Address	Built	SF	Stories	Bays	Height	Bunks	Private	Condition Index*	Notes
Lansing	Central**	120 E. Shiawassee	N/A	60,952	2	4	12	17	Y	5	Remodeled 2008
	Two	2114 N. Grand River	1962	9,119	2	2	12	7	N	3	Mechanical issues
	Three	639 Hillsdale	1953	8,414	2	2	12	6	N	2	Currently closed
	Four	1435 Miller	2002	N/A	1	4	12	15	Y	5	Built for 15 people. Now only has 5
	Five	1821 Todd Street	1955	8,736	2	2	12	6	N	3	Currently closed
	Six	5135 Pleasant Grove	2001	9,119	1	3	14	11	Y	4	Needs Acoustical treatment in bays
	Seven	629 N. Jenison	1927	5,000	2	1	10	9	Y	2	Historical Building, Closed
	Eight	815 Marshall	1977	15,336	1	3	12	8	Y	3	Tech. Response Vehicle store here
	Nine	520 Glendale	1954	17,260	2	3	12	16	N	3	Mechanical work needed
Lansing	Training	3015 Alpha Access	1934	960*	2	2	12	0	N/A	2	Two buildings-not staffed FT
	Maintenance	3708 Pleasant Grove									
<i>*office and training areas only</i>											
East Lansing	Central	1700 Abbott	1977	18,000	1	5	12	9	N	4	Old boilers, roof leaks
	Two	MSU, Shaw Lane	1956	7,900	2	4	12	8	N	3	Heat from steam tunnels
Lansing Twp.	Central	3301 W. Michigan	1949	1,200	1	3	12	4	N	3	Next to Twp. Office
	Two	2701 Hopkins	1973	900	1	3	12	4	N	4	Neighborhood station
Delhi Twp.	Central	2074 Aurelius	1998	8,500	1	4	14	4	N	4	Too small for current staffing
	Two	6139 Bishop	1964	3,500	1	6	10	0	N/A	2	Used for storage only
Meridian Twp.	Central	2150 Clinton	1958	6,868	1	2	12	5	N	1	New Central on ballot in November
	Two	2140 Haslett	1995	6,984	1.5	2	12	4	N	4	Drainage issue behind station
	Three	3711 Okemos Rd	1992	10,489	1	3	14	5	1	4	Concrete repair needed in back
Delta Twp.	Central	811 North Canal	2003	20,000	1	6	14	10	Y	5	Well utilized and maintained
	Three	215 Snow Road	1999	15,000	1	3	14	10	N	4	Across from Waverly HS
	Four	Old Lansing Rd	1970	3,000	1	2	12	0	N	2	Used for storage only

*Condition Index

1. Not salvageable
2. Needs significant renovation (\$1M+)
3. Needs major renovation/maintenance (\$100K-\$1M)
4. Needs minor renovation/maintenance (<\$100K)
5. Excellent condition

**Central is both a station and a central garage

Clearly, there exists a broad range of attributes that comprise the facilities, including: square footage, configuration, and conditions. Lansing operates the majority of the facilities (nearly 50% of the total number). It should be noted that facilities with a Condition Index of 5 may still require minor maintenance. Regardless, as the Communities progress toward Phases 3 and 4, they should collectively evaluate possibly closing and/or combining various facilities as they begin to collaborate more.

The following table displays the types and amounts of equipment for each of the departments which are housed in the facilities identified above:

Equipment	Meridian Township	Lansing Township	Delta Township	Delhi Township	City of Lansing	City of East Lansing	Total
Engine	3	3	2	1	6	1	16
Quint		1	1			3	5
Rescue - Heavy	0	2	0.5	1	1	0.5	5
Rescue - Light					3		3
Ambulance	4	3	5	3	5	3	23
Ladders	1	0	1	1	2		5
Tanker	0	0	1	1			2
Command Vehicle	1	2	3	2	1	2	11
Brush Trucks			1	1	2		4
Staff Cars	5			2	13	4	24
Generators	3	5	5	4	6	2	25
Cascade Systems		1			2		3
Gator/ATV			1		2		3
HazMat			1		1	0.5	3
Air Truck/Trailer	1	1	0.5		1	1	5
Boats	1		1	1	4	1	8
USAR					1		1
MFR Response		4					4

The Communities' equipment varies in age, levels of standardization/customization, and condition, but can nonetheless be shared jointly. Over time, the Communities can replace obsolete equipment with new equipment based on agreed-upon standards. Plante Moran's estimates for future equipment levels and the resulting reductions in the full-consolidation scenario are shown in the Appendix.

Operating Costs

The following table provides overview financial data for each community.

Item	City of East Lansing	City of Lansing	Delhi Township	Delta Township	Lansing Township	Meridian Township	Total
Taxable Value (1)	\$937,697,440	\$2,662,792,292	\$737,412,758	\$1,260,770,269	\$292,482,849	\$1,625,442,000	\$7,516,597,608
Municipal Budget (2)	\$46,653,156	\$107,698,833	\$9,779,349	\$15,423,574	\$3,900,000	\$17,846,310	\$201,301,222
Fire Dept. Cost (3)	\$7,075,380	\$27,673,397	\$2,098,831	\$4,244,021	\$1,412,977	\$4,350,120	\$46,854,726

(1) Amounts provided by the Communities. Note, however, that these are not an exact indication of each community's total value. The Cities, for example, are home to many publicly owned buildings (such as the State Capitol and Michigan State University), which do not have a taxable value. This data is for informational purposes only.

(2) Amounts provided by the Communities. Note that these may differ from each other for a variety of factors. This data is for informational purposes only.

(3) Amounts provided by the Communities, based on budgets for the 2012 fiscal year.

Legacy Costs

The following table displays the Communities' current budgeted amounts for legacy costs (pension and other post-employment benefits), for informational purposes only.

	Meridian Township	Lansing Township	Delta Township	Delhi Township	City of Lansing	City of East Lansing	Total
Annual pension contribution	\$696,260	\$73,125	\$194,707	\$-	\$3,927,044	\$1,077,069	\$5,968,205
Annual Other Post-Employment Benefits (OPEB) contribution	<u>\$92,426</u>	<u>\$65,595</u>	<u>\$245,000</u>	<u>\$71,000</u>	<u>\$4,672,020</u>	<u>\$525,173</u>	<u>\$5,671,214</u>
Total	\$788,686	\$138,720	\$439,707	\$71,000	\$8,599,064	\$1,602,242	\$11,639,419

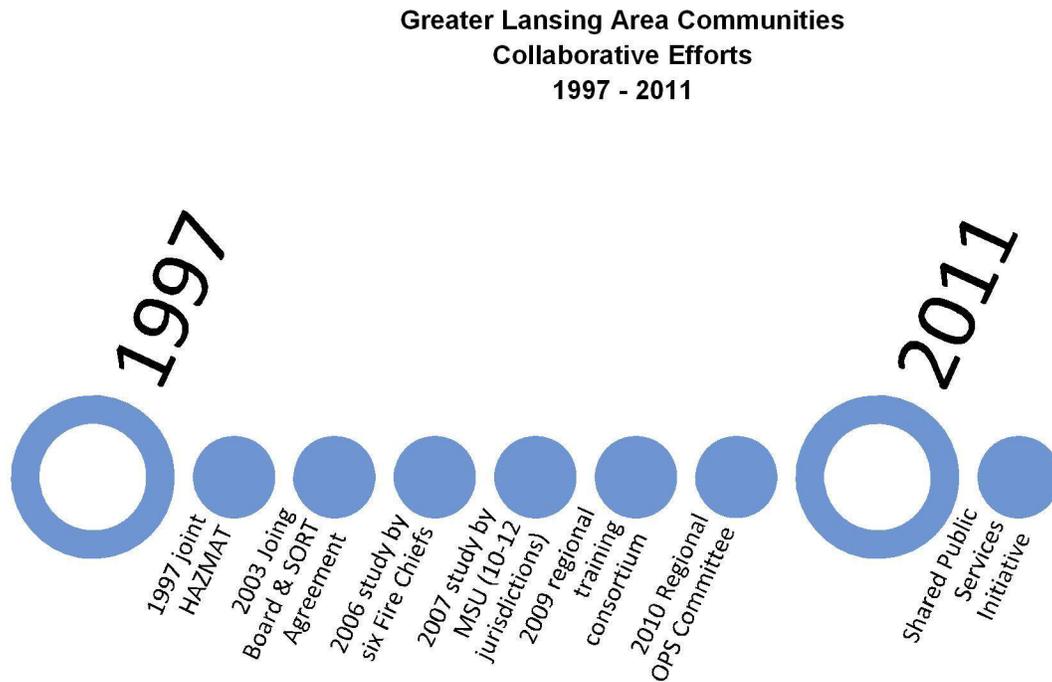
For purposes of this study, current legacy costs related to retiree benefits are not factored into any future state operational or financial analysis. The premise, as preferred by the Steering Committee, is that all current legacy costs will remain with their respective communities and will not be transferred as part of any merger activity. However, benefits costs are incorporated into future state modeling for proposed employees based on the current percentage of benefits to salaries costs as provided by the Communities.

Further, the recent enactment of Public Act 152 (of 2011) limits the amount that public entities can pay for legacy costs, which would further reduce an authority's estimated future expenses. We would assume that the authority would pay 80% of the current costs for medical benefit plans (within the "80/20 Rule") and 10% of base salary for pension plan contributions [in order to qualify for Economic Vitality Incentive Program ("EVIP") payments, as established by Public Act 63 of 2011]. This also assumes that the cities would begin contributing to Social Security, as they are currently exempt.

History of Collaboration

The Communities have a history of collaboration in the area of fire services. Ingham County currently provides dispatch services to all fire departments with the exception of Delta Township, which currently receives its dispatch from Eaton County. Recently, the City of Lansing and the City of East Lansing began using one Chief for the two communities. The fire departments currently also work together in the areas of training (e.g. EMS and Metro Training Consortiums), mutual aid for structure fires, and specialized training/services such as Hazmat. The City of East Lansing and Meridian Township collaborate on purchasing and grants, and Delta Township and Lansing Township have automatic mutual aid with each other although it is limited in scope. Further, the City of Lansing and Delta Township have automatic mutual aid for the Capital Region International Airport and General Motor's facilities.

The following represents a historical perspective on collaboration between fire departments within the region.



Previous Studies and Results

As noted in previous studies, several reasons have driven collaborative efforts among various members of the Communities including:

- Logistics and proximity
- Existing relationships
- Joint teams (RRT, HAZMAT, Special OPS, EMS)
- Unfilled positions (Training/Joint Teams)
- Common budget challenges

In 2006, the area Fire Chiefs completed a study to address six topical areas:

- Operations
- Personnel
- Budget and Promotional Issues
- Prevention
- Training
- Maintenance and Apparatus

In 2006-2007 an MSU study was commissioned to conduct more detailed analysis and the scope was expanded to include 10-12 jurisdictions. This study advised against full consolidation. Instead, it suggested a focus on training (LCC) and joint purchasing (MSU). In 2009 a training group became operational through LCC.

In May 2010 at a Regional OPS Committee meeting the Chiefs discussed Meridian and East Lansing Fire Department training proposal. The parties agreed timing was right to meet with Lansing Township and Delta Township Fire Departments. In addition, union leadership was invited. Subsequent meetings and phone conferences (IFD/SMCO) resulted in information gathering.

All efforts have led to greater collaboration* including:

- Joint Med Unit Purchasing
- Equipment Purchasing
- Coordinated Training Calendars
- Shared Training Resources
- Coordinated Training Budgets/Sites

*Modest budget impact overall. Training progress has been affected by retirements as of July 2010.

III. Operational Case for Collaboration/Consolidation

A key driver of this study is the current state of the economy in Michigan and current challenges experienced within the fire departments participating in the study. However, it is critical to note that collaboration and/or consolidation offer potential opportunities for improved service that should also motivate this process, especially since technological opportunities on the horizon will require economies of scale similar to those that have motivated and driven regional, consolidated dispatch. Each community participating in the study is at a different stage of evolution with regard to current fire department service levels, operating philosophy, availability of paid on call resources, migration to full-time or shift staffing, level of fire department investment, etc. These differences in operating philosophy and fire department financial resources (e.g. budgets) causes a challenge in balancing the cost versus service level trade-offs inherent in providing fire service.

The overall economic picture for the State of Michigan is in question. Property values have fallen significantly since their peak in 2006-2007 resulting in severe revenue reductions throughout local governments such as those represented by the Communities. The financial pressures hammering cities like Detroit and Flint, including falling property values and cutbacks in state revenue sharing, are undercutting municipalities throughout Michigan; large and small, urban and rural, homogeneous and diverse.

It is inevitable that the demands for fire and EMS service throughout the Communities will continue to increase in the region and financial pressures will continue for the foreseeable future. Therefore, it is in the best interest of the Communities to determine how regional collaboration can help better utilize scarce resources and maintain, or even improve, service levels. Regional collaboration should include interim steps leading up to a strong consideration for full consolidation of all six fire departments.

The fundamental question to be answered by this project is whether the Communities are better off by joining forces and providing combined services across the region or by maintaining separate fire departments subject to the continuing challenges of diminishing municipal and personnel resources. The majority of Steering Committee members believe that increased regional collaboration can have a net positive effect for the area. However, there is no consensus on what level of collaboration to pursue (i.e., working together more while maintaining separate departments versus full consolidation of all six fire departments). The Community Sponsors generally believe that the fire service is better off through increased collaboration between departments as a means to preserve and enhance the current level of service offered each community. This is evident in the current collaborative efforts the fire chiefs and other fire department representatives are spearheading. With the pursuit of a single department, differences arise in the pursuit of the basic service levels for each community and related costs to provide a particular level of service (e.g., usage of part-time personnel).

Overall, a phased approach makes the most sense. There should be a decision point at the end of each phase to determine if there is merit to the next phase. The following are the recommended phases.

- Phase 1: Establish Formal Platform for Collaboration
- Phase 2: Expand Collaboration
- Phase 3: Intermediate Collaboration/Consolidation
- Phase 4: Final Collaboration/Consolidation

Each phase is described in detail in the following section. The scenarios created for the financial feasibility assume full consolidation in Phase 4.

Phased Approach

Phase 1: Establish Platform for Collaboration (Year 1)

The intent of this phase is to provide a platform for regional collaboration among all six communities. This phase will build upon and formalize much of the regional collaboration that has already taken place. There are many low cost options for the communities to pursue enhanced collaboration, which may benefit the region as a whole, including but not limited to the following:

- Automatic Mutual Aid. The concept of this type of agreement is to provide centralized dispatchers the discretion to send the necessary, appropriate, available, closest fire/EMS resources without the need to obtain fire/EMS administrative approvals if borders are crossed. With immediate dispatch of particular types of incidents, other fire departments will arrive on-scene more quickly and assist with fire suppression operations to minimize overall fire loss. We suggest crafting an automatic mutual aid agreement between the six Communities as a first step to increased collaboration.
- Legal Agreement. We recommend the Communities develop and execute an agreement to solidify expectations and demonstrate a commitment toward consolidation. The agreement should minimally include:
 - Participation definition.
 - Committee representation and purview.
 - Budgetary process for collaborative effort.
 - Initial collaborative service provisions (automatic mutual aid and perhaps other services).
 - Procedure for modifying agreement to establish Authority.
 - Termination/withdrawal rights/process.

A draft agreement is an important first step and should be rolled out with the implementation plan. Such an agreement would form the basis upon which future agreements could be built.

- Collaboration Committee. Create a Collaboration Committee ("Committee") to administer the agreement between the Communities. The Committee will consist of 12 members as follows:
 - Manager/supervisor from each participating community.
 - The Committee will select two members from the community (preferably one from the cities and one from the townships) to serve two year terms.
 - The Committee will select two fire chiefs (preferably one from the cities and one from the townships) to serve two year terms.
 - The Committee will select two firefighter representatives (preferably one from the cities and one from the townships) to serve two year terms.

Responsibilities of the Collaboration Committee will be the following:

- Set standards for schedules, equipment, policies/procedures.
- Establish a procurement cooperative.
- Recommend additional services to be shared.

- Establish fees for shared services.
- Make recommendations regarding modifications to Collaborative Agreement to enable Authority.
- Handle budgeting
- Conduct long range planning

The Collaboration Committee will institutionalize Phases 1 and 2 of the cooperative effort and transition into an authority board once the Interlocal Agreement is modified in Phase 2 or Phase 3 to create a separate legal entity.

- The implementation plan developed for this project phase should depict the activities that the departments can work together on to achieve additional standardization, economies of scale, etc. in fire department operations to improve service levels to the region. The final implementation item in Phase 1 is a go/no-go decision regarding expansion of the collaboration.
- The projected economic benefit of establishing a platform for collaboration is nominal; however, it is a necessary first step toward greater savings. Most importantly, a platform for regional collaboration sets the stage for future collaboration and consolidation.
- Standardized meeting schedule between Chiefs to share best practices.

Phase 1 addresses many things the fire departments can do to work better together in the near term. The items identified for enhanced collaboration do not require significant economic resources and likely can be accomplished through additional collaborative efforts between departments, such as regular administration meetings and agreement on standardized policies, procedures, equipment and purchasing requirements. What this phase of the implementation process does require is the time and dedication of existing fire department resources to accomplish each task. This implementation phase is considered a good continuous improvement approach for the region.

Achieving consensus is vital to the success of Phase 1 and continuation to Phase 2. Phase 1 consists of evaluating and implementing the above items, considered either individually or collectively, that could increase the level of cooperation within the region, while each community maintains its individual fire department. These are viable improvements in service with minimal increases in costs to the communities. We did not model these individual options in detail because we felt they needed to be considered collectively to determine the overall benefit to region. Overall, the Steering Committee expressed a strong interest in a phased approach and this first step builds a strong foundation for later phases because it is a means to ease into to concept of consolidation, and promote increased cooperation in the region as a first step. The group felt strongly that based upon completion of this project phase, the Communities would be better prepared to make an educated decision regarding the merits, benefits and risks of regional consolidation. The final implementation item in Phase 1 is a determination by each community whether they would like to proceed to Phase 2.

Phase 2: Expand Collaboration (Year 2)

Plante Moran recommends the Communities consider expansion of the collaboration initiated in Phase 1. This expansion would include increased standardization between departments; currently each department operates under their own policies and procedures, schedules, equipment specifications, maintenance and training programs. The quality of these programs vary from department to department, so there is an interest in combining forces to develop improved and standardized procedures and specifications based upon the “best of breed” concept from each department to increase overall quality and consistency of fire department operations in the region. Items targeted for standardization include:

- Standardized policies and procedures.
- Standardized schedules. All Communities adopt a three shift schedule.
- Standardized equipment specifications.
- Standardized training programs and coordinated training.
- Standardized fire prevention, inspections and public education programs.
- Shared resources for administration, inspections, etc.
 - policies and procedures,
 - schedules,
 - equipment specifications,
 - vehicle/equipment maintenance,
 - training programs and
 - possibly human resource practices and procedures.
- Joint purchasing arrangements. Once increased standardization in equipment, operations and training are achieved, the six individual fire departments will be ready to embark upon combined purchasing to achieve some volume discounts in purchasing. Today, with the exception of joint purchasing between the City of East Lansing and Meridian Township, each department operates independently and they have collaborated little on the purchasing front because of differences in operating preferences and specifications. With increased standardization we expect that approximately 5-10% can be saved on equipment, operating, and training purchases for the Communities. We suggest investigating the Michigan Inter-Governmental Trade Network (www.mitn.info) as one procurement option, which is a collaborative bid service available to all municipalities in the State.
- Scenario Review. At this juncture, the Communities should consider and conclude on consolidation scenarios for Phase 3. Some of these considerations should include:
 - Merger scenarios (several are presented in the next section relative to Phase 3).
 - Establishing a Regional Fire/EMS Authority (“Authority”)
 - The Communities should strongly consider this option during Phase 2 and possibly even setup the Authority during this phase.
 - One option is separation of the provision of fire services from the provision of EMS services. Separating the provision of fire services from EMS services would likely incur a higher cost structure than is currently in place within the Communities, due to the inability to use the same resources for both functions. This is likely not a viable option.
 - Another option is to contract with a private ambulance company that could provide high-quality, fast response advanced life support (ALS) service to all communities within the region; this option would depend highly on receiving satisfactory response times from a private ambulance company.
 - The Communities should formalize a governance structure and model as part of this activity. The key components of an appropriate governance structure should include an Authority Board. Further information is provided in Section IV.
- The Communities should determine how to achieve a maximum community-wide Insurance Services Office (ISO) rating of 4, which could save the citizens a significant amount of money in insurance premium dollars. The model used for this study aims for this outcome.

- Consolidated Dispatch. In order to achieve full consolidation, combined fire dispatch would be required. With the exception of Delta Township, the Communities operate on the same dispatch system, which is provided by Ingham County. Delta Township's dispatch system is provided by Eaton County, in which it is located. However, a patch has been established for Delta Township to be informed of calls within Ingham County. As the collaborative process develops, consideration should be given to the benefits of making Ingham Central Dispatch the secondary public safety answering point (PSAP) for all fire/EMS calls in Delta Township.
- Standardized and possible shared fire prevention, inspections and public education programs. Each department handles fire prevention, inspections and public education programs differently. The frequency of inspections varies between the communities. Best fire practices indicate that regular and routine fire inspections are the best way to prevent fire loss in a community. There is an interest by the communities to join forces to establish consistent and improved fire prevention programs and standards based upon the "best of breed" concept from each department to increase overall quality and consistency of fire prevention operations in the region. As a result, the communities may wish to consider sharing Fire Marshal or Fire Inspector resources to accomplish these tasks on a routine basis.
- Service levels currently vary among the communities, as indicated by their various ISO ratings. A significant contributor to service levels is response times. Acceptable response times are stated within the National Fire Protection Association's (NFPA) standards. Acceptable response times for arriving on scene range from four to 15 minutes depending on whether the station is using only full-time firefighters or not, and whether the incident is in an urban, suburban, or rural area. Our recommended response time, which strives to retain the Communities' current service levels and ISO ratings, is based on a response time of five minutes, assuming that vehicles will travel at 30 miles per hour on average.
- The projected economic benefit of expanding collaboration is nominal; however, it is a necessary first step toward greater savings. Most importantly, expanding collaboration sets the stage for future collaboration and consolidation.

Phase 3: Intermediate Collaboration/Consolidation (Years 3-5)

This phase represents the first step involving actual merging of two or more fire departments among the Communities. This phase represents the bridge between increased collaboration and full consolidation. A decision for full consolidation would not be reached until the results of intermediate collaboration and consolidation are known.

Consolidation Scenarios

Given there are six communities involved in this study, there are numerous combinations to consider for intermediate consolidation. Plante Moran considered many of these scenarios in its analysis and concluded that the following represented the best scenarios for the Communities to consider. The scenario numbers do not indicate any preference toward which scenario the Communities may wish to choose.

Scenario 1: City of East Lansing and Meridian Township

- Reasons for choosing this scenario:
 - Geographic vicinity
 - Amount of cooperation currently:
 - Involvement in Metro Emergency Response Team
 - Meridian and East Lansing work together to staff Michigan State University events
 - May represent a less onerous "pilot" versus an intermediate merger involving City of Lansing and other communities

- Potential gains

- Harmonize schedules and staffing model to reduce overtime expenses
- Closure of facility that is in need of replacement
- Estimated savings of \$1.02M to \$1.48M in the long-term

Note: The short- and long-term annual savings for the City of East Lansing and Meridian Township is greater than the short- and long-term annual savings projected for these two communities if all of the Communities combined. This is because the consolidation of the City of East Lansing and Meridian Township would result in an insignificant change in staffing levels, but an increase in staffing (approximately 21 FTEs) would result for these two communities in the event of a consolidation of all the Communities. Under the scenario of consolidating only the City of East Lansing and Meridian Township, where the results of calculations for staffing levels showed greater amounts than what the two departments already had, the current amount of staffing was used.

Scenario 2: City of Lansing, Lansing Township, and City of East Lansing

- Reasons for choosing this scenario:

- Current sharing of Chief, who is currently working on harmonizing policies and procedures
- Geographic vicinity; including Lansing Township's noncontiguous areas around the City of Lansing
- Would represent a major step toward possible full consolidation; more risk but more potential reward

- Potential gains

- Harmonize schedules and staffing model to reduce overtime expenses, with eventual decreases in staffing through attrition
- Closure of facilities that do not add to the Greater Lansing Area's coverage
- Estimated savings of \$9.82M to \$10.79M in the long-term (see the Note following "Phase 4: Full consolidation of all departments")

Other Collaboration Scenarios

- Joint Administration and/or increased administration communication and collaboration of best practices. The concept of joint administration across the region was identified and evaluated as part of this project. There may be some interest among the Communities to further explore this scenario. In pursuing increased collaboration across the region, we recommend increasing the fire department frequency and nature of communications across the region. This can minimally be established through a standing meeting structure and potentially on a maximum basis through a contract for joint fire administration. The communities should explore these concepts further to identify the benefits across the region for such action.

- The premise of this scenario is sharing administrative resources across all departments to reduce the overall administrative cost structure.
- A compelling reason to move in such direction would be to achieve the greater benefits of consolidation.
- The benefits of such scenario, includes the following:
 - Increased standardization across the region
 - Ability to implement changes within the fire service on a region-wide basis
 - Full-time administrative coverage for the Communities
 - Potential to achieve fire department cost reductions through further standardization of

equipment and operations

Phase 4: Final Collaboration/Consolidation (Years 6-7)

Phase 4 consists of a plan to move forward with final collaboration/consolidation between all fire departments in the region. Much of our detailed analysis was framed around this concept based upon the direction of the Steering Committee and Community Sponsors during our series of meetings. Members of the Steering Committee and Community Sponsors also felt strongly that full consolidation should be a consideration. Thus, Plante Moran created a scenario for full consolidation as part of the financial feasibility.

Assumptions

The following list represents the assumptions regarding full consolidation, which were used to develop the financial feasibility:

- Combining departments and providing 24 x 7 coverage at all designated fire stations. The full consolidation would need to at least maintain current service levels through station manpower, service response times, and medical response capabilities.
- Distributes equipment among stations; no additional equipment needs to be purchased.
- The 911 Consolidated Dispatch Center would provide all dispatch services.
- Consolidates administrative overhead cost for items such as Human Resources, IT, Payroll, etc.
- Fire Marshal to complete fire inspections on all buildings in the region.
- Enhances fire protection coverage by multiple stations immediately responding to fire calls within a larger jurisdiction to help prevent fire loss.
- The related economic benefit of consolidating fire and EMS operations across the Communities is the reduction of costs for these services, which can be passed to the taxpayers through either reduced property taxes or an increase in other services provided by the Communities (such as economic planning and development).
- Other scenarios may also be available to the Communities. It is possible for the Communities to change some of the assumptions used in our analysis on either a regional or community-specific basis to model different operating environments that still achieve some service level benefits (for example, 24x7 staffing in some versus all stations). Having the Authority contract with certain administrative (e.g., accounting, human resources, etc.) and possibly fire labor may also be considered.

Facility Plan

The 21 open facilities include one training, one maintenance and two storage facilities. The Communities could utilize current stations and central garage for training, maintenance, and storage, and thus should consider closing these four facilities. In addition, in order to minimize facilities costs while maintaining coverage for the area, we also recommend the Communities consider closing the one station that is not salvageable and the three stations that are in need of renovations in excess of \$1M by the end of Phase 3. By the end of Phase 4, we recommend the Communities consider closing only one additional station that is currently in need of minor renovation (<\$100K), for a total of nine potential facilities closed. The Communities will need to consider the amount of equipment on hand and the placement of that equipment before concluding on closing stations.

For any maintenance and renovations on those facilities that are expected to remain open, we recommend that the Communities consider expected future changes in run volumes due to the closure of nearby facilities, shifts of coverage areas to nearby facilities, and any potential impacts from the use of automatic mutual aid.

Note that the same facility plans would apply for the two merger scenarios described in Phase 3 for those communities represented as follows:

Phase 3 –Scenario 1: City of East Lansing and Meridian Township merger

Phase 3 –Scenario 2: City of East Lansing, City of Lansing and Meridian Township merger

A facility plan was also considered for Phase 4 under a full consolidation scenario.

Plante Moran prepared a hypothetical model for a facilities plan for each scenario. The hypothetical model assumes certain options relative to facility closures. Plante Moran does not recommend any specific closures at this time, rather, the closing of some facilities should be considered in any future scenarios evaluated by the Communities. There are a host of legal, political, and other factors that could affect the feasibility of any specific facility plan and related closures.

Benefits of a Phased Approach

Some additional benefits that may be experienced through this increased collaboration arrangement are the following:

- Ability to respond to fire calls outside of current municipal boundary limits further decreases response times and ensures that the closest fire station responds to each emergency call.
- Decreased fire loss for the Communities through the following:
 - Decreased response times,
 - Increased ability to provide the required manpower on-scene to fight structure fires
 - Regular fire inspections and re-inspections.
- Increased opportunities to meet best practice and community requirements for paid on call/volunteer fire departments. As the departments work better together and strive to meet firefighting industry best practices and community expectations, they should decrease their internal liability and enhance their operations in the following areas:
 - Health and safety of the public and firefighters
 - Incident management
 - Training
 - Communications
 - Pre-incident planning
- Provides for immediate ALS services in each community with decreased response times and increased medical support.
- Increased department size makes the department a more attractive employer in this area and helps to maintain appropriate number of qualified fire and emergency medical personnel.
 - Increased advancement opportunities for staff will decrease turnover to large full-time departments.
 - Departments will no longer compete against one another for the same resources in a limited pool of available resources.
- Increased knowledge and depth of administrative resources to apply best practices to the department.
- Decreased ISO ratings for some communities may decrease local citizen fire insurance premiums (residential and commercial).
- Increased ability to meet best practice and community fire operations guidelines for addressing internal strategic issues involving:
 - Organization
 - Operations
 - Deployment
- Larger department will achieve economies of scale in equipment and operating expenditures and can expect to receive a reduction of approximately 5-10% on current expenditures by working as one unit rather than six separate departments.

- A phased approach is the only approach that blends full consideration to the four core values that should be considered when any consolidation or transfer of function is considered:
 - Realization of cost savings, containment and/or stability
 - Provision of service improvement or maintenance
 - Promotion of organizational stability and
 - Minimization of the losses in control
- Fire department consolidation provides the communities with a long-term cost containment and service preservation or enhancement strategy to ensure provision of high or even higher quality fire service during these difficult economic times.

IV. Governance

Authority Board

The Collaboration Committee institutionalized in Phase 1 of the cooperative effort will transition into an Authority Board once the Interlocal Agreement is modified in Phase 2 or Phase 3 to create a separate legal entity.

Legal Options

The three most common legal options for providing regional fire service are as follows:

- Public Act 7 of 1967 (Urban Cooperation Act) [MCL 124.501 et seq]
- Public Act 57 of 1988 (Emergency Services Act) [MCL 124.601 et seq]
- Public Act of 35 of 1951 (Intergovernmental Contracts Act) [MCL 124.1 et seq]

Urban Cooperation Act

The Urban Cooperation Act allows for each public agency that has the power to exercise specific power separately, to also exercise that power together. This joint exercise of power must be executed through a contract between the units of government. Other features of this governance option include:

- Parties may agree to revenue sharing, given the following:
 - Specific property description on which taxes will be shared
 - Duration of the contract agreement
 - Formula for calculating revenue sharing
 - Method/schedule of distribution of revenues
- This option must be approved by the majority of the legislative body of each governmental unit
- Must hold at least one public hearing prior to approving
- Agreement is subject to referendum by the voters
 - Petition signed by 8% of electors voting in last general election
 - Within 45 days of meeting at which agreement was approved
- Participating governmental units may create a separate entity to administer the agreement
 - Each party appoints a “member” removable by the appointing party
 - Creating an “Authority”, “Board”, “Commission”, etc. is defined by the contract
- The administrative body has the following powers/constraints:
 - May not levy taxes
 - May issue bonds under very limited circumstances
 - May not obligate participating governments (indebt) unless expressly authorized by them
 - Upon dissolution, property and debts of entity become property and debts of participating governments
- Employee rights under the Urban Cooperation Act include:

- Employees who are qualified and necessary shall be transferred and appointed to the new political subdivision as employees subject to wages and benefits that are comparable or better.
- Employees shall be given seniority credits and sick leave, vacation, insurance, and pension credits in accordance with the records or labor agreements from the acquired system.
- Members and beneficiaries of any pension, retirement or benefit system established by the acquired system shall continue to have comparable rights, privileges, benefits, obligations and status with respect to such established system.
- The political subdivision that receives the transferred employees assume the obligations of any transfer system acquired by it with regard to wages, salaries, hours, working conditions, sick leave, health and welfare, and pension or retirement provisions for employees.
- Some agreements that involve state funding need to be approved by the Governor.

Emergency Services Act

The Emergency Services Act allows for counties, cities, villages and townships to form a joint emergency services authority, which includes providing joint fire service. This Authority is a body corporate with the power to enter contracts and levy taxes subject to voter approval. Other features of this governance option include:

- Parties must adopt Articles of Incorporation, including:
 - Name and purpose of incorporating municipalities
 - Power, duties and limits of authority
 - Method for selecting governing body, officers and employees
- Each municipality must adopt articles of incorporation by a majority vote of each legislative body
- Authority's jurisdiction is the total jurisdiction of adopting municipalities
- Registered electors in a jurisdiction (5% or more) may petition to cause a vote to occur on the question of joining such an authority
- New municipalities may join an existing authority by adopting articles of incorporation
- Municipality may withdraw from authority by Board resolution
 - Still liable for share of debt while part of authority
 - Residents will still be subject to authority tax if it exists
- Authority tax levy cannot exceed 20 mills for a certain period (number of years)
- Must file a copy of Authority Board resolution to hold election with clerk of each participating municipality not less than 60 days prior to election
- Cannot have more than one tax election per year
- If a special election, cost must be paid by the authority
- Individual municipalities may levy their own tax and appropriate, grant, or contribute the proceeds of the tax to the authority for the purposes of this act. The tax must be within charter, statutory, and constitutional limitations.
- Employee rights under the Emergency Services Act include:

- Authority is bound by existing labor agreements from incorporating municipalities for the remainder of the term of the labor agreement.
- Employees transferred shall be given comparable positions, maintain seniority and all benefit rights.
- The members and beneficiaries of any pension or retirement system or other benefits established by a municipal emergency service which is transferred to an authority shall have the same rights, privileges, benefits, obligations, and status with respect to the comparable systems established by the authority.
- Employees may be laid off, but must be placed on laid off status and rehired if similar job becomes available within 3 years.
- Authority shall determine the number of positions necessary and is not required to maintain unnecessary positions.

Intergovernmental Agreement Act

- Municipalities may contract with each other to perform jointly or for one another a service each could perform individually.
- No provision to create a separate entity, except for insurance pools.

Advantages and Disadvantages

	Urban Cooperation Act	Emergency Services Act	Intergovernmental Contracts Act
<u>Advantages</u>	<ul style="list-style-type: none"> ■ Easier to dissolve, if required (could also be a disadvantage) ■ May create separate legal or administrative entity to execute the agreement ■ Can have dedicated millage but only through the separate votes of each participating municipality 	<ul style="list-style-type: none"> ■ Able to remove the fire service from the “books” of the municipality, creating additional millage capacity if needed in the future ■ Can levy taxes with one vote of the people in the entire jurisdiction ■ Able to define governance representation and process through the Articles of Incorporation, in accordance with the expectations of the participating communities 	<ul style="list-style-type: none"> ■ Easiest to establish—just need two parties to sign a contract. ■ Good method for establishing a trial period for joint service provision to “ease into” the concept of an Authority
<u>Disadvantages</u>	<ul style="list-style-type: none"> ■ Does not have the ability to levy taxes independently ■ Funding tied to individual Township or Village budgets ■ Fire service still competes for funding with other municipal services ■ May require at least one member on board per participating community 	<ul style="list-style-type: none"> ■ More difficult to dissolve, if required (could also be an advantage) ■ Levy of one millage across entire jurisdiction (with voter approval) may result in additional millage requirements for one or more participating communities 	<ul style="list-style-type: none"> ■ No separate entity status. ■ Can’t employ personnel or purchase property. ■ Totally dependent on budgets of participating public entities ■ No separate identity

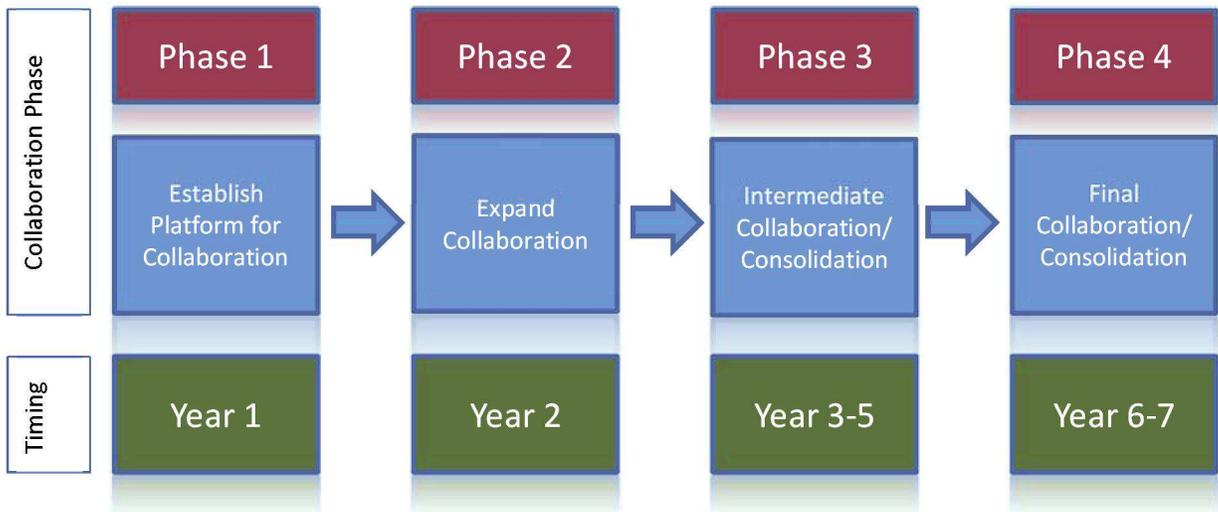
V. Financial Feasibility

To the basic financial question of whether consolidation presents the opportunity for substantial financial savings to the local units Plante Moran answers, “yes.” Based on our analysis of current operations and a reasonable resolution of labor, staffing, facilities, equipment, and governance assumptions, Plante Moran estimates an annual aggregate savings range of between \$4 million and \$8 million dollars while maintaining industry service standards.

The basis of Plante Moran’s financial feasibility range is one model for full consolidation based on current costs and industry standard. As noted previously this model is not a recommendation and is dependent on a host of assumptions that would require future analysis and decision making.

The model serves one purpose: to test whether consolidation can realize potential significant savings so that the communities can decide whether to proceed to Phase 2 which Plane Moran recommends. Before any consolidation in Phase 3 or Phase 4 is under taken, Plante Moran recommends the creation of a cost analysis similar to that created in the hypothetical model. Such an undertaking is only feasible when the collaborative governance board has settled on the appropriate labor, staffing facilities, and equipment assumptions.

Plante Moran prepared a financial analysis that is separated into the aforementioned phases in order to clearly set the expectations for the Communities.



The projected annual savings in each of the scenarios below primarily relate to savings in labor, facilities, and equipment costs through reductions of each of these. As part of their ongoing operations, the Communities will also need to make additional investments in those facilities that will remain open. These costs are described above in the “Operational Analysis.” These costs are necessary regardless of whether the Communities choose to consolidate their operations, and were therefore left out of the financial analyses provided below, as not to incorrectly skew the total projected annual savings.

Financial Feasibility Methodology

Reasonable assumptions were used to calculate financial feasibility. These assumptions are stated in the Appendices. Plante Moran’s methodology for conducting financial feasibility, which has been utilized on numerous similar engagements, included the following steps:

- Data collection, validation and normalization. This step included both operational and financial data. It is vitally important to providing reasonable financial feasibility analysis.
- Identification of reasonable standards. Reasonable standards were established for equipment, depreciation, service levels, schedules, staffing, etc. which formed the basis for the assumptions used in our model.
- Establishment of reasonable facilities plan. Based on consolidated coverage areas, locations of existing facilities and the condition of those facilities, a facilities plan was established for each scenario.
- Establishment of reasonable staffing levels. Based on anticipated run volumes for each facility in the facilities plan, we referred to guidance from IFSTA Manuals to determine firefighter staffing levels by facility. Administrative staffing levels were established based on experience.
- Establishment of equipment levels. Based on anticipated run volumes for each facility in the facilities plan, we determined equipment levels based on experience.
- Using the levels established in the previous steps and reasonable assumptions regarding labor and other costs, we ran financial analyses to determine projected annual savings under each scenario for Phases 3 and 4.

Phases 1 and 2: Establish Platform for Collaboration and Expand Collaboration

Phases 1 and 2 are recommended to take place within the first two years of implementation. As described above, they are intended to establish a platform for collaboration and expanding collaboration, respectively. These phases seek to establish an implementation plan, standardize policies and procedures, and share some resources for activities such as maintenance and training. As such, the annual savings realized from these activities would not be significant in comparison to the total projected annual savings from partial or full consolidation. Any savings within the first two years of operations would result from savings realized through such activities as joint equipment purchases or trainings, and would be expected to realize a nominal savings of 5-10% of the current costs for those activities. On the other hand, it is expected that the Communities may need to spend up to \$300K in planning, legal, accounting and administrative costs during the first two years of implementation in order to draft governance agreements and establish and implement plans and programs for consolidation. In addition, the Communities' Chiefs and other personnel would need to spend time fulfilling the steps of the implementation plan, which is an expenditure of resources but not necessarily funding. As such, internal resource costs are not factored into costs of consolidation.

Phase 3: Intermediate Collaboration/Consolidation

As described in the “Operational Analysis” above, the Communities may decide to begin implementing joint operations through the collaboration/consolidation of several departments at a time. The following two scenarios were considered, given the reasons mentioned previously.

- Scenario 1: City of East Lansing and Meridian Township
- Scenario 2: City of Lansing, Lansing Township and City of East Lansing

Calculated annual expenditures are based on staffing and equipment amounts, labor costs by position, annual capital costs based on current market rates and estimated useful lives, and budgeted costs for other items. The calculations and assumptions for the amounts presented below are shown in the Appendices.

Assumptions made for the ratio of part-time to full-time firefighters and medics have a significant impact on the projected annual savings. As a result, each scenario is shown with two possible ratios of part-time to full-time firefighters, indicating a range of projected annual savings. The ratios of part-time to full-time staffing and related amounts for the hypothetical short-term, full-consolidation are as follows:

Staffing for Hypothetical Short-Term, Full Consolidation Scenario	Current Ratio	Lower Ratio (Part-Time : Full-Time)	Higher Ratio (Part-Time : Full-Time)
Full-Time Firefighter / Medic (FTEs)	163.00	142.90	100.40
Part-Time Firefighter / Medic (FTEs) ⁽¹⁾	<u>13.25</u>	<u>30.00</u>	<u>72.50</u>
Total	176.25	172.90	172.90
Ratio (Part-Time : Full-Time)	1 : 12.30	1 : 4.76	1 : 1.38
(1) Each Full-Time Equivalent represents four individual Firefighters / Medics.			
Total number of Part-Time Staff	53.00	120.00	290.00

Note that the amounts of staff are based on the number of stations for the hypothetical short-term, full-consolidation scenario. Quantities for the long-term are based on the proportion of stations in the long-term. The ratios of part-time to full-time staff are the same in the short-term and long-term. As a result, the part-time to full-time staffing and related amounts for the long-term, full consolidation is as follows:

Staffing for Long-Term, Full Consolidation Scenario	Current Ratio	Lower Ratio (Part-Time : Full-Time)	Higher Ratio (Part-Time : Full-Time)
Full-Time Firefighter / Medic (FTEs)	163.00	131.00	92.10
Part-Time Firefighter / Medic (FTEs) ⁽¹⁾	<u>13.25</u>	<u>27.50</u>	<u>66.50</u>
Total	176.25	158.50	158.60
Ratio (Part-Time : Full-Time)	1 : 12.30	1 : 4.76	1 : 1.38
(1) Each Full-Time Equivalent represents four individual Firefighters / Medics.			
Total number of Part-Time Staff	53.00	110.00	266.00

These ratios are based on those experienced in comparable communities within Michigan.

Scenario 1: City of East Lansing and Meridian Township

Scenario 1A. Lower Part-Time to Full-Time Firefighter / Medic Ratio

Summary of Calculated Annual Expenditures (in millions)	Meridian Township	City of East Lansing	Total	Short-Term (3-5 Yrs.)	Projected Annual Savings (Yrs. 3-5)	Long-Term (6-7 Yrs.)	Projected Annual Savings (Yrs. 6-7)
Labor	\$2.873	\$4.822	\$7.694	\$7.038	\$0.656	\$6.923	\$0.771
Capital	\$0.969	\$0.761	\$1.730	\$1.480	\$0.250	\$1.480	\$0.250
Other	<u>\$0.121</u>	<u>\$0.117</u>	<u>\$0.237</u>	<u>\$0.237</u>	<u>\$-</u>	<u>\$0.237</u>	<u>\$-</u>
Calculated Annual Expenditures*	\$3.962	\$5.700	\$9.662	\$8.756	\$0.906	\$8.640	\$1.021

*Rounded to nearest .001

As shown in the table above, the projected annual savings in the short-term (3-5 years) is \$0.91M, which is equal to 9% of the current total calculated annual expenditures. 72% of these projected annual savings are related to changes in staffing. These changes are realized through increasing the use of part-time firefighters (accounting for 43% of the savings) and by eliminating positions (accounting for 52% of the savings). In the aggregate, the departments' staffing would only be reduced by 2.85 positions. 66% of the savings realized from staffing reductions is from the elimination of administrative positions. These savings would be offset by part-time firefighters, resulting in lower costs to the communities along with a minimal decrease in the number of firefighter full-time equivalents.

If Meridian Township and the City of East Lansing were the only two to consolidate, the projected annual savings for the long-term (6-7 years) is \$1.02M, which is equal to 11% of the current total calculated annual expenditures. The explanations provided for the short-term remain the same, with the reduction of one additional position.

Scenario 1B. Higher Part-Time to Full-Time Firefighter / Medic Ratio

Summary of Calculated Annual Expenditures (in millions)	Meridian Township	City of East Lansing	Total	Short-Term (3-5 Yrs.)	Projected Annual Savings (Yrs. 3-5)	Long-Term (6-7 Yrs.)	Projected Annual Savings (Yrs. 6-7)
Labor	\$2.873	\$4.822	\$7.694	\$6.576	\$1.118	\$6.461	\$1.234
Capital	\$0.969	\$0.761	\$1.730	\$1.480	\$0.250	\$1.480	\$0.250
Other	<u>\$0.121</u>	<u>\$0.117</u>	<u>\$0.237</u>	<u>\$0.237</u>	<u>\$-</u>	<u>\$0.237</u>	<u>\$-</u>
Calculated Annual Expenditures*	\$3.962	\$5.700	\$9.662	\$8.294	\$1.368	\$8.178	\$1.484

*Rounded to nearest .001

As shown in the table above, the projected annual savings in the short-term (3-5 years) is \$1.37M, which is equal to 14% of the current total calculated annual expenditures. 81% of these projected annual savings are related to changes in staffing. These changes are realized through increasing the use of part-time firefighters (accounting for 67% of the savings) and by eliminating positions (accounting for 30% of the savings). In the aggregate, the departments' staffing would only be reduced by 1.85 positions. 66% of the savings realized from staffing reductions is from the elimination of administrative positions. These savings would be offset by part-time firefighters, resulting in lower costs to the communities along with a greater number of firefighter full-time equivalents.

If Meridian Township and the City of East Lansing were the only two to consolidate, the projected annual savings for the long-term (6-7 years) is \$1.48M, which is equal to 15% of the current total calculated annual expenditures. The explanations provided for the short-term remain the same, with the reduction of one additional position.

In total, long-term projected annual savings range from \$1.02M - \$1.48M.

It is important to note that the short- and long-term annual savings for the City of East Lansing and Meridian Township is greater than the short- and long-term annual savings projected for these two communities if all of the Communities combined. This is because the consolidation of the City of East Lansing and Meridian Township would result in an insignificant change in staffing levels, but an increase in staffing would result for these two communities in the event of a consolidation of all the Communities. Under the scenario of consolidating only the City of East Lansing and Meridian Township, where the results of calculations for staffing levels showed greater amounts than what the two departments already had, the current amount of staffing was used. However, if consolidating with all of the communities, these communities would absorb staff from other departments in order to balance the annual run volume per full-time equivalent.

Scenario 2: City of Lansing, Lansing Township, and City of East Lansing

Scenario 2A. Lower Part-Time to Full-Time Firefighter / Medic Ratio

Summary of Calculated Annual Expenditures (in millions)	Lansing Township	City of Lansing	City of East Lansing	Total	Short-Term (3-5 Yrs.)	Projected Annual Savings (Yrs. 3-5)	Long-Term (6-7 Yrs.)	Projected Annual Savings (Yrs. 6-7)
Labor	\$0.967	\$15.767	\$4.822	\$21.555	\$16.235	\$5.321	\$13.651	\$7.905
Capital	\$0.719	\$2.917	\$0.761	\$4.397	\$3.128	\$1.269	\$2.883	\$1.514
Other	\$0.107	\$0.699	\$0.117	\$0.923	\$0.923	\$0.000	\$0.923	\$0.000
Calculated Annual Expenditures*	\$1.794	\$19.382	\$5.700	\$26.876	\$20.286	\$6.590	\$17.457	\$9.419

*Rounded to nearest .001

As shown in the table above, the projected annual savings in the short-term (3-5 years) is \$6.590M, which is equal to 25% of the current total calculated annual expenditures. 80% of these projected annual savings are related to changes in staffing. These changes are realized through increasing the use of part-time firefighters (accounting for 13% of the savings), using the average of the communities' current salaries and benefits for firefighters/medics going forward (accounting for 25% of the savings), and by eliminating positions (accounting for 62% of the savings). In the aggregate, the departments' staffing would be reduced by 42 positions. The primary cause for the reduction in firefighters is related to the current practice of assigning staff to equipment rather than enabling staff to use multiple types of equipment. We recommend that staff be able to use multiple types of equipment (referred to as "jumping rigs"), which would reduce staffing needs. This could primarily be accomplished through having "EMS-engines," or engines which would respond to EMS calls if all ambulances were out. The short-term includes the closure of five facilities.

If these three communities were the only three to consolidate, the projected annual savings for the long-term (6-7 years) is \$9.419M, which is equal to 35% of the current total calculated annual expenditures.

The additional savings relates to the closure of one additional station, which results in an additional reduction of 26 positions.

Scenario 2B. Higher Part-Time to Full-Time Firefighter / Medic Ratio

Summary of Calculated Annual Expenditures (in millions)	Lansing Township	City of Lansing	City of East Lansing	Total	Short-Term (3-5 Yrs.)	Projected Annual Savings (Yrs. 3-5)	Long-Term (6-7 Yrs.)	Projected Annual Savings (Yrs. 6-7)
Labor	\$0.967	\$15.767	\$4.822	\$21.555	\$15.082	\$6.473	\$12.682	\$8.873
Capital	\$0.719	\$2.917	\$0.761	\$4.397	\$3.128	\$1.269	\$2.883	\$1.514
Other	<u>\$0.107</u>	<u>\$0.699</u>	<u>\$0.117</u>	<u>\$0.923</u>	<u>\$0.923</u>	<u>\$0.000</u>	<u>\$0.923</u>	<u>\$0.000</u>
Calculated Annual Expenditures*	\$1.794	\$19.382	\$5.700	\$26.876	\$19.134	\$7.742	\$16.489	\$10.387

*Rounded to nearest .001

As shown in the table above, the projected annual savings in the short-term (3-5 years) is \$7.742M, which is equal to 29% of the current total calculated annual expenditures. 79% of these projected annual savings are related to changes in staffing. These changes are realized through increasing the use of part-time firefighters (accounting for 29% of the savings) and by eliminating positions (accounting for 51% of the savings). In the aggregate, the departments' staffing would be reduced by 42 positions. The primary cause for the reduction in firefighters is related to the current practice of assigning staff to equipment rather than enabling staff to use multiple types of equipment. We recommend that staff be able to use multiple types of equipment (referred to as "jumping rigs"), which would reduce staffing needs. This could primarily be accomplished through having "EMS-engines," or engines which would respond to EMS calls if all ambulances were out. The short-term includes the closure of five facilities.

If these three communities were the only three to consolidate, the projected annual savings for the long-term (6-7 years) is \$10.387M, which is equal to 39% of the current total calculated annual expenditures. The additional savings relates to the closure of one additional station, which results in an additional reduction of 26 positions.

In total, long-term projected annual savings range from \$9.42M - \$10.39M.

Phase 4: Full consolidation of all departments

The following scenario illustrates the projected annual savings in the short- and long-term if all the communities collaborated/consolidated together. The major difference between this scenario and Scenario 2 above is that staffing reductions from the City of Lansing would, in essence, be absorbed by the other Communities. The total projected annual savings for all the Communities is less than that of Scenario 2 above, given the fewer staffing reductions that balance the annual runs per full-time equivalent across the Communities.

Scenario 3A. Lower Part-Time to Full-Time Firefighter / Medic Ratio

Summary of Calculated Annual Expenditures (in millions)	Total	Short-Term (3-5 Yrs.)	Projected Annual Savings (Yrs. 3-5)**	Long-Term (6-7 Yrs.)	Projected Annual Savings (Yrs. 6-7)
Labor	\$28.396	\$26.396	\$2.000	\$24.194	\$4.203
Capital	\$7.106	\$5.046	\$2.060	\$754	\$2.352
Other***	\$1.268	\$1.268	\$0.000	\$1.268	\$0.000
Calculated Annual Expenditures*	\$36.770	\$32.710	\$4.060	\$30.215	\$6.555

*Rounded to nearest .001. Note that the totals presented here (totaling to \$36.8M for all of the communities) differ from the amounts provided by the Communities (\$46.8M for all of the communities). The differences are related to:

- Depreciation costs as calculated by Plante Moran versus depreciation costs as provided by the Communities. This was done in an effort to “normalize” depreciation costs across the Communities.
- Benefits for retired staff are not include in the financial analysis as previously mentioned.
- Costs for overhead and other miscellaneous items that are not included in the financial analysis (e.g., Supplies, Hydrant Fees, Contract Services, etc.)

**The short-term scenario is hypothetical. It is not in line with the recommended four-phase approach. It is presented here for illustrative purposes only relative to a more aggressive consolidation scenario.

***Based on a meeting with the Community Sponsors, participants agreed that the “Other” category only includes: Facility Maintenance, Equipment Maintenance, Fuel and Utilities.

As shown in the table above, the projected annual savings in the short-term (3-5 years) is \$4.06M, which is equal to 11% of the current total calculated annual expenditures. 51% of these projected annual savings are related to reductions in facilities and equipment, including the closure of 8 facilities resulting in annual savings of \$1.78M related to depreciation expenses. 49% of the projected annual savings are related to changes in labor. These changes are realized through using the average of the communities’ current salaries and benefits for firefighters/medics going forward (accounting for 48% of the savings), increasing the use of part-time firefighters (accounting for 31% of the savings) and by a net elimination of positions (accounting for 21% of the savings). The net elimination of positions results from \$1.89M in savings from eliminating 17.26 administrative positions, which is offset by \$1.48M in costs by adding 16.85 full-time firefighter equivalents. In the aggregate, the departments’ staffing in the short-term would only be reduced by almost half a position. Overall, this scenario results in lower costs to the communities along with a greater number of firefighter full-time equivalents.

The projected annual savings for the long-term (6-7 years) is \$6.555M, which is equal to 18% of the current total calculated annual expenditures. The additional savings relates to the closure of one additional station, which further results in an additional reduction of 29 positions.

Scenario 3B. Higher Part-Time to Full-Time Firefighter / Medic Ratio

Summary of Calculated Annual Expenditures (in millions)	Total	Short-Term (3-5 Yrs.)	Projected Annual Savings (Yrs. 3-5)**	Long-Term (6-7 Yrs.)	Projected Annual Savings (Yrs. 6-7)
Labor	\$28.396	\$24.838	\$3.559	\$22.770	\$5.626
Capital	\$7.106	\$5.046	\$2.060	\$4.754	\$2.352
Other	\$1.268	\$1.268	\$0.000	\$1.268	\$0.000
Calculated Annual Expenditures*	\$36.770	\$31.152	\$5.618	\$28.792	\$7.978

*Rounded to nearest .001

**The short-term scenario is hypothetical. It is not in line with the recommended four-phase approach. It is presented here for illustrative purposes only relative to a more aggressive consolidation scenario.

As shown in the table above, the projected annual savings in the short-term (3-5 years) is \$5.618M, which is equal to 15% of the current total calculated annual expenditures. 80% of these projected annual savings are related to changes in staffing. These changes are realized through using the average of the communities' current salaries and benefits for firefighters/medics going forward (accounting for 27% of the savings), increasing the use of part-time firefighters (accounting for 61% of the savings), and by a net elimination of positions (accounting for 12% of the savings). The net elimination of positions results from \$1.89M in savings from eliminating 17.26 administrative positions, which is offset by \$1.48M in costs by adding 16.85 full-time firefighter equivalents. In the aggregate, the departments' staffing in the short-term would only be reduced by almost half a position. Overall, this scenario results in lower costs to the communities along with a greater number of firefighter full-time equivalents. The short-term also includes the closure of 8 facilities, resulting in annual savings of \$1.78M related to depreciation expenses.

The projected annual savings for the long-term (6-7 years) is \$7.978M, which is equal to 22% of the current total calculated annual expenditures. The additional savings relates to the closure of one additional station, which further results in an additional reduction of 29 positions.

In total, long-term projected annual savings range from \$6.56M - \$7.98M.

Partial vs. Full Consolidation Commentary

It is important to note that the short- and long-term annual savings for the City of Lansing, Lansing Township, and the City of East Lansing is greater than the short- and long-term annual savings projected for all of the Communities combined. This is because the consolidation of the three communities would result in a greater decrease in staffing levels than the consolidation of all the Communities. In the scenario with all Communities, the additional communities (Delhi, Meridian, and Delta Townships) would each add staff, in theory taking on positions that would otherwise be eliminated. This corresponds to the finding from this study that Delhi, Meridian, and Delta Townships' staff have more annual runs per full-time equivalent (FTE) than the City of Lansing, Lansing Township, and the City of East Lansing. Currently the annual runs per FTE range from 97 to 136 across the Communities. The staffing changes from a consolidation of all the Communities would move the annual runs per FTE closer to the average of 111 runs per FTE.

Financing Discussion

There are numerous options for the communities to consider in determining an equitable cost sharing formula for an inter-local agreement. Based upon our history in performing many of these projects, we know that it will be difficult to significantly revise the current department cost structure in the near term. In addition, each party must achieve some financial benefit (e.g. savings) to make the consolidation process worthwhile to pursue and in the long run, each community must feel that they are paying an equitable share of the department expenses. For illustrative purposes, we have produced an example for consideration by the Communities in sharing the costs and/or savings of this endeavor. However, the Communities can arrive at any formula that they believe is equitable for moving forward with consolidation and providing joint benefit to the Communities. Following is a discussion of some potential cost sharing options.

Dr. Lynn Harvey of the Michigan State University (MSU) State and Local Government Extension program developed a cost weighted formula for the sharing of costs in intergovernmental agreements. This cost weighted formula has been primarily used by fire departments in the past. The formula includes the following factors:

- Potential demand for protection – Population
- Value of the property to be protected – State Equalized Value (SEV)
- Actual use of the service – Fire Runs or Police Incidents

An example is provided in Appendix C.

VI. Appendices

A. General Financial Assumptions

- Financial figures based on planned 2012 budget for all communities.

Staffing

- Salaries and benefits costs were calculated by multiplying recommended staffing levels by respective maximum salaries and benefits among the communities for all except for the following positions: Lieutenants/Captains, Firefighters/Medics, and Part-Time/Paid On-Call Firefighters. Calculated salaries and benefits for these positions was based on averages for the communities, given the higher number of staff and greater ability to pay based on a range of skills/experience for staff in these positions.
- Within this industry, it is reasonable for overtime costs to be 10% of salaries and benefits costs. The Communities' percentage of overtime costs were each less than 10% of salaries and benefits costs. As a result, no decreases in overtime costs were projected. Overall, overtime expenses are expected to decline by filling staffing needs with part-time staff.

Equipment

- Fixed assets are depreciated on an annual basis vs. cash basis for equipment and other purchases. This assumes the ability to pay cash for the equipment through a capital outlay revolving fund. This does not incorporate financing costs.
- Figures will not match the current budget exactly due to the annualized fixed asset depreciation schedule. The annualized fixed asset depreciation schedule is as follows:

<u>Annual Depreciation Calculations</u>	<u>Estimated Cost (1)</u>	<u>Estimated Useful Life (yrs.)</u>	<u>Estimated Annual Depreciation (2)</u>	<u>Comments</u>
<u>Fleet</u>				
Engine	\$450,000	20	\$22,500	\$400K - \$500K per vehicle.
Quint	\$750,000	20	\$37,500	
Rescue - Heavy	\$400,000	20	\$20,000	\$300K - \$500K per vehicle.
Rescue - Light	\$250,000	20	\$12,500	\$200K - \$400K per vehicle.
Ambulance	\$200,000	7	\$28,571	
Ladders	\$1,250,000	20	\$62,500	\$1M - \$1.5M per ladder
Tanker	\$375,000	20	\$18,750	\$75K - \$100K less than an engine.
Command Vehicle	\$40,000	10	\$4,000	
Brush Trucks	\$45,000	20	\$2,250	
Staff Cars	\$17,000	6	\$2,833	
Gator/ATV	\$10,000	10	\$1,000	
HazMat	\$450,000	20	\$22,500	
Air Truck/Trailer	\$100,000	20	\$5,000	
Boats	\$15,000	10	\$1,500	
USAR	\$400,000	20	\$20,000	
MFR Response	\$45,000	10	\$4,500	
<u>Equipment</u>				
Cascade Systems	\$45,000	20	\$2,250	

<u>Annual Depreciation Calculations</u>	<u>Estimated Cost (1)</u>	<u>Estimated Useful Life (yrs.)</u>	<u>Estimated Annual Depreciation (2)</u>	<u>Comments</u>
Generators	\$3,000	20	\$150	
<u>Facilities</u>				
Buildings (3)	\$8,900,000	40	\$222,500	

(1) Based on discussion with vendor in April 2012.

(2) Note that salvage values were not subtracted from estimated purchase price for calculating estimated annual depreciation. Salvage values are considered to have an immaterial impact on annual costs.

(3) Estimated by Plante Moran, based on a station with 3 bays.

Other

- Estimates were used for IT capital costs, facility maintenance, equipment maintenance (parts and labor), fuel, and utility expenditures for those communities that did not provide this information. The estimates were calculated for each community, as follows, based on the percentages of those communities that provided the information:

IT capital costs	1% of labor costs
Facility maintenance	2% of facilities capital costs
Equipment maintenance	20% of fleet, equipment, and IT capital costs
Fuel	15% of fleet capital costs
Utilities	1% of facilities capital costs

- These amounts represent approximately 5% of the total calculated costs, and are therefore not significant to the financial analysis. It is assumed that these costs will decrease given shared efforts that result in reductions of facilities, fleet, and equipment. However, this decrease is not shown as part of this analysis.

B. General Operational Assumptions

Staffing

- Administrative staffing levels for consolidated operations include the following quantities for each position, :
 - One of each: Chief, Fire Marshal, Deputy Chief*, and Training Chief
 - Two Assistant Chiefs**
 - 3 Training Officers for seven or more stations in the short-term, reduced in the long-term based on the number of stations.
 - 2 Admin. Secretaries / Accountants for four stations. 5 Admin. Secretaries / Accountants for seven or more stations in the short-term, reduced in the long-term based on the number of stations.

* Note that the communities in Phase 3 do not currently have a Deputy Chief. A Deputy Chief was not added for these scenarios.

** Note that Meridian Township and the City of East Lansing do not currently have any Assistant Chiefs. This position was not added for Scenario 1.

- Staffing was determined based on guidance from IFSTA Manuals, assuming "4-person engine companies," or that 4 firefighters are assigned to an engine. This is a conservative estimate, given that several stations allow "3-person engine companies". An additional 20% was added to account for leave time, based on national averages.
- Guidance from IFSTA Manuals led to staffing of 4.5 Driver Engineers per station and 14.40 Firefighters / Medics per station. This includes the additional 20% to account for leave time.
- For consolidation of three or more communities, each shift has two Battalion Chiefs. For consolidation of two communities, each shift has one Battalion Chief. Additional Battalion Chiefs were retained in the short-term to help with harmonizing differences in shifts.
- Each station would have one Lieutenant and one Captain per shift. These amounts were increased by 20% to account for leave time.
- For Phase 4: Full Consolidation, every two stations were assumed to have 1 Fire Inspector plus 20% additional FTEs to account for leave time. This resulted in a total addition of 3.20 Fire Inspectors in the short-term and 2.60 Fire Inspectors in the long-term. For Phase 3, the current number of Fire Inspectors for the communities was retained, given the smaller coverage area and assumption that the amount of inspections would be similar over time.

Equipment

- Each station would have either one engine or quint. When available, stations would have quints instead of engines, because of their greater functionality. In addition, the consolidated communities would have 2 engines on reserve.
- Each standard township area (a 6 x 6 square mile area) would have one heavy or light rescue and one ladder. In addition, the consolidated communities would have one rescue and one ladder on reserve. In the event that the communities currently operate with less than these amounts, no additional items were added.

- There are no reductions to the amount of ambulances on-hand.
- Each Chief, Fire Marshal, and Inspector would have a command vehicle.
- The stations could immediately begin sharing one Air Truck/Trailer for the entire area.
- Calculated annual savings from other items are not significant. It was assumed that stations retained all other items on-hand for this analysis, recognizing that they will likely reduce the amounts on-hand as they streamline operations.

Based on these assumptions, the full consolidation of the departments would result in the following equipment levels and reductions in the short- and long-term:

Equipment (including active and reserve items)	Total	Recommended for Short-Term	Difference	Recommended for Long-Term	Difference
Engine	16	9	7	6	10
Quint	5	5	-	5	-
Rescue - Heavy	5	2	3	2	3
Rescue - Light	3	3	-	3	-
Ambulance	23	23	-	23	-
Ladders	5	5	-	5	-
Tanker	2	-	2	-	2
Command Vehicle	11	9	2	9	2
Air Truck/Trailer	5	1	4	1	4

The number of bays in the facilities that would remain open are sufficient for housing the recommended amounts of equipment.

C. Example Cost Weighted Formula

The following two tables display the distribution of fire data for those three factors. This is simply an example for the Communities to consider. The values have no correlation to those of the Communities.

Fire Department Formula Distribution

Fire Dept.	Population	%	SEV	%	Fire Runs	%
Community A	19,588	32%	\$2,925,760,680	38%	1,696	33%
Community B	41,707	68%	\$4,696,964,620	62%	3,408	67%
TOTAL	61,295	100%	\$7,622,725,300	100%	5,104	100%

The typical formula weighting recommended by MSU allocates population at 30%, SEV at 30%, and usage at 40%. Applying these weightings for the Fire Departments, we have the following cost or savings sharing distribution.

Fire Department Weighted Formula Breakdown

Fire Dept.	Population	SEV	Fire Runs	Total Distribution
WEIGHT	30%	30%	40%	
Community A	0.0959	0.1151	0.1329	34%
Community B	0.2041	0.1849	0.2671	66%
TOTAL	0.3000	0.3000	0.4000	100%

As exhibited in the tables above, applying the standard values to the MSU cost sharing formula calculates different weighting of costs between communities. In the consolidated Fire Department, Community A is expected to provide 34% of the costs while Community B adds the remaining 66%. For comparison purposes the table below lists each community's costs estimated from their adjusted 2007/2008 budget.

Estimated Current Cost Distribution

Community	Fire Department Costs	Percent Distribution
Community A	\$4,656,280	33%
Community B	\$9,500,937	67%
TOTAL	\$14,157,217	100%

In creating a formula for sharing the costs of an agreement between two communities, the options are either to fund the consolidated department according to the status quo (e.g., current cost distribution), or to create a new funding formula based on multiple factors. The goal of using a new funding model is to create a more equitable sharing of costs/savings between communities based on multiple factors such as population, SEV, and usage. However, creating more equitable cost sharing implies that costs are not already divided equitably. As such, between the two communities there is always going to be a "winner" and a "loser" when compared to current cost distributions. The following tables display the differences between the current cost distribution and the breakdown recommended through the MSU formula.

Community A Current Costs vs. MSU Formula

Department	Current Costs	MSU Formula	Difference
Fire	33%	34%	+ 1%

Community B Current Costs vs. MSU Formula

Department	Current Costs	MSU Formula	Difference
Fire	67%	66%	- 1%

Thank You

plante
moran

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DELHI CHARTER TOWNSHIP**MEMORANDUM**

TO: Delhi Township Board Members

FROM: John B. Elsinga, Township Manager

DATE: July 12, 2012

RE: Contract Services between Delhi Township and Medical Management Systems of Michigan, Inc. – Medical Billing and Accounts Receivable Management

This past spring our ambulance billing clerk notified the Fire Chief that she would be accepting a full-time position with another company in July. Prior to filling this vacancy staff and I evaluated our current services and the services provided by a private medical billing company that also provides ambulance billing services to several surrounding municipalities.

After our review it was determined that Medical Management Systems could provide the same level of services for our residents at approximately the same cost we have been paying to have this performed in house (approximately \$35,000 per year). However, our costs for having an employee perform this service are expected to increase in the next two years because of the Patient Protection and Affordable Health Care Act versus a contract company performing this service.

According to our Fire Chief, we are the only one of the 6 jurisdictions involved in the regional study performing ambulance billing services in house. Our intent was to ensure that our residents were receiving the customer service they deserved and a willingness to work with residents to establish payment plans if financially necessary. Medical Management Systems has a reputation for providing that same level of customer service we desire.

Enclosed is their proposed contract for ambulance billing services, primarily at a cost of 5.9% of fees collected. Our attorney has reviewed the contract and staff has met with Medical Management Systems on several occasions to become comfortable with the contract and level of service they would provide. We have suspended billing July 1st and, therefore, have included an effective date of July 1, 2012 for Medical Management Systems to commence with their services.

Recommended Motion:

To approve the Contract of Services between Delhi Charter Township and Medical Management Systems of Michigan, Inc. for medical billing and accounts receivable management effective July 1, 2013.

Delhi Township Fire Department

Memo

To: John Elsinga, Township Manager

From: Brian Ball, Assistant Chief

Date: July 11, 2012

Re: Contract with Medical Management

As you are aware, the fire department billing clerk, Melissa Rowland resigned to take another job effective July 1, 2012. As a result, Chief Royston and I have been examining alternatives for handling the ambulance and fire billings.

In the regional fire service study which was recently completed, 4 out of the 6 departments involved in the study use Medical Management Systems of Michigan, Inc. for their billing service, with Lansing Fire Department using an out-of-state company and Delhi Township doing our own. Talking with representatives of these 4 departments, we have found that everyone spoke highly of MMSM.

Medical Management is a local company whom Chief Royston and I have met with on numerous occasions in the past few weeks. Rick Frankfort, Vice President of the company has assured us that they are fully prepared to accept Delhi Township as a client, at a cost to Delhi of 5.9% of the funds collected.

A contract has been prepared for approval and Attorney Robinson has reviewed this contract. As you are aware, we met with Mr. Frankfort on 7/10/12 to address the concerns that attorney Robinson brought to our attention.

Mr. Frankfort will be present at the committee meeting on July 17, 2012 to answer any questions that you may have.

Chief Royston and I will also be present at the meeting to assist in this proposal.

I have attached a copy of the proposed contract for inclusion in the board packet.

Thank you for your support of this important issue.



CONTRACT OF SERVICES

Medical Management Systems of Michigan, Inc. (Medical Management Systems) agrees to provide Delhi Charter Township with the services of medical billing and accounts receivable management. This Agreement will be effective for Services (as defined below beginning on the first day of July, 2012 (the "Effective Date"))

Services

Medical Management Systems will apply its best efforts to obtain reimbursement for Delhi Charter Township for all procedures and medical services ("Medical Services") rendered on or after the Effective Date through billing of patients and third party payers and the management of Delhi Charter Township accounts receivable (the "Services"). During the term of this Agreement, Medical Management Systems will be the sole provider of the Services to Delhi Charter Township. See Attachment A and B for additional services, which will be considered to be Services as defined above.

Billing and accounts management will be carried out according to the following operating procedure:

The following information will be prepared by the staff of Delhi Charter Township:

- Complete charge forms indicating procedure(s) codes and diagnostic codes and linking of both;
- Patient demographic information and all updates to the information including but not limited to, effective dates of insurance policies;
- Requested medical records necessary to complete the billing of services provided by Delhi Charter Township. See Attachment C;
- Insurance carrier authorization forms, documentation, and authorization numbers necessary for billing of procedures, services, supplies, and equipment in advance of billing;
- Remote check processing with bank or providing post office box for payee address;
- Preparing bank deposit daily for monies collected;
- Providing Medical Management Systems with a reconciliation sheet for balancing purposes and forwarding copies of all explanation of benefits, checks, etc. on a daily basis.



Medical Management Systems will be responsible for the following:

- Processing of patient and third party claims;
- Follow-up third party claims, rejections, rebills, copays, etc.;
- Collecting and receiving moneys from insurance carriers, patients and other applicable third Parties in the name of Delhi Charter Township;
- Maintaining a collection protocol to follow accounts (final decision on a collection process will be made by a representative of Delhi Charter Township);
- Staffing of our business office during usual business hours, Monday through Friday (8 a.m. – 5 p.m.) for billing inquiries;
- Reporting accounts receivable information to the designated representative of Delhi Charter Township on a monthly basis;
- Providing adequate protection for all data and accounts receivable information;
- Assisting and working with Delhi Charter Township for third party audit inspection; Medical Management Systems reserves the right to charge time and materials for preparation of this information.

Compliance

The Parties agree to implement corporate compliance program policies/procedures that comply with applicable laws relating to its business activities. Both Parties agree to comply with the statutes, regulations, and guidelines of the Federal and State health insurance program (Medicare and Medicaid), as well as the policies and procedures of private health plans. In accordance with Medical Management Systems compliance program, Medical Management Systems will refrain from the submission of questionable claims and shall notify the provider in writing within thirty (30) days of credible evidence.

Communication

Communication between Delhi Charter Township and the staff of Medical Management Systems is essential to maintaining accurate billing and review of accounts receivable. It is agreed that Delhi Charter Township will notify Medical Management Systems in writing of any changes to employees, providers, ancillary providers, service locations, and services provided within a reasonable time. This will also include but is not limited to changes in computer equipment and the addition of software that may affect the processing of account information. Changes to this information may result in additional training, support, or services being charged.

Operating Procedures

Delhi Charter Township agrees to provide Medical Management Systems with accurate and complete demographic, procedure, diagnostic and charge information, at no cost to Medical Management Systems (“Demographic Information”). Delhi Charter Township acknowledges that Medical Management Systems will rely on this demographic information in providing the services and that the timing and amount of net collections generated by the Services are affected by the completeness, timeliness and accuracy of the demographic information and other variables, some of which are beyond the control of Medical Management Systems.

Medical Management Systems will bill and attempt to collect Delhi Charter Township charges in a manner consistent with all applicable Federal, State, and local laws and regulations and within the policies and procedures of third party payers that are made known by Medical Management Systems. Medical Management Systems will indemnify and hold harmless Delhi Charter Township against any damages or liabilities incurred by Delhi Charter Township, its employees or contractors arising out of the failure of Medical Management Systems knowing or willful violation of aforementioned laws and regulations.

If an account is considered “uncollectible” as described below, Medical Management Systems will work with the collection agency designated by Delhi Charter Township. Medical Management Systems will continue to supervise the accounts and handle all matters associated with the collection of the account. Delhi Charter Township will have the final decision on the action to be taken (collection, small claims court, etc.). Medical Management Systems of Michigan, Inc. does not charge a percentage for accounts that are collected by collection agencies.

An account is considered “uncollectible” if it falls under the following categories:

- Medical Management Systems has billed all of the third party carriers that were on record as being in effect;
- Medical Management Systems has exhausted all in-house collection activities;
- The account is over ninety (90) days old and there has been no effort on the part of the patient to pay.

All claim information and any miscellaneous information necessary for the processing of claims must be provided to Medical Management Systems by Delhi Charter Township as a duplicate of the original form which is maintained by the Delhi Charter Township. Medical Management Systems will destroy all information provided by the Delhi Charter Township after the claim is processed. All payment vouchers will be processed by Medical Management Systems and will be returned to the representative of Delhi Charter Township. It is agreed that the records (original claim information and payment vouchers) will be maintained by Delhi Charter Township in a readily accessible location for any further inquires and for a period of no less than seven (7) years.



The Parties may, from time to time, mutually agree to specific operating policies and procedures as related to the performance of services under this Agreement. Any such operating policies and procedures, or amendments thereto, will, upon mutual written and signed Agreement, become an integral part of this Agreement and shall be binding upon both Parties.

Bank Account

A bank account will be maintained in the name of Delhi Charter Township at a bank approved by Delhi Charter Township and all cash receipts will be deposited into the bank account by Medical Management Systems or into the Delhi Charter Township's lockbox account at the election of Delhi Charter Township. Medical Management Systems will have no signatory or ownership rights in the bank account and will have no right to negotiate or assert ownership rights in deposited funds or the checks made payable to Delhi Charter Township. Delhi Charter Township shall be responsible for all bank charges. All monies collected by Delhi Charter Township such as patient co-payments, deductibles or insurance checks are to be deposited by Delhi Charter Township and reported daily to Medical Management Systems to post to the patient's account.

Reporting

Medical Management Systems will provide the following standard End of Month reporting as described below:

1. Management Letter
2. Aged Trial Balance
3. Production Analysis
4. Alphabetical Patient Accounts Receivable Summary

Provider Services

Delhi Charter Township agrees to provide all of the above information at regular time intervals, regardless of sickness, vacation and/or leave of absence. Delhi Charter Township agrees to only turn over accounts that are original billings and only those accounts that are services of Delhi Charter Township unless otherwise noted (See Communication, Page 2) and provide information so that Medical Management Systems can comply with all payor requirements. Delhi Charter Township agrees to turn over all of its accounts, services, and charges that are provided by Delhi Charter Township during this contract term.



It is the express intent of this provision that Medical Management Systems will be the sole billing entity for Delhi Charter Township during the entire term of this contract unless otherwise agreed upon by both Parties.

Non-Employment

Delhi Charter Township acknowledges that Medical Management Systems has a significant investment in training its personnel in the areas of medical billing reimbursement. If during the term of this contract or within six (6) months after the termination of this contract or any extension, Delhi Charter Township offers employment to any person currently employed or who was employed within the prior six (6) months by Medical Management Systems, Delhi Charter Township shall pay to Medical Management Systems an amount equal to 25 percent of the employee's first years salary with Delhi Charter Township. This amount shall be due and payable immediately upon employment of the former Medical Management Systems employee by Delhi Charter Township.

Fees

The fees charged for Medical Management Systems' services and products shall be those stated on "Attachment A and B". Medical Management Systems agrees to notify Delhi Charter Township in writing sixty (60) days in advance of any price increases. Any new services not listed may be added to this Agreement at a rate acceptable to both Parties.

Net collections shall be defined as the total sum of all monies collected by Medical Management Systems for all services rendered by Delhi Charter Township less amount refunded or credited to patients or third party payers as a result of over payments caused by Medical Management Systems. All other over payments, erroneous payments or bad checks that are the result of the insurance carrier, Delhi Charter Township or patient are not deducted from the total sum of all monies collected. The Base fee shall also be charged for insurance carriers reserve amount and for collection agency recoveries.

Notwithstanding the foregoing, in the event that:

- a. Delhi Charter Township fails to disclose to Medical Management Systems, at or prior to the time this Agreement is executed, information relating to Delhi Charter Township, which information, if disclosed, would have materially increased the costs of billing and collections efforts incurred by Medical Management Systems; or,
- b. Delhi Charter Township materially changes fundamental aspects of its service (such as its sites, the type of services provided, payer mix, quality or type of demographic information available, method of documentation services provided or the like),



Medical Management Systems may propose an adjustment to the Base Fee in writing (the “Adjustment Proposal”). For the thirty (30) day period after Delhi Charter Township’s receipt of the Adjustment Proposal (“The Discussion Period”). Medical Management Systems shall be available to discuss the basis for the amount of the proposed adjustment with Delhi Charter Township. If Delhi Charter Township agrees to the proposed adjustment, this Agreement will be amended to reflect the new Base Fee. If on or before the end of the Discussion Period, Delhi Charter Township has not accepted the proposed adjustment or the Parties have not otherwise agreed as to an adjustment to the Base Fee, Medical Management Systems may terminate this Agreement upon ninety (90) days advance written notice (see Termination, Page 7).

In addition to the Base Fee, Delhi Charter Township will reimburse Medical Management Systems for:

A reasonable per-hour claims processing charge where Delhi Charter Township, after written notice from Medical Management Systems, continues to submit incomplete or incorrect data for billing (See Additional Charges, Attachment C”).

After initial enrollment provider enrollment services at an hourly rate per application for each new completed application and for each application renewal or update completed (See Attachment B).

Third party carrier issues such as bankruptcies and carrier claims processing issues which may cause additional time and materials for Medical Management Systems. Medical Management Systems reserves the right to charge if carriers cause additional expenses.

The above services will be billed monthly, at the first of each month. Invoices are due upon receipt and payment should be made out to Medical Management Systems. Medical Management Systems of Michigan, Inc. invoicing terms are net ten (10) days of date on invoice. Accounts that are thirty (30) days over due will be charged a time price differential at 1½ percent per month (18 percent annually). Delhi Charter Township expressly agrees that he/she shall reimburse Medical Management Systems for any and all costs of any nature whatsoever, including actual attorney fees incurred by Medical Management Systems in furtherance of collecting from Delhi Charter Township all fees for services rendered by Medical Management Systems for the benefit of Delhi Charter Township regardless of when these costs are incurred (i.e., whether they are incurred during the term of this contract or are incurred subsequent to the termination of this contract). It is the express intent of this provision that Medical Management Systems shall be reimbursed in full for any and all costs and expenses of any nature whatsoever incurred by Medical Management Systems in furtherance of enforcing the obligations of Delhi Charter Township to Medical Management Systems as set forth in this Agreement.

Should any invoice(s) remain unpaid for longer than forty-five (45) days from the date of the invoice(s), Medical Management Systems reserves the right to stop all services for Delhi Charter Township until the invoice(s) are/is paid in full. Upon payment of the overdue invoice(s), Medical Management Systems will resume its normal services. Should the invoice(s) continue to remain unpaid for longer than sixty (60) days, Medical Management Systems reserves the right to terminate this Agreement and all invoices will be due and payable in full immediately. It is the express intent of this provision that Medical Management Systems shall be paid for all services rendered to Delhi Charter Township and that Medical Management Systems shall follow its usual termination process as set forth in (Termination, page 7). If at any time in the course of this Agreement or upon termination proceedings, it is discovered that moneys received as a result of services performed by Medical Management Systems are being withheld from Medical Management Systems, then the entire outstanding accounts receivable will be considered "FEES RECEIVED" and will be billed at the usual percentage of collection.

Termination

Either Party may terminate this Agreement in the event of material breach by the other. Termination is effective fifteen (15) days after written notice is received via certified mail. This notice must set forth the nature of the breach (describing the breach in reasonable detail) and the effective date of termination; provided, however, that the breaching party shall be given an opportunity to cure the breach prior to the effective date of termination, in which case the notice of termination shall be null and void. This Agreement may also be terminated on written notice in the event either party becomes excluded from participation by the Medicare or Medicaid program, or Medical Management Systems becomes legally unable to provide the services contemplated herein, or Delhi Charter Township becomes legally unable to provide medical services, or as otherwise specified herein.

In the event that either Party wish to dissolve this Agreement prior to the end of the contract term, written notice should be sent to the other party via certified mail. In the first year of the Agreement, commencing on July 1, 2012 termination without cause will require giving one hundred and eighty (180) days notice of separation (notice period). After the first year, commencing on July 1, 2013, termination without cause will require sixty (60) days notice of separation (notice period). Non-renewal of Agreement will require sixty (60) day notice of separation.

- a. It is the express intent of termination provision that Delhi Charter Township will continue to send to Medical Management Systems all accounts, services, and charges, etc. during this notice period;
- b. Medical Management Systems will continue to be the sole billing entity for dates of service during this notice period;
- c. For a period of one hundred and twenty days (120) after the notice period, Delhi Charter Township will continue to report any payments that are received as a result of billing by Medical Management Systems, and Delhi Charter Township will be invoiced for immediate payment;
- d. Both Parties should agree upon the ending date of the notice term;

- e. If written notice is not given, Delhi Charter Township agrees to pay Medical Management Systems two months of the Invoice (value to be determined by averaging the last 12 invoices).

In the event this Agreement is terminated or expires, for whatever reason, Medical Management Systems will:

- a. Continue to perform Services, at the then-current rates hereunder, for a period of one hundred twenty (120) days after the effective date of termination (the “Wind Down Period”) for all of Delhi Charter Township accounts receivable relating to Delhi Charter Township charges for medical service rendered prior to the termination date (“Existing Accounts Receivable”);
- b. Delhi Charter Township expressly agrees to cooperate and assist Medical Management Systems with its performance of Services during the Wind Down Period and will timely report, or cause to be reported, all payment applicable to the Existing Accounts Receivable for which Medical Management Systems is responsible;
- c. At the end of the Wind Down Period, Medical Management Systems will discontinue performing services in regards to Delhi Charter Township Existing Accounts Receivable;
- d. Deliver to Delhi Charter Township, after and conditioned upon full payment to Medical Management Systems of all fees owed by Delhi Charter Township under this Agreement, a complete listing of Existing Accounts Receivable (all debit and credit balances) in Medical Management System’s standard computer generated report;
- e. Except for the foregoing or for such other matters as the Parties may agree to in writing, after the effective date of termination, Medical Management Systems shall have no further obligations to provide Services to Delhi Charter Township under this Agreement. Delhi Charter Township may negotiate with Medical Management Systems for additional transitional services or the provision of additional data, including Delhi Charter Township Data, to be provided by Medical Management Systems after the date of termination at Delhi Charter Township’s additional expense.

Confidentiality

Medical Management Systems agrees to treat as confidential and will not disclose any confidential information that comes to its attention during the course of this assignment. Medical Management Systems agrees not to disclose to anyone other than Delhi Charter Township any information about Delhi Charter Township’s fee structure, internal compensation, managed care or facility contracting strategies, or similar business information that would commonly be understood to be confidential.

Delhi Charter Township agrees that it will not disclose to third Parties the software and resulting or related processes of documentation of the proprietary software employed by Medical Management Systems to provide the services or any information about Medical Management Systems’ fees, operations, business methods or strategies except as required by law. Each party’s confidential information shall remain the property of that party, during and after this Agreement. Medical Management Systems agrees that it will take reasonable steps to preserve and will not release any



copies or summaries of released records to any third Parties except as permitted by law or as may be necessary for the collection of medical services. Delhi Charter Township agrees to obtain signatures as required by third Parties or laws gaining consent from patients to use medical information in the process of collecting for medical services.

Each party affirms that it will, at all times, have in force a signed Confidentiality Agreement executed by each full time and part time employee, independent contractor, consultant and vendor that complies with the foregoing and that such Confidentiality Agreements shall survive the expiration or termination of this Agreement. Each party specifically agrees to comply with and assist their counterpart with compliance with applicable state or federal confidentiality requirements as to individual patient health information

Software and Proprietary Information

Medical Management Systems affirms that it will at all times during the terms of this Agreement, have a valid and current copy of a license for use of any third party billing software used to provide the services and that Delhi Charter Township will be given timely notice of any changes in third party software vendor or system to the extent those changes would materially affect the services. The Parties agree that Medical Management Systems may store Demographic information, back up documentation, statements, explanations of benefits, payer inquiries and other information it receives in connection with the service (“Delhi Charter Township Information”)in electronic form through optical scanning or other technologies selected by Medical Management Systems and that Medical Management Systems is not obligated to maintain paper copies. All encounter forms and backup documentation will be destroyed. All explanation of benefits Medical Management Systems receives in connection with the service will be forwarded to the Delhi Charter Township for proper record retention. All related data will be purged from the Medical Management Systems files during and at the end of this contract unless other arrangements are negotiated with Medical Management Systems. This stored data will be utilized for Medical Management Systems billing services only.

Notice

Any notices, payment, demand or communication required or permitted to be given by the provisions of this Agreement will be effective on the date of receipt if sent or delivered to Medical Management Systems, Attention: President, if to Medical Management Systems; and Delhi Charter Township, Attention: President if to Delhi Charter Township.

Governing Law and Jurisdiction

This Agreement shall be interpreted and governed by the laws and statutes of the State of Michigan without regard to its conflict of laws provisions. In the event of disputes, it is agreed that all matters shall be tried in the venue and jurisdiction of Ingham County, Michigan.



Disputes

Any dispute arising under this Agreement may be resolved by the Parties in judicial forum or, if the Parties agree, by arbitration, according to mutually agreed rules.

Independent Contractors

The Parties to this Agreement are each independent contractors and nothing in this Agreement shall be construed to create an employment relationship between either party or its members.

Inspection

Delhi Charter Township, its agents and representatives, shall at all times during the term of this Agreement, have reasonable access, during regular business hours, to review and inspect the location where the services are performed upon seven (7) days advanced written notice to Medical Management Systems by Delhi Charter Township. Any inspection performed shall be governed by the confidentiality provisions of this Agreement and shall be conducted so as not to disrupt Medical Management Systems' staff or business. Medical Management Systems shall not unreasonably deny, restrict or delay access for any requested inspection.

In the event that Delhi Charter Township engages the services of an outside party to conduct or assist in any inspection, the outside party must be mutually agreed upon by both Parties. Delhi Charter Township shall ensure that a Confidentiality Agreement identical to the one applicable to the Parties to this Agreement binds all other Parties.

Both Delhi Charter Township and Medical Management Systems of Michigan, Inc. will negotiate and agree to reasonable and customary fees which may be incurred for excessive carrier inspection or audit, or Delhi Charter Township inspections becomes excessive Medical Management Systems reserves the right to charge for time and materials.

Force Majeur

It is mutually agreed that in the performance of all duties by each party under this Agreement, time is of the essence. However, performance of duties hereunder may be impeded by occurrences beyond the control of one or both Parties. Events such as flood, earthquake, hurricane, tornado blizzard and other natural disasters; fire, riot, war or civil disturbances, strikes by common carriers; extended loss (more than 48 hours) of utilities (except for non-payment); and similar events shall excuse the affected party from performance of services impeded by such event(s). Nevertheless, each party has a duty to use reasonable efforts to prevent or mitigate such impediments. In the event that any catastrophe shall prevent the timely billing of Delhi Charter Township's services by Medical Management Systems for more that fifteen (15) working days, Delhi Charter Township shall have the right to secure, without penalty, substitute services until Medical Management Systems can restore services, at which time Medical Management Systems responsibilities and rights under this Agreement shall be reinstated. For its protection, Delhi Charter Township shall, at its own expense, purchase and



maintain business interruptions and/or accounts receivable insurance to cover any such catastrophic event, as stated above.

Incorporated Documents

It is specifically agreed that Medical Management Systems Proposal dated July 1, 2012, and all accompanying schedules and exhibits are incorporated herein as integral part of this Agreement.

Miscellaneous

This agreement contains the entire agreement of the Parties relative to the services to be provided to Delhi Charter Township. and no representation, inducements, promises or agreements, oral or otherwise, between the Parties not embodied in the Agreement will be of any force or effect.

This Agreement specifically supersedes any prior written or oral agreements between the Parties relating to the provisions of the Services.

This Agreement is binding upon, and inures to the benefit of and is enforceable by Medical Management Systems, Delhi Charter Township and their respective legal representatives, assigns and successors in interest. Neither party may assign this Agreement without the prior written consent of their counterpart, provided that this Agreement will be deemed assigned to, and will be binding upon, the survivor in any merger or business combination involving a party or the purchaser of all or substantially all of the assets of a party.

Term

Medical Management Systems and Delhi Charter Township agree to the terms of this contract for three (3) years (“Initial Term”), commencing on July 1, 2012. This Agreement will automatically renew for successive additional one and one-half (1 ½) year terms, unless either party wishes to dissolve this Agreement at Agreement term. A written sixty (60) days notice should be sent to the other party via certified mail before the end of the current term.

Medical Management Systems and Delhi Charter Township may add to the above services and scope of this contract, should both Parties agree to the extension of services by submission of an addendum to this contract. Any addendum to this contract will in no way alter the content of this contract, unless so stated.

In Witness Whereof, the Parties have signed this Agreement.

Delhi Charter Township

Date

Jeanne P. Rutledge
Medical Management Systems of Michigan, Inc.

Date



ATTACHMENT A

PRICING FOR BILLING SERVICES

The services listed below will be provided at a cost of:

Delhi Charter Township.

- Database creation.
- Insurance carrier application completion and submission (See Addendum A)
- Change of payment address letters for provider ID numbers.
- Two (2) hours of training on documentation for EMS personal
- Two (2) hours of office training (initial start day at Delhi Charter Township’s office).
- Review of all ENS forms used for billing such as, but not limited to patient encounter form, signature on file, recommended advanced beneficiary notice (ABN), customized day sheet,

..... **Included No Charge**

BASE FEES FOR BILLING 5.90% of fees received
After six (6) months, minimum monthly invoice of \$250 per month.

- Review of accounts.
- Management of accounts receivable.
- Billing third party carriers.
- Follow-up of claims, all per operating schedule.



ATTACHMENT B
PRICING
ADDITIONAL SERVICES

Delhi Charter Township’s request for additional services other than billing of Medical Management Systems if deemed necessary in the future:

Full credentialing of additional providers after initial set-up; re-credentialing; changes to service location(s), payment location, provider numbers, financial information, etc \$75 per hour

Changes on computer system to service/payment location(s), provider numbers, financial information, additional locations, billing groups, physician codes, etc \$100 per data change

Changes of Bank address and insurance carrier payee address \$75 per hour

Annual review of fee schedule(s); after initial set-up \$125 hour

Miscellaneous costs: costs incurred by Medical Management Systems as requested by Delhi Charter Township. in normal course of billing (i.e. express mail, supplies) Charged at cost

Reports: additional reports other than listed on the end of month reporting Quoted (\$30 minimum per report)

Consulting services: consulting services requested by the Delhi Charter Township.Quoted

Computer services: Information Technologies Department services requested by the Delhi Charter Township. \$75 per hour

Clerical services: clerical services requested by the Delhi Charter Township. \$45 per hour

ATTACHMENT C

The following are Medical Management Systems required standards:

Ambulance Run Report

- Demographic Information
- Insurance Information
- Narrative portion explaining service provided
- Fraction Mileage- odometer reading to nearest 10th of loaded mile.

Standard Forms

- Hospital Facesheet
- Signature on File
- Customized day sheet
- PCS Form (Physician Certification of Medical Necessity Statement)

Requested Medical Records

- Intercepts – BLS, to ALS run reports for each
- Copies of service agreements with other agencies

ADDENDUM A

CARRIER CREDENTIALING

Carrier Credentialing Services

- Research all insurance carriers that the health care provider can participate with and provide a listing of those insurance carriers for the Delhi Charter Township to review (See Insurance Carrier Listing, Page 17);
- Advise/assist the health care provider in obtaining all necessary applications and contracts to initiate the credentialing process of the insurance carriers. (See Insurance Carrier Listing, Page 17);
- Prepare all insurance carrier applications and contracts required for credentialing;
- Obtain health care provider's signature on all applications and contracts;
- Forward all completed applications and contracts with required documents to appropriate insurance carriers;
- Provide all follow-up services necessary to complete credentialing process with insurance carriers;
- Provide the health care provider with a written monthly update on the credentialing status by insurance carrier;
- Complete application process for electronic billing where appropriate;
- Forward all completed credentialing information to health care provider.

Due Diligence

Medical Management Systems will perform due diligence in follow-up with each insurance carrier regarding the status of credentialing and any additional information required for credentialing of the health care provider. However, Medical Management Systems cannot control the timeframes for credentialing set by each individual insurance carrier. If the credentialing timeframes established by each insurance carrier do not meet the expectations of the health care provider, it will be the Delhi Charter Township's responsibility to contact the insurance carrier regarding this issue. Medical Management Systems shall not be responsible for delays in the health care provider's credentialing and subsequent billing and payment delays or losses related to delayed response by the Delhi Charter Township.



Eligibility

Each insurance carrier is responsible for determining the health care provider’s participation status or eligibility with that insurance carrier. Medical Management Systems is not responsible for services that are rendered while waiting for participation status or eligibility determination by the insurance carrier.

Addendum

This Agreement includes credentialing services for insurance carriers listed on the Insurance Carrier Listing, Page 17

Additional insurance carriers may be added only through a signed Addendum to this Agreement.

Medical Management Systems and Delhi Charter Township agree to the terms of this contract evidenced by the signatures below.

Delhi Charter Township

Date

Jeanne P. Rutledge
Medical Management Systems of Michigan, Inc.

Date



INSURANCE CARRIER LISTING

Please indicate the insurance carriers that you are currently participating with:

- 1 Blue Cross Blue Shield of Michigan (Traditional)
- 1 Blue Cross Blue Shield of Michigan PPO Trust/Community Blue
- 1 Medicare
- 1 Railroad Medicare
- 1 Medicaid
- 1 Physicians Health Plan
- 1 Physicians Health Plan Family Care
- 1 SPHN
- 1 Blue Care Network HMO
- 1 Blue Preferred Plus
- 1 Blue Choice (POS)
- 1 PPOM
- 1 Aetna
- 1 Mcare
- 1 Tricare
- 1 Care Choices
- 1 Preferred Choices
- 1 PHCS
- 1 Connecticut General
- 1 Cigna
- 1 Capp Care
- 1 HAP
- 1 First Health
- 1 Other _____



ADDENDUM B

ON-LINE SERVICES PRICING

Online user month fee:

On-line access \$125.00

Additional Training Services:

MMSM offers a multitude of training and learning opportunities to help you gain the level of expertise need to manage your organization most effectively and to potentially grow. In addition to traditional classroom training, we offer on-site, phone-based and web-based training, tailored to meet your specific requirements.

Monthly On-line Fee

This includes systems support, 8:00 am to 8:00 pm, software updates

Tier one support (from 8:00pm to 8:00am and weekends) is billable at \$150.00 per hour

Tier two support (from 8:00pm to 8:00am and weekends) is billable at \$50.00 per hour

(This will be charged on your monthly MMS invoice)

* All users must be trained prior to receiving a password to access the system.

Medical Management Systems and Delhi Charter Township agree to the terms of this contract evidenced by the signatures below.

Delhi Charter Township

Date

Jeanne P. Rutledge
Medical Management Systems of Michigan, Inc.

Date

* All users must be trained prior to receiving a password to access the system.

DELHI CHARTER TOWNSHIP

MEMORANDUM

TO: Delhi Township Board Members

FROM: John B. Elsinga, Township Manager

DATE: July 11, 2012

RE: Application for Public Fireworks Display Permit – Delhi Charter Township Parks & Recreation

Enclosed for your review and consideration is an application submitted by the Parks and Recreation Department for a fireworks display at the Holt Hometown Festival on the evening of August 25, 2012. The pyrotechnic company that will be used for this display is Night Magic, Inc. This company has provided the fireworks display for the festival for the last 12 years.

Our Assistant Fire Chief, Brian Ball, and Director of Parks and Recreation, Mark Jenks, have reviewed and approved the application. Therefore, I recommend the Board approve the same.

RECOMMENDED MOTION:

To approve the application for Public Fireworks Display Permit from Delhi Charter Township Parks and Recreation to be held on August 25, 2012 at the Holt Hometown Festival.

**DELHI CHARTER TOWNSHIP
APPLICATION FOR PUBLIC FIREWORKS DISPLAY PERMIT**

Date of Application		
April 19, 2012		
Name of Applicant	Address	Phone No.
Delhi Township	2074 Aurelius Rd. Holt, MI 48842	517.694-1549
If a Corporation, Name of President	Address	Phone No.
Mark Jenks	same	same
If a Non-Resident: Name of MI Attorney or Resident Agent	Address	Phone No.
Name of Primary Pyrotechnic Operator	Address	Phone No.
Night Magic Displays / Roger L. Bonney	212 First St. Olivet, MI 49076	269 749-3179
No. Years Experience	No. Displays	
37	over 500	
Name of Assistant (if any)	Address	Phone No.
Ed Bonney	446 Bates Jackson, MI 49202	517 784-4348
Other Assistant (if any)	Address	Phone No.
Drew Bonney	446 Bates Jackson, MI 49202	517 784-4348
Date of Proposed Display	Time of Proposed Display	
August 25, 2012	approximately 9:40 PM	
Exact Location of Proposed Display		
Kiwanis Park Holt MI		
References Related to Previous Fireworks Displays (4 minimum)		
Location	Contact Person	Phone No.
1 Delhi Charter Township	Mark Jenks	517 694-1549
2 Delta Charter Township	Kathy Sobczyk	517 323-8555
3 Lansing Lugnuts	Pat Day	517 485-4500
4 Meridian Charter Township	LuAnn E. Maisner	517 853-4604

List all previous Public Fireworks Display presentations, including location and year. (start with most current and attach a separate list if necessary) (shows scheduled for 2012)

Location	Year	Location	Year
Lansing Lugnuts	2012	DeWitt Granger Memorial Park	2012
Delta Township	2012	Lansing Silver Bells Parade	2011
Meridian Township	2012	Olivet Firemen's Festival	2012
Howell Michigan Challenge	2012	Holt Hometown Festival	2012
Jackson Hot Air Jubilee	2011	Great Lakes Burn Camp	2012
Williamston Independence Day	2012	Hillsdale All-American Celebra	2012
Michigan International Speedw	2012	Other shows on record with Delhi Twp.	

Names of all personnel associated with proposed fireworks display. Indicate individuals under age 18
Attach Additional sheet if necessary.

1 Roger L. Bonney	12 Tony Nault
2 Roger W. Bonney II	13 Theresa Pittington
3 Ed Bonney	14 David Holley
4 Wade Hoffman	15 Rob Schmidt
5 Chris Lee	16 Bob Schmidt
6 Kim Lee	17 Mike Schmidt
7 John Lance	18 Tom Scott
8 Drew Bonney	19 Linda Scott
9 Terry Nault	20
10 Helen Bonney	21
11 Troy Nault	22

Fireworks

Number of Fireworks	Shell Size and Kind of Fireworks to be Displayed
426	3" Aerial Shells
155	4" Aerial Shells
25	5" Aerial Shells
574	assorted aerial shells from 9 multi-shot barrages boxes

Manner and Place of Storage of Fieworks Prior to Display (Subject to Approval of Fire Marshal or Designee)

Delivered to site day of show

Name and Address of Insurance Company (Certificate of Insurance must Accompany Application: \$5,000,000 Minimum)

Lexington Insurance Company Britton-Gallagher & Assoc. 6240 SOM Center Rd. Cleveland, OH 44139

Signature of Applicant

Date

Roger L. Bonney

4/19/2012

Township Use Only

Application Fee \$250.00

Inspection/Protection Fee \$350.00 minimum

Date Paid _____

Date Paid _____

Approved by: Fire Marshal

[Signature]

Date 07/09/2012

Director of Parks & Recreation

[Signature]

Date 7-9-12

Application for Fireworks Display Permit
 Michigan Department of Energy, Labor, & Economic Growth
 Bureau of Fire Services
 P.O. Box 30700
 Lansing, MI 48909
 (517) 241-8847

2012

Authority Compliance Penalty	1988 PA 358 Voluntary Permit will not be issued	The Department of Energy, Labor & Economic Growth will not discriminate against any individual or group because of race, sex, religion, age, national origin, color, marital status, disability, or political beliefs. If you need assistance with reading, writing, hearing, etc. under the Americans with Disabilities Act, you may make your needs known to this agency.
------------------------------------	---	---

<input checked="" type="checkbox"/> Public Display <input type="checkbox"/> Agricultural Pest Control		DATE OF APPLICATION April 19, 2012
NAME OF APPLICANT Delhi Township		ADDRESS 2074 Aurelius Rd. Holt, MI 48842
IF A CORPORATION, NAME OF PRESIDENT Mark Jenks		ADDRESS same
IF A NON-RESIDENT APPLICANT, NAME OF MICHIGAN ATTORNEY OR RESIDENT AGENT		TELEPHONE NUMBER
NAME OF PYROTECHNIC OPERATOR Night Magic Displays / Roger L. Bonney		ADDRESS 212 First St. Olivet, MI 49076
NO. YEARS EXPERIENCE 37	NO. DISPLAYS over 500	WHERE Howell, Lansing Lugnuts, Delta Township, Meridian Township, others
NAME OF ASSISTANT Ed Bonney		ADDRESS 446 Bates Jackson, MI 49202
NAME OF OTHER ASSISTANT Robert L. Schmidt		ADDRESS 948 Chickasaw Dr. Mason, MI 48854
EXACT LOCATION OF PROPOSED DISPLAY Kiwanis Park		CITY, Village, Township Holt MI
DATE OF PROPOSED DISPLAY Saturday, August 25, 2012		TIME OF PROPOSED DISPLAY approximately 9:40 PM
NUMBER OF FIREWORKS	KIND OF FIREWORKS TO BE DISPLAYED	
426	3" Aerial Shells	
155	4" Aerial Shells	
25	5" Aerial Shells	
574	assorted aerial shells from 9 multi-shot barrages boxes	
MANNER AND PLACE OF STORAGE PRIOR TO DISPLAY (Subject to Approval of Local Fire Authorities)		
Delivered to site on the day of show.		
AMOUNT OF BOND OR INSURANCE (To be set by local government) \$5,000,000	NAME OF BONDING CORPORATION OR INSURANCE COMPANY Britton-Gallagher & Assoc. (Lexington; Granite State; Maxum Indemnity; Liberty)	
ADDRESS OF BONDING CORPORATION OR INSURANCE COMPANY 6240 SOM Center Rd. Cleveland, OH 44139-2985		
SIGNATURE OF APPLICANT 		

FORM IS VALID FOR YEAR SHOWN ONLY

Permit for Fireworks Display
 Michigan Department of Energy, Labor, & Economic Growth
 Bureau of Fire Services
 P.O. Box 30700
 Lansing, MI 48909
 (517) 241-8847

2012

Authority Compliance Penalty	1968 PA 358 Required Misdemeanor	The Department of Energy, Labor & Economic Growth will not discriminate against any individual or group because of race, sex, religion, age, national origin, color, marital status, disability, or political beliefs. If you need assistance with reading, writing, hearing, etc. under the Americans with Disabilities Act, you may make your needs known to this agency.
------------------------------------	--	---

This permit is not transferable. Possession of this permit authorizes the herein named person to possess, transport and display fireworks in the amounts, for the purpose of and at the place listed below only.

<input checked="" type="checkbox"/> Public Display <input type="checkbox"/> Agricultural Pest Control		
ISSUED TO <i>Night Magic Displays / Roger L. Bonney</i>		AGE (18 or over) <i>72</i>
ADDRESS <i>212 First St. Olivet, MI 49076</i>		
NAME OF ORGANIZATION, GROUP, FIRM OR CORPORATION <i>Delhi Township</i>		
ADDRESS <i>2074 Aurelius Rd. Holt, MI 48842</i>		
NUMBER AND TYPES OF FIREWORKS		
<i>426</i>	<i>3" Aerial Shells</i>	
<i>155</i>	<i>4" Aerial Shells</i>	
<i>25</i>	<i>5" Aerial Shells</i>	
<i>574</i>	<i>assorted aerial shells from 9 multi-shot barrages boxes</i>	
EXACT LOCATION OF DISPLAY <i>Kiwanis Park</i>		
CITY, VILLAGE, TOWNSHIP <i>Holt MI</i>	DATE <i>August 25, 2012</i>	TIME <i>approximately 9:40 PM</i>
BOND OR INSURANCE FILED <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		AMOUNT <i>\$5,000,000</i>

Issued by action of the	<input type="checkbox"/> council	<input type="checkbox"/> commission	<input type="checkbox"/> board of
<input type="checkbox"/> city <input type="checkbox"/> village	<input type="checkbox"/> township of _____	on the _____	day of _____
_____ 20 _____			
_____ (Signature and Title of Council/Commission/Board Representative)			

FORM IS VALID FOR YEAR SHOWN ONLY

DELHI CHARTER TOWNSHIP

MEMORANDUM

TO: Delhi Township Board

FROM: John B. Elsinga, Township Manager

DATE: July 11, 2012

RE: 2012 Sidewalk Improvement Program Agreement – Able Concrete, Inc.

At the June 19, 2012 Board meeting, the Board awarded the 2012 Sidewalk Improvement Program bid to Able Concrete, Inc. who was the low responsive bidder in the amount of \$13,911.

Enclosed for your review and approval is the Agreement between Delhi Charter Township and Able Concrete, Inc. in the amount of \$13,911 for our 2012 Sidewalk Improvement Program. The Township will split the cost of the sidewalk replacement/repairs with the property owner. Therefore, we are estimating our maximum cost to be approximately \$7,000 with the remaining costs being assessed to the benefiting property owner. This Agreement has been reviewed and approved by our attorney, J. Richard Robinson. Therefore, I recommend the same.

RECOMMENDED MOTION:

To approve the Agreement between Delhi Charter Township and Able Concrete, Inc. in the amount of \$13,911 for the 2012 Sidewalk Improvement Program.

FORM OF
AGREEMENT BETWEEN OWNER & CONTRACTOR FOR CONSTRUCTION

THIS AGREEMENT, Made this 18th day of July, 2012, by and between Delhi Charter Township, party of the first part, commonly referred to herein as the OWNER, and Able Concrete Inc., party of the second part, commonly referred to herein as the CONTRACTOR;

WITNESSETH: That the said parties, each in consideration of the covenants and agreements on the part of the other herein contained, have covenanted and agreed, and do hereby covenant and agree, the party of the first part for itself, and the party of the second part, for itself and all its heirs, executors, administrators, and assigns, as set forth in the following ARTICLES OF AGREEMENT.

ARTICLE 1. CONTRACTOR'S OBLIGATION TO BUILD

It is agreed that the said CONTRACTOR shall provide all mobilization, bonds/insurances, staking/layout, maintaining traffic, subgrade cut/fill, sand subbase, concrete sidewalk, site restoration, and SESC measures associated with Delhi Township 2012 Sidewalk Replacements in the Delhi Charter Township, MI hereinafter called the PROJECT;

All in full accordance with and conformity to the Contract Documents for Delhi Township 2012 Sidewalk Replacements, a list of which is herein included and made a part of this agreement, and that he shall furnish all labor, materials, tools, power, permits, transportation, and construction equipment necessary therefore, excepting those things which are specifically stipulated therein to be furnished or done by the Owner and/or others.

ARTICLE 2. TIME OF COMPLETION

It is agreed hereby that upon receipt of the written notice to proceed, the Contractor shall commence the work in TEN (10) calendar days, and shall prosecute the work, as defined in the proposal, under this contract with all due diligence at such points and with such force and in such manner and at such rate as will bring all items of work to full completion by 5:00 p.m., Friday, August 17th, 2012; and that in the event that Contractor's delay, not excused in the manner prescribed in the specifications, shall occur, Contractor shall compensate the Owner in damages for expense, inconvenience, or other loss occasioned to Owner by such delay.

ARTICLE 3. CONTRACT SUM

The Owner shall pay the Contractor for his performance, subject to additions and deductions, in current funds as follows: \$13,911.00

The expense of making good any damages to the Project or premises and the removal and replacement of materials or work rejected or condemned by the Owner as failing to conform with the requirements of the plans and specifications, which in the opinion of the Owner has resulted from a lack of reasonable diligence on the part of the Contractor, shall not be charged as items of cost.

The Contractor's proposal as submitted shall become part of this agreement and unit prices stated therein shall be binding upon both parties.

ARTICLE 4. PAYMENTS

The OWNER shall make payments to the Contractor as specified herein:

- a. As of the last day of each month during which satisfactory progress has been made toward the final completion of the Project, the Contractor shall submit to the Owner an application for payment based upon the amount and value of the work which has been done under this contract during the month or since the date of the last previous estimate.

The Contractor shall submit, along with such application for payment, waiver of lien or sworn affidavits or other vouchers showing payments for materials for labor, payments to subcontractors and such other evidence of the Contractor's right to payment application, the Owner will pay to the Contractor on account a sum equal to ninety percent (90%) of the amount of such application, up to (50%) of the overall cost of the Contract, except that the said Owner may deduct and retain out of any such partial payment, a sum sufficient to meet any undischarged obligations of the Contractor for labor and/or materials incorporated in the work.

- b. As soon as practicable after the satisfactory completion of all work covered by this contract, the Contractor shall notify the Owner and request a final inspection of the Project; and, if the work is found satisfactory, shall submit to the Owner his request for final payment along with a sworn statement and conditional waiver of lien, or a receipt in full, from each manufacturer or dealer in materials covering all equipment and materials of every kind that have been furnished for this work or, in lieu of such receipt, he shall file a bill showing balance due on such equipment or materials. The Owner will then pay the Contractor except that the Owner may, at his option, deduct and retain such sums as he may deem to be necessary to meet the undischarged obligations of the Contractor for materials or labor expended upon this project.

The acceptance by the Contractor of this final payment shall operate as and be a release of the Owner from all claims and liability to the Contractor for anything done or furnished for or relating to the Project or for any act or neglect of the Owner or any persons relating to or affecting the Project.

- c. Progress payments shall be made in the following manner: A single check each month to Contractor.

ARTICLE 5. CONTRACT DOCUMENTS

The Contract Documents (See Special Requirements section 1.04 Contract Documents) are listed herein, and they are as fully a part of the Contract as if hereto attached or herein repeated: plan drawings entitled Delhi Township 2012 Sidewalk Replacements:

ARTICLE 6. NOTICES

Notices to Owner shall be deemed sufficient if in writing and mailed, postage prepaid, addressed to Delhi Charter Township, 2074 Aurelius Road Holt, Michigan 48842, or to such address as may be designated in writing by the OWNER from time to time.

Notices to Contractor shall be deemed sufficient if in writing and mailed, postage prepaid, addressed to: Able Concrete Inc., 1305 South Cedar Street Ste. 105, Lansing, Michigan 48910, or to such other address as may be designated in writing by Contractor from time to time.

ARTICLE 7. INDEPENDENT CONTRACTOR

No provision or term of this Agreement herein contained shall be construed by the parties or by any other person as one creating an employer-employee relationship. It is hereby expressly understood and agreed that Contractor is an independent Contractor.

ARTICLE 8. APPLICABILITY OF CONTRACT

This Agreement shall be governed by and construed in accordance with the laws of the State of Michigan applicable to contracts made and to be performed in this state. The invalidation of one or more terms of this contract shall not affect the validity of the remaining terms.

ARTICLE 9. WHOLE AGREEMENT CLAUSE

This written agreement embodies the entire agreement between the parties hereto. Any additions, deletions or modifications hereto must be in writing and signed by both parties.

IN WITNESS WHEREOF, Delhi Charter Township, as Owner, and

Able Concrete Inc., as Contractor,

have caused this Agreement to be signed this _____ day of July, 2012.

OWNER:

CONTRACTOR:

By _____
Signature

By _____
Signature

Evan Hope, Township Clerk
2074 Aurelius Road
Holt, MI 48842

Phone (517) 694-2136
Fax (517) 694-1289

Phone
Fax

Witness Signature

Witness Signature

DELHI CHARTER TOWNSHIP

M E M O R A N D U M

TO: Delhi Township Board Members

FROM: John B. Elsinga, Township Manager

DATE: July 12, 2012

RE: Award Bid for Washington Woods Sidewalk Project – Perfitt Excavating, Inc.

At the June 19, 2012 Township Board meeting, the Board approved a contract to complete the Campus Drive Sidewalk and Pedestrian Crossing at a cost of \$54,301 in which the Township is sharing the cost with the Holt Public Schools (\$27,150.50 each). Since the original estimate for this project was \$70,000 and the contract was approximately \$16,000 less, staff from both the Township and the Holt Public Schools discussed taking bids to see if it was feasible to construct a sidewalk from Washington Woods to the Campus Drive sidewalk to complete the Safe Routes 2 School loop and stay close to the original budget amount of \$70,000 or \$35,000 each.

Therefore, bids were received from six (6) companies with a low bid from Perfitt Excavating, Inc. in the amount of \$16,740. Perfitt Excavating is the same contractor performing the Campus Drive Sidewalk and Pedestrian Crossing project allowing them to complete the project at a more economical cost since they will already be on site. The Holt Public Schools will once again share the cost of this project. Therefore, I recommend the Board award the bid for the Washington Woods Sidewalk Project to Perfitt Excavating, Inc. in the amount of \$16,740 with the Township's share being \$8,370. Thanks to the SR2S grant monies, along with the cost sharing from the Holt Public Schools, the Township's costs for this project along with the entire Safe Routes 2 School loop will remain well below our sidewalk budget of \$150,000. Once the bid has been awarded, the contract documents will be drafted and reviewed by the Township's attorney. The contract documents will then be presented to the Board at a subsequent meeting for approval.

RECOMMENDED MOTION:

To award the bid for the Washington Woods Sidewalk Project to Perfitt Excavating, Inc. in the amount of \$16,740 to be shared with the Holt Public Schools for a total Township portion of \$8,370.



MEMORANDUM

TO: John Elsinga, Township Manager

FROM: Tracy L.C. Miller, Director of Community Development

DATE: Friday, July 13, 2012

RE: Bid for Washington Woods Sidewalk – Recommendation

We are currently in the process of constructing sidewalk along Campus Drive as a joint project with the Holt School District. The cost of that construction project is \$54,301, the Township's portion being \$27,150.50. As has been previously discussed, the original cost estimate for the Campus Drive sidewalk was \$70,000. When the actual bid came in \$15,699 less, the partners agreed that there may be an opportunity to complete an additional sidewalk connection within the original budget. To that end, we quickly worked to determine the best method for offering sidewalk connectivity between Washington Woods Elementary and the new Campus Drive Sidewalk (see attached). The Washington Woods sidewalk would create a complete sidewalk connection between Washington Road, Holt Road, the 9th Grade Campus, the High School and Horizon/ Washington Woods elementary schools (see map).

The Washington Woods sidewalk project was put out and low bid came back at \$16,740. The Township's share of this project would be \$8,370, bringing our total participation in construction costs for the entire project area to \$35,520, only \$520 more than our originally anticipated share of the \$70K estimated cost (\$35K). The impact of being able to add the Washington Woods connection is substantial and results in a much larger "bang for the buck" than what we had originally hoped for.

That being said, part of the proposed Washington Woods sidewalk would require an easement from the church located on the northeast corner of Holt Road and Campus Drive. Discussions with the pastor have been successful and it is anticipated that the church will provide the easement to the school district. Implementation of the Washington Woods sidewalk is dependent on this occurring and the process could take several weeks to complete.

In the interest of time and in hopes of increasing the chance for construction before winter, we need to complete as many steps as possible now. This will enable us to move quickly once the church land issue has been addressed. To that end, I'm recommending that the Township Board accept the bid from Perfitt Excavating, Inc. in the amount of \$16,740, under the following conditions: 1) that the Holt School District participates in 50% of the contract cost, and 2) that the necessary land easement with the church is completed.

Please let me know if you have any questions or require any additional information. I respectfully request that you forward this recommendation, along with your concurrence, to the Township Board for consideration and action at the July 17th meeting. Assuming the bid is accepted, I will continue to work with the district and other parties to finalize the necessary steps. The final contract documents will be presented to the Township Board for final approval at a future meeting. Thank you.



LANDSCAPE ARCHITECTS & PLANNERS, INC.

Landscape Architecture • Site Design • Land Planning
809 Center St., Suite 1, Lansing, Michigan 48906 - 517.485.5500 - info@lapinc.net

June 8, 2012

Ms. Tracy Miller, Director
Delhi Township Community Development
2074 Aurelius Road
Holt, Michigan 48842

RE: WASHINGTON WOODS SIDEWALK

Dear Ms. Miller,

Bids were opened for the Washington Woods Sidewalk project on June 7, 2012 at 2:00 pm EST at the Planning Directors Office for Delhi Charter Township. A total of six bids were submitted. The bids are in ascending order as follows:

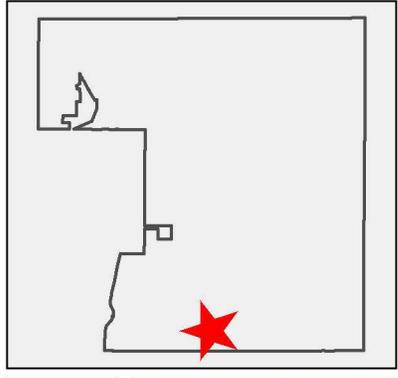
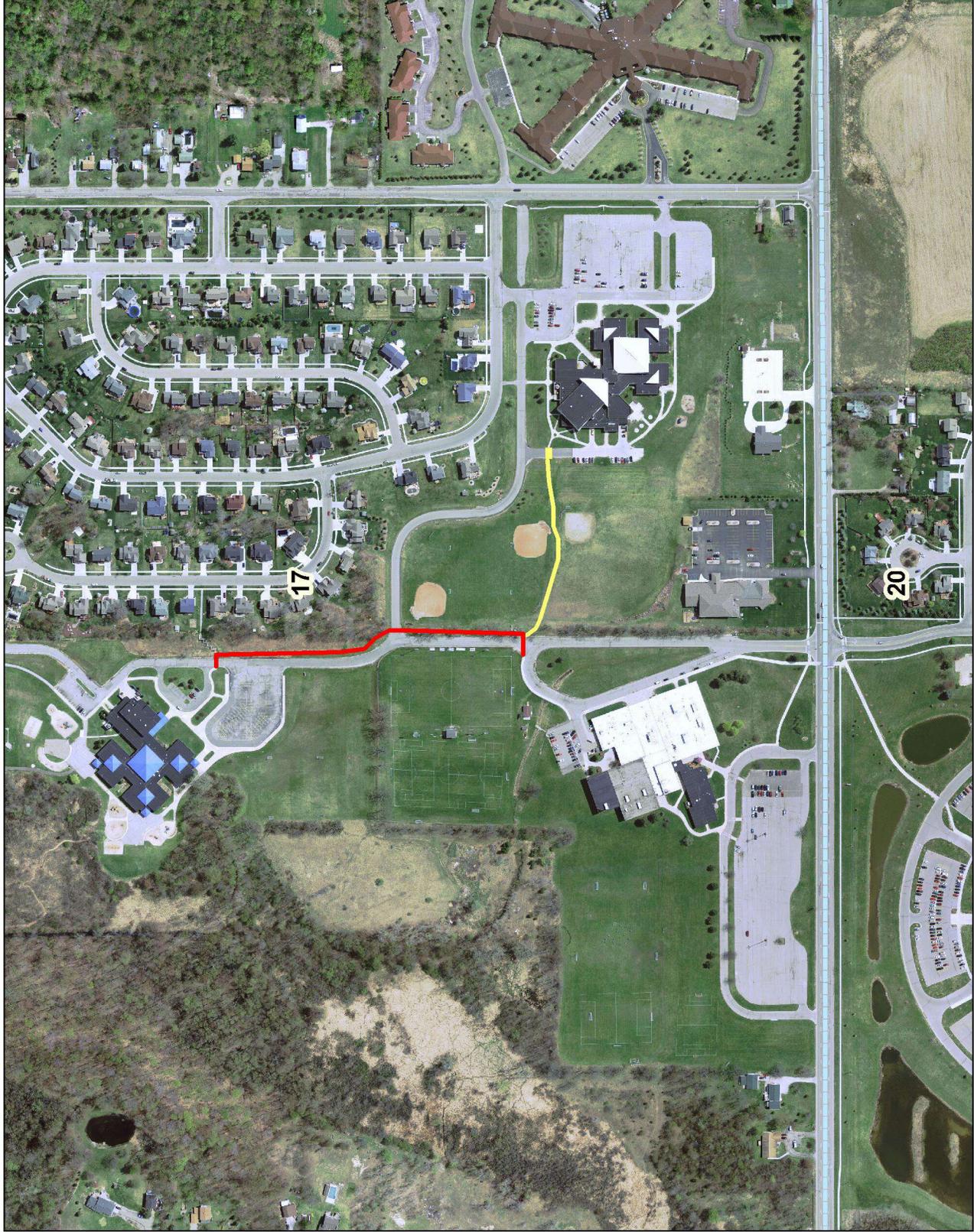
Perfitt Excavating, Inc.	Lump Sum Price	\$16,740.00
Rumsey & Sons Construction, Inc.	Lump Sum Price	\$22,309.00
Able Concrete, Inc.	Lump Sum Price	\$23,720.00
Moore Trospen Construction Co.	Lump Sum Price	\$24,435.00
E.T. MacKenzie Company.	Lump Sum Price	\$25,898.00
TJM Services LLC	Lump Sum Price	\$29,000.00

After having reviewed the references of the low bidder, LAP recommends Perfitt Excavating, Inc., 1957 Seven Gables Road, Dansville, MI 48819, to be awarded the Washington Woods Sidewalk project for a total bid amount of **\$16,740.00**. Please contact us if you have any questions or need additional information.

Sincerely,

Robert Ford
Landscape Architect

SIDEWALK CONNECTIVITY



Legend

Section Lines



CAMPUS DRIVE SIDEWALK



WASHINGTON WOODS
SIDEWALK



1 inch = 438.1 feet

Notes:

This map is intended for use as generalized township wide planning and there are no warranties that accompany this product. The Township recommends users of this map to confirm the data used in this map by visual inspection of the geographic area. The township is not liable for decisions made with the use of this product.

Map Source: Delhi Charter Township
Map Printed: Thursday, July 12, 2012



DELHI CHARTER TOWNSHIP**MEMORANDUM**

TO: Delhi Township Board Members

FROM: John B. Elsinga, Township Manager

DATE: July 12, 2012

RE: Extension of Water System Agreement between Delhi Township and the Lansing Board of Water and Light

Enclosed for your review and approval is a Water System Agreement Extension between Delhi Charter Township and the Lansing Board of Water and Light.

In 1972 Delhi Township entered into a 40 year Agreement with the Lansing Board of Water and Light to provide a treated water supply and distribution system throughout our community as a retail customer. This Agreement expires in August this year and it is our plan to extend the Agreement an additional 40 years. We have been engaged in negotiations to incorporate some changes to the Agreement for the benefit of both parties. We expect these negotiations to be completed by the end of this calendar year and therefore request an extension from August 2012 until January 2013 to complete any changes that both parties may agree to incorporate.

Recommended Motion:

To approve the Water System Agreement Extension between Delhi Charter Township and the Lansing Board of Water and Light effective through January 31, 2013.

APPROVED
Brandie LCB
BOARD OF WATER & LIGHT
LEGAL COUNSEL
Date June 15-12

**WATER SYSTEM AGREEMENT EXTENSION
BETWEEN
DELHI CHARTER TOWNSHIP AND
LANSING BOARD OF WATER AND LIGHT**

This Certificate of Extension No. 1 (Extension) of the Water System Agreement (Agreement) dated August 15, 1972 is entered into and signed this 21st day of June, 2012 by and between the City of Lansing by its Board of Water and Light (Board) and the Charter Township of Delhi (Township). This Extension shall serve to extend the Agreement until January 31, 2013.

In consideration of the mutual agreements and promises contained herein, the parties mutually covenant and agree to extend the Agreement in accordance with this Certificate of Extension No. 1. Except as modified herein, the Agreement shall remain in full force and effect. This Extension shall inure to the benefit of the parties.

WITNESS

Shoni Galation

CITY OF LANSING BY ITS
BOARD OF WATER AND LIGHT

J. Peter Lark

J. PETER LARK
Its: General Manager

Danielle Miller

M. Denise Griffin

M. DENISE GRIFFIN
Its: Corporate Secretary

WITNESS

CHARTER TOWNSHIP OF DELHI

STUART GOODRICH
Its: SUPERVISOR

EVAN HOPE
Its: City Clerk

DELHI CHARTER TOWNSHIP

MEMORANDUM

TO: Delhi Township Board of Trustees

FROM: John B. Elsinga, Township Manager

DATE: July 17, 2012

RE: Resolution No. 2012-005 – Road Improvement and Special Assessment District – Ivywood Subdivision South

Enclosed for your review and approval is Resolution No. 2012-005 which is the first of five resolutions initiating a road improvement project and special assessment district for Ivywood Subdivision South (Camperdown Drive, Mayapple Lane and Whistlewood Way).

On July 10, 2012 Bill Conklin, staff and I met with the residents of Ivywood Subdivision who expressed an interest in road improvements for their subdivision. Several options were discussed along with the special assessment process. The residents decided on which type of road improvement they would find most beneficial and on Monday, July 16, 2012, petitions were turned into the Clerk's Office representing over 61% of property owners (58% of front footage) who were in favor of proceeding with the road improvements along with establishing a special assessment district to pay for them.

Therefore, I recommend the Township Board adopt Resolution No. 2012-005 which is the first of five resolutions and initiates a Special Assessment District to defray the cost of construction for road improvements for Ivywood Subdivision South. Subsequent to approval, the Board will be asked to adopt the second of five resolutions which will then set a public hearing to hear comments on said road improvement and special assessment district.

RECOMMENDED MOTION:

To adopt Resolution No. 2012-005, which is the first of five resolutions to initiate a Special Assessment District to defray the cost of construction for road improvements for Ivywood Subdivision South.



MEMORANDUM

TO: John B. Elsinga, Township Manager

FROM: Tracy L.C. Miller, Director of Community Development

DATE: Tuesday, July 17, 2012

RE: Street Improvements – Ivywood Subdivision South (of Sandhill Road)

On July 10th, at the request of interested neighbors, staff met with residents of the Ivywood subdivision regarding their options for implementation of street improvements. In addition to our attendance at the meeting, Bill Conklin from the Ingham County Department of Roads and Transportation (ICDRT) was also there. Information was provided regarding possible road-fix alternatives, costs of each option and the special assessment process. Importantly, it was explained that if the neighbors wanted the improvements to occur yet this construction season, creation of the required special assessment district would have to be accomplished entirely within the next several weeks. In order to do this, the neighbors would need to return petitions to the Township offices quickly which included valid signatures of more than 50% of the benefitted properties.

The residents in attendance agreed on the desired level of road improvements (level 2 in the informational materials) to include the hot in place pavement recycling with a 1 to 1 ½ inch asphalt overlay. They took petitions to circulate within the neighborhood. In a desire to proceed with the improvements quickly, petitions for the south section (i.e. south of Sandhill Road) were returned yesterday afternoon. The petitions were validated and it was confirmed that the valid signatures represented 61.36% of the total benefitted properties and more than 58% of the frontage within the proposed district. The petition language confirms the neighborhoods understanding that a special assessment district will be created to defray 100% of the cost of the project and that the total cost may be divided into seven equal annual installments that would include interest.

Therefore, in the interest of time, attached please find the first and second resolutions of the total five required resolutions necessary for the establishment of a special assessment district. I would request they be considered as a late agenda item at tonight's meeting. The second resolution sets the required public hearing for the August 8th meeting. I've attached some of the background information for the Board also. Please let me know if there is anything additional that you need at this time. Thank you.

DELHI CHARTER TOWNSHIP

RESOLUTION 2012 - 005

THIS IS THE FIRST OF FIVE RESOLUTIONS REQUIRED FOR INITIATION OF A ROAD IMPROVEMENT AND TO DEFRAY THE COST THEREOF BY SPECIAL ASSESSMENT ON THE BENEFITED PROPERTIES PURSUANT TO PA 1954 NO. 188 (MCL 41.721 *et seq.*) AND SPECIFICALLY FOR THE CONSTRUCTION OF STREET IMPROVEMENTS FOR CAMPERDOWN DRIVE, MAYAPPLE LANE AND WHISTLEWOOD WAY.

At a Regular Meeting of the Township Board, of the Charter Township of Delhi, Ingham County, Michigan, held at the Community Services Center, 2074 Aurelius Road, Holt, Michigan on Tuesday, the 17th day of July, 2012, at 7:30 p.m.

PRESENT:

ABSENT:

The following Resolution was offered by _____ and supported by _____.

WHEREAS, petitions have been filed with the Township Board of the Charter Township of Delhi, County of Ingham, Michigan, pursuant to Act 188, Public Acts of Michigan, 1954, as amended, signed by the record owners of more than fifty percent (50%) of the total benefitting properties of the proposed special assessment district set forth in said petitions for the improvements described as follows;

Construction of street improvements to include hot in place pavement recycling with a 1" to 1.5" overlay on Camperdown Drive, Mayapple Lane and Whistlewood Way, and

WHEREAS, said petition has been verified as to signature, ownership and percentage of ownership; and

WHEREAS, the Township Board desires to proceed on said petitions.

NOW, THEREFORE, IT IS RESOLVED THAT:

1. That the Ingham County Department of Roads and Transportation is hereby requested to prepare any necessary plans showing the proposed improvements, the location thereof, and estimates of the costs thereof, pursuant to the project described above.

2. When the plans and estimates are completed, the Ingham County Department of Roads and Transportation is hereby directed to submit same for filing with the Township Clerk.
3. All resolutions and parts of resolutions insofar as they are in conflict with the provisions of this resolution are and the same are hereby rescinded.

AYES:

NAYS:

ABSENT:

The foregoing Resolution declared adopted on the date written above.

Evan Hope, Township Clerk

STATE OF MICHIGAN)

) ss

COUNTY OF INGHAM)

I, the undersigned, the duly qualified Clerk of the Charter Township of Delhi, Ingham County, Michigan, DO HEREBY CERTIFY that the foregoing is a true and complete copy of the proceedings taken by the Township Board at a regular meeting held on the 17th day of July, 2012.

IN WITNESS WHEREOF, I have affixed my official signature this ____ day of _____, 2012.

Evan Hope, Township Clerk

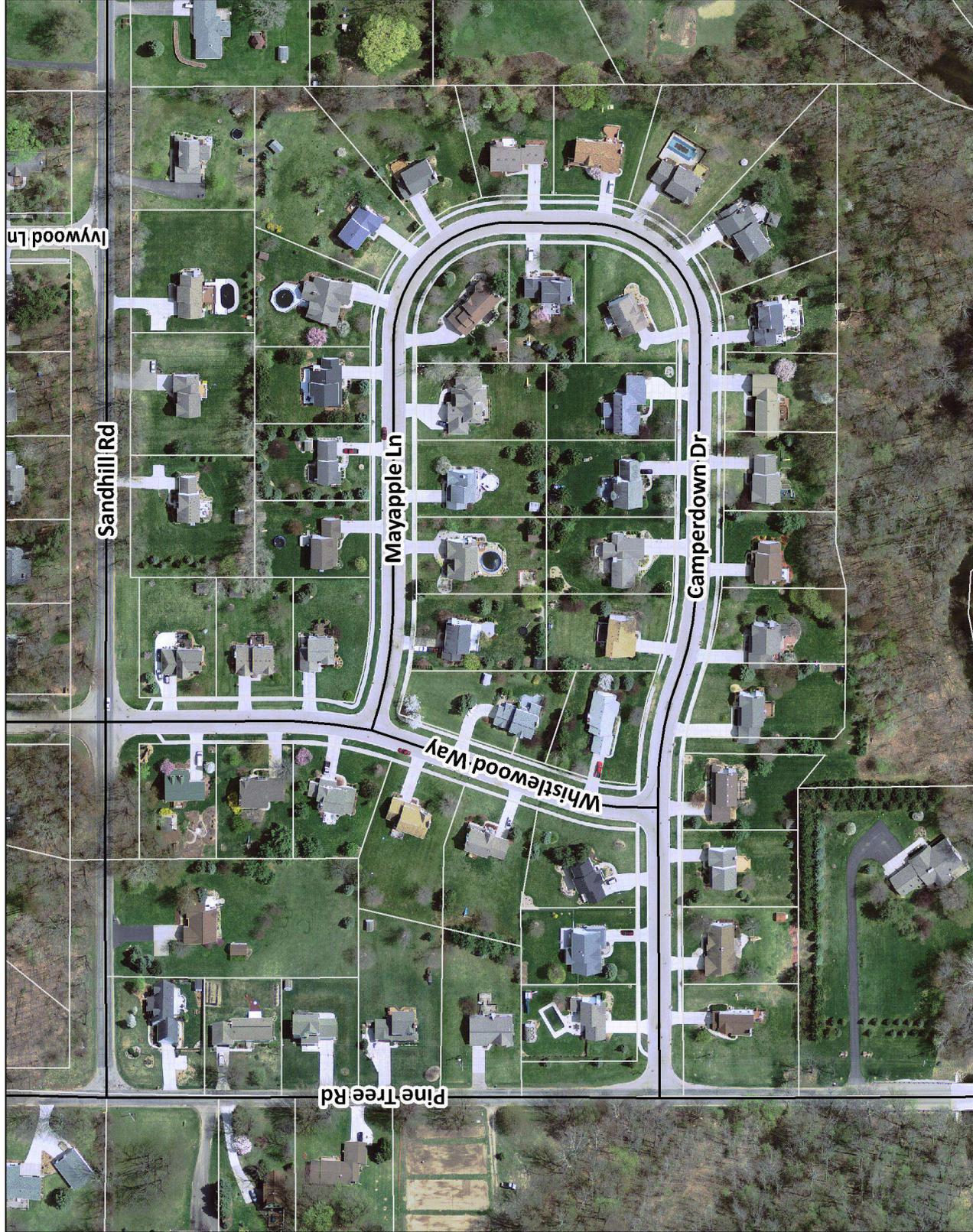
IVYWOOD SUBDIVISION - NORTH AND SOUTH / ROAD IMPROVEMENT PROJECT

7/9/2012

<u>Description of Improvement Type</u>	<u>Estimated Pre-Bid Cost*</u>	<u>Est. Per Lot Cost*</u>	<u># Years Cost Could be Spread Over</u>	<u>Annual Assessment @ est. 5% interest</u>
Level 1 micro-surfacing; not recommended by ICDTR, estimated life of only 3 to 5 years	\$51,000 north \$35,000 south	\$910.71 \$795.45	3	\$334.42 \$292.10
Level 2 HIPR and 1" to 1.5" overlay; recommended by ICDTR, estimated life 7 to 10 years	\$105,000 north \$75,000 south	\$1,875.00 \$1,704.55	7	\$324.04 \$294.58
Level 3 Remove existing pavement and replace with 3" 2-course asphalt; very nice project, but maybe overkill in opinion of ICDTR, estimated life of 15 to 20 years	\$160,000 north \$113,000 south	\$2,857.14 \$2,568.18	15	\$275.26 \$247.42

* Final Assessment will be established using the final bid price for the work and actual interest charged.

Ivywood South

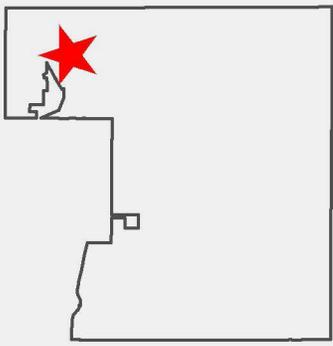


This map is intended for use as generalized township wide planning and there are no warranties that accompany this product. The Township recommends users of this map to confirm the data used in this map by visual inspection of the geographic area. The township is not liable for decisions made with the use of this product.

Map Source: Delhi Charter Township
 Map Printed: Tuesday, July 10, 2012

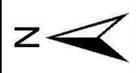


Notes:



Legend

- +— Railroad
- Streets
- - - Proposed Roads
- Active Roads
- Lot Lines



1 inch = 189.8 feet

DELHI CHARTER TOWNSHIP

MEMORANDUM

TO: Delhi Township Board of Trustees

FROM: John B. Elsinga, Township Manager

DATE: July 17, 2012

RE: Resolution No. 2012-006 – Set Public Hearing – Road Improvement Special Assessment District – Ivywood Subdivision South

Subject to the Township Board adopting Resolution No. 2012-006 (the first of five resolutions), enclosed is the second of five resolutions which sets a public hearing to determine the need and necessity of the road improvements for the proposed Ivywood Subdivision South Assessment District.

RECOMMENDED MOTION:

To adopt Resolution No. 2012-006, which is the second of five resolutions in which plans and estimates for the construction of road improvements for the proposed Ivywood Subdivision South Special Assessment District be filed with the Township Clerk, and sets a public hearing for August 8, 2012 at 8:00 p.m. to determine its need and necessity.



MEMORANDUM

TO: John B. Elsinga, Township Manager

FROM: Tracy L.C. Miller, Director of Community Development

DATE: Tuesday, July 17, 2012

RE: Street Improvements – Ivywood Subdivision South (of Sandhill Road)

On July 10th, at the request of interested neighbors, staff met with residents of the Ivywood subdivision regarding their options for implementation of street improvements. In addition to our attendance at the meeting, Bill Conklin from the Ingham County Department of Roads and Transportation (ICDRT) was also there. Information was provided regarding possible road-fix alternatives, costs of each option and the special assessment process. Importantly, it was explained that if the neighbors wanted the improvements to occur yet this construction season, creation of the required special assessment district would have to be accomplished entirely within the next several weeks. In order to do this, the neighbors would need to return petitions to the Township offices quickly which included valid signatures of more than 50% of the benefitted properties.

The residents in attendance agreed on the desired level of road improvements (level 2 in the informational materials) to include the hot in place pavement recycling with a 1 to 1 ½ inch asphalt overlay. They took petitions to circulate within the neighborhood. In a desire to proceed with the improvements quickly, petitions for the south section (i.e. south of Sandhill Road) were returned yesterday afternoon. The petitions were validated and it was confirmed that the valid signatures represented 61.36% of the total benefitted properties and more than 58% of the frontage within the proposed district. The petition language confirms the neighborhoods understanding that a special assessment district will be created to defray 100% of the cost of the project and that the total cost may be divided into seven equal annual installments that would include interest.

Therefore, in the interest of time, attached please find the first and second resolutions of the total five required resolutions necessary for the establishment of a special assessment district. I would request they be considered as a late agenda item at tonight's meeting. The second resolution sets the required public hearing for the August 8th meeting. I've attached some of the background information for the Board also. Please let me know if there is anything additional that you need at this time. Thank you.

DELHI CHARTER TOWNSHIP

RESOLUTION 2012-006

THIS IS THE SECOND OF FIVE RESOLUTIONS IN WHICH PLANS AND ESTIMATES FOR THE CONSTRUCTION OF STREET IMPROVEMENTS FOR CAMPERDOWN DRIVE, MAYAPPLE LANE AND WHISTLEWOOD WAY ARE ON FILE WITH THE CLERK AND SETTING A PUBLIC HEARING FOR AUGUST 8, 2012 AT 8:00 O'CLOCK P.M. TO DETERMINE THE NEED AND NECESSITY FOR DISTRICT.

At a Regular Meeting of the Township Board, of the Charter Township of Delhi, Ingham County, Michigan, held at the Community Services Center, 2074 Aurelius Road, Holt, Michigan on Tuesday, the 17th day of July, 2012, at 7:30 o'clock p.m.

PRESENT:

ABSENT:

The following Resolution was offered by _____ and supported by _____.

WHEREAS, the Township Board of the Charter Township of Delhi deems it advisable and necessary for the public health, safety and welfare of the Township and its inhabitants to cause the implementation of the following described street improvements:

Construction of street improvements to include hot in place pavement recycling with a 1" to 1.5" overlay on Camperdown Drive, Mayapple Lane and Whistlewood Way, and

and to defray the cost thereof by special assessment against the properties specially benefitted thereby; and

WHEREAS, petitions for the same have been received by the Township Board, and

WHEREAS, the Township Board desires to proceed further with the improvements.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The Township Board does hereby tentatively declare its intention to make the described street improvement and does hereby tentatively designate the special

assessment district against which the entire cost of the improvement will be assessed, said district being described as set forth in Exhibit A attached hereto and made a part hereof by reference.

2. The plans and cost estimates relating to said improvement shall be placed on file in the office of the Township Clerk and shall be available for public examination.
3. The Township Board shall meet in the Community Services Center, 2074 Aurelius Road, Holt, Michigan on August 8, 2012 at 8:00 o'clock p.m., at which time and place the Township Board will hear objections to the petition, the improvements, and to the special assessment district therefor.
4. The Township Clerk shall cause notice of such hearing to be published twice in a newspaper circulated within the Township, with the first publication to appear at least ten (10) days before the date of the hearing. In addition, the Clerk, by first class mail, shall give notice to each record owner of, or party of interest in, the property to be assessed whose name appears on the last Township assessment records at least then (10) days before the date of the hearing. For purpose of this notice, the "last Township tax assessment record" means the last assessment roll for ad valorem tax purposes which was reviewed by the Board of Review as supplemented by any subsequent changes in the name and address of the owners or parties listed on that roll. If a record owner's name does not appear on those records, notice shall be given by first class mail addressed to the record owner at the address shown on the record of the County Register of Deeds at least ten (10) days before the date of the hearing.
5. The form of said notice shall be in substantially the form found in Exhibit B of this Resolution.
6. All Resolution and parts of resolution insofar as they conflict with the provisions of this resolution be and the same are hereby rescinded.

AYES:

NAYS:

ABSENT:

The foregoing Resolution declared adopted on the date written above.

7/17/2012 Twp. Bd. Mtg.

Evan Hope, Township Clerk

STATE OF MICHIGAN)

)ss

COUNTY OF INGHAM)

I, the undersigned, the duly qualified Clerk of the Charter Township of Delhi, Ingham County, Michigan, DO HEREBY CERTIFY that the foregoing is a true and complete copy of the proceedings taken by the Township Board at a regular meeting held on the 17th day of July, 2012.

IN WITNESS WHEREOF, I have affixed my official signature this ____ day of July, 2012.

Evan Hope, Township Clerk

Resolution No. 2012-006
Exhibit A – Tentative Special Assessment District

*Tentative Special Assessment District for Ivywood Subdivision South (of Sandhill Road)
 Camperdown Drive, Mayapple Lane and Whistlewood Way
 Each property listed below represents 1 equal benefit.*

33-25-05-12-102-005	BIRD, SHANE	3919 MAYAPPLE LANE	LANSING	MI	48911	3919 MAYAPPLE LANE
33-25-05-12-102-011	ZIOLKOWSKI, THOMAS M AND JENNIFER L	3940 CAMPERDOWN DRIVE	LANSING	MI	48911	3940 CAMPERDOWN DRIVE
33-25-05-12-103-001	SCHRAMM, TIMOTHY D & LISA J	2920 PINE TREE ROAD	LANSING	MI	48911	2920 PINE TREE ROAD
33-25-05-12-101-013	BUTTERY, ROBERT E & AMY V	2979 WHISTLEWOOD WAY	LANSING	MI	48911	2979 WHISTLEWOOD WAY
33-25-05-12-101-014	SAMUELSON, LARCUM C AND MERRY S	2965 WHISTLEWOOD WAY	LANSING	MI	48911	2965 WHISTLEWOOD WAY
33-25-05-12-103-018	MANOLAKOUDIS, BILL & JANELLE	3896 MAYAPPLE LANE	LANSING	MI	48911	3896 MAYAPPLE LANE
33-25-05-12-103-023	TAYLOR, JAMES L & PAMELA J	2970 WHISTLEWOOD WAY	LANSING	MI	48911	2970 WHISTLEWOOD WAY
33-25-05-12-101-018	STEVENS, RUSSEL G & LINDA	3980 CAMPERDOWN DRIVE	LANSING	MI	48911	3980 CAMPERDOWN DRIVE
33-25-05-12-103-025	WHITE, JANICE R	2990 WHISTLEWOOD WAY	LANSING	MI	48911	2990 WHISTLEWOOD WAY
33-25-05-12-103-021	BOND, BRUCE D & KESTER, LISA M	3920 MAYAPPLE LANE	LANSING	MI	48911	3920 MAYAPPLE LANE
33-25-05-12-103-012	RIED, LYNN E	3905 CAMPERDOWN DRIVE	LANSING	MI	48911	3905 CAMPERDOWN DRIVE
33-25-05-12-103-004	HIGGINS, JANICE M	3975 CAMPERDOWN DRIVE	LANSING	MI	48911	3975 CAMPERDOWN DRIVE
33-25-05-12-103-015	NELSON, MARK S & MARTHA L	3880 MAYAPPLE LANE	LANSING	MI	48911	3880 MAYAPPLE LANE
33-25-05-12-103-005	GRAHAM, VICKI L & SHARP, CHARLES A	3965 CAMPERDOWN DRIVE	LANSING	MI	48911	3965 CAMPERDOWN DRIVE
33-25-05-12-102-001	FAUSSIE, DANIEL C & JULIE A	1343 HARVARD ROAD	GROSSE POINTE	MI	48230-1133	2950 WHISTLEWOOD WAY
33-25-05-12-103-011	POLLACK, MICHAEL J & BARBARA W	3915 CAMPERDOWN DRIVE	LANSING	MI	48911	3915 CAMPERDOWN DRIVE
33-25-05-12-103-009	MACK, DAVID & NILSA	3935 CAMPERDOWN DRIVE	LANSING	MI	48911	3935 CAMPERDOWN DRIVE
33-25-05-12-103-014	MEDINA, ERENA A	3885 CAMPERDOWN DRIVE	LANSING	MI	48911	3885 CAMPERDOWN DRIVE
33-25-05-12-103-016	STEARNS, KARL & LINDA A	3886 MAYAPPLE LANE	LANSING	MI	48911	3886 MAYAPPLE LANE
33-25-05-12-103-022	SPRAGUE, TROY L & KAREN J	3930 MAYAPPLE LANE	LANSING	MI	48911	3930 MAYAPPLE LANE
33-25-05-12-101-017	MAROLF, RODNEY D & CATHY J	3970 CAMPERDOWN DRIVE	LANSING	MI	48911	3970 CAMPERDOWN DRIVE
33-25-05-12-102-010	KIRK, GLENN D & JOYCE V	3930 CAMPERDOWN DRIVE	LANSING	MI	48911	3930 CAMPERDOWN DRIVE
33-25-05-12-101-016	BRICARELL JUSTIN R/WRIGHT JENNIFER	2945 WHISTLEWOOD WAY	LANSING	MI	48911	2945 WHISTLEWOOD WAY
33-25-05-12-103-020	WOODS, MICHAEL L	3910 MAYAPPLE LANE	LANSING	MI	48911	3910 MAYAPPLE LANE
33-25-05-12-102-003	WESAW, MATTHEW J & GLORIA J	3939 MAYAPPLE LANE	LANSING	MI	48911	3939 MAYAPPLE LANE
33-25-05-12-101-012	PETERSON, BRIAN & LISA	2989 WHISTLEWOOD WAY	LANSING	MI	48911	2989 WHISTLEWOOD WAY
33-25-05-12-103-019	HANRAHAN, DANIEL M & CONNIE G	3900 MAYAPPLE LANE	LANSING	MI	48911	3900 MAYAPPLE LANE
33-25-05-12-101-015	LYON, JASON M	2955 WHISTLEWOOD WAY	LANSING	MI	48911	2955 WHISTLEWOOD WAY
33-25-05-12-103-013	CHENEY, ROGER D & CHRISTINE E	3895 CAMPERDOWN DRIVE	LANSING	MI	48911	3895 CAMPERDOWN DRIVE
33-25-05-12-103-017	STAPLES, CHERYL L TRUST	3890 MAYAPPLE LANE	LANSING	MI	48911	3890 MAYAPPLE LANE
33-25-05-12-102-007	DRAYTON, VERNON W & LINDA D	759 SPARLING DRIVE	SAGINAW	MI	48609	3899 MAYAPPLE LANE
33-25-05-12-103-003	BACHMAN, KARL W & TONI M	3985 CAMPERDOWN DRIVE	LANSING	MI	48911	3985 CAMPERDOWN DRIVE
33-25-05-12-102-008	DOTSON, KATHRYN & NICHOLAS	3910 CAMPERDOWN DRIVE	LANSING	MI	48911	3910 CAMPERDOWN DRIVE
33-25-05-12-103-010	HULTIN, KRISTOFER L & MARY LEE	3925 CAMPERDOWN DRIVE	LANSING	MI	48911	3925 CAMPERDOWN DRIVE
33-25-05-12-102-013	GOULET, DOUGLAS R & DONNA	3960 CAMPERDOWN DRIVE	LANSING	MI	48911	3960 CAMPERDOWN DRIVE
33-25-05-12-102-004	ROBINSON, RANDALL G & KAREN J	3929 MAYAPPLE LANE	LANSING	MI	48911	3929 MAYAPPLE LANE
33-25-05-12-103-008	NEWMAN, JAMI & BENJAMIN	3945 CAMPERDOWN DRIVE	LANSING	MI	48911	3945 CAMPERDOWN DRIVE
33-25-05-12-102-002	KRIEGER, WILLIAM	3949 MAYAPPLE LANE	LANSING	MI	48911	3949 MAYAPPLE LANE
33-25-05-12-103-024	BORTNICHAK, CHRISTOPHER & REBECCA	2980 WHISTLEWOOD WAY	LANSING	MI	48911	2980 WHISTLEWOOD WAY
33-25-05-12-102-009	MOORE, CHARLES O & LINDA L	3920 CAMPERDOWN DRIVE	LANSING	MI	48911	3920 CAMPERDOWN DRIVE
33-25-05-12-103-007	LUDWIG, TRENT R.D. & LISA C	3955 CAMPERDOWN DRIVE	LANSING	MI	48911	3955 CAMPERDOWN DRIVE
33-25-05-12-102-006	QUASARANO, THOMAS	3909 MAYAPPLE LANE	LANSING	MI	48911	3909 MAYAPPLE LANE
33-25-05-12-101-019	BYRD, BRINDLEY & SUSAN	3990 CAMPERDOWN DRIVE	LANSING	MI	48911	3990 CAMPERDOWN DRIVE
33-25-05-12-102-012	BODINE, MATTHEW A & SHAWNA A	3950 CAMPERDOWN DRIVE	LANSING	MI	48911	3950 CAMPERDOWN DRIVE

Resolution No. 2012-006**Exhibit B – Proposed Notice of Public Hearing**

NOTICE OF HEARING
 DELHI TOWNSHIP RESIDENTS
 TO THE OWNERS OF THE FOLLOWING PROPERTY:

33-25-05-12-102-005	3919 MAYAPPLE LANE	33-25-05-12-102-010	3930 CAMPERDOWN DRIVE
33-25-05-12-102-011	3940 CAMPERDOWN DRIVE	33-25-05-12-101-016	2945 WHISTLEWOOD WAY
33-25-05-12-103-001	2920 PINE TREE ROAD	33-25-05-12-103-020	3910 MAYAPPLE LANE
33-25-05-12-101-013	2979 WHISTLEWOOD WAY	33-25-05-12-102-003	3939 MAYAPPLE LANE
33-25-05-12-101-014	2965 WHISTLEWOOD WAY	33-25-05-12-101-012	2989 WHISTLEWOOD WAY
33-25-05-12-103-018	3896 MAYAPPLE LANE	33-25-05-12-103-019	3900 MAYAPPLE LANE
33-25-05-12-103-023	2970 WHISTLEWOOD WAY	33-25-05-12-101-015	2955 WHISTLEWOOD WAY
33-25-05-12-101-018	3980 CAMPERDOWN DRIVE	33-25-05-12-103-013	3895 CAMPERDOWN DRIVE
33-25-05-12-103-025	2990 WHISTLEWOOD WAY	33-25-05-12-103-017	3890 MAYAPPLE LANE
33-25-05-12-103-021	3920 MAYAPPLE LANE	33-25-05-12-102-007	3899 MAYAPPLE LANE
33-25-05-12-103-012	3905 CAMPERDOWN DRIVE	33-25-05-12-103-003	3985 CAMPERDOWN DRIVE
33-25-05-12-103-004	3975 CAMPERDOWN DRIVE	33-25-05-12-102-008	3910 CAMPERDOWN DRIVE
33-25-05-12-103-015	3880 MAYAPPLE LANE	33-25-05-12-103-010	3925 CAMPERDOWN DRIVE
33-25-05-12-103-005	3965 CAMPERDOWN DRIVE	33-25-05-12-102-013	3960 CAMPERDOWN DRIVE
33-25-05-12-102-001	2950 WHISTLEWOOD WAY	33-25-05-12-102-004	3929 MAYAPPLE LANE
33-25-05-12-103-011	3915 CAMPERDOWN DRIVE	33-25-05-12-103-008	3945 CAMPERDOWN DRIVE
33-25-05-12-103-009	3935 CAMPERDOWN DRIVE	33-25-05-12-102-002	3949 MAYAPPLE LANE
33-25-05-12-103-014	3885 CAMPERDOWN DRIVE	33-25-05-12-103-024	2980 WHISTLEWOOD WAY
33-25-05-12-103-016	3886 MAYAPPLE LANE	33-25-05-12-102-009	3920 CAMPERDOWN DRIVE
33-25-05-12-103-022	3930 MAYAPPLE LANE	33-25-05-12-103-007	3955 CAMPERDOWN DRIVE
33-25-05-12-101-017	3970 CAMPERDOWN DRIVE	33-25-05-12-102-006	3909 MAYAPPLE LANE
33-25-05-12-102-012	3950 CAMPERDOWN DRIVE	33-25-05-12-101-019	3990 CAMPERDOWN DRIVE

PLEASE TAKE NOTICE that the Township Board of the Charter Township of Delhi, Pursuant to PA 1954 No. 188, and acting on a proper petition signed by the record owners of more than fifty percent (50%) of the total benefitting properties of the proposed special assessment district set forth in said petition intends to cause the following improvements:

Construction of street improvements to include hot in place pavement recycling with a 1" to 1.5" overlay on Camperdown Drive, Mayapple Lane and Whistlewood Way

and to defray the costs thereof by special assessment against the properties specially benefitted thereby.

The Township Board has caused plans and cost estimates to be prepared and placed in the office of the Township Clerk for public examination.

If periodic re-determinations of the cost are necessary without a change in the special assessment district, such re-determinations may be made without further notice to record owners or to parties in interest as to said properties.

TAKE FURTHER NOTICE that the Township Board will meet on Wednesday, August 8, 2012, at 8:00 p.m. at the Community Service Center, 2074 Aurelius Road, Holt, Michigan, for the purpose of hearing objections to the petition, the improvements, or to the special assessment district consisting of the properties identified above.

Appearance and protest at the hearing is required in order to appeal the special assessment to the State Tax Tribunal. A property owner or party in interest, or his or her agent, may appear in person at the hearing to protest the special assessment or may file his or her appearance or protest by letter, and his or her personal appearance will not be required. Petitions contesting the assessment must be filed with the Michigan Tax Tribunal within thirty (30) days from the date the special assessment roll is confirmed.

Evan Hope, Township Clerk

Roy W. Sweet
Treasurer
2074 Aurelius Road
Holt, Mi 48842
517-694-0333 X3014

Delhi Charter Township

July 11, 2012

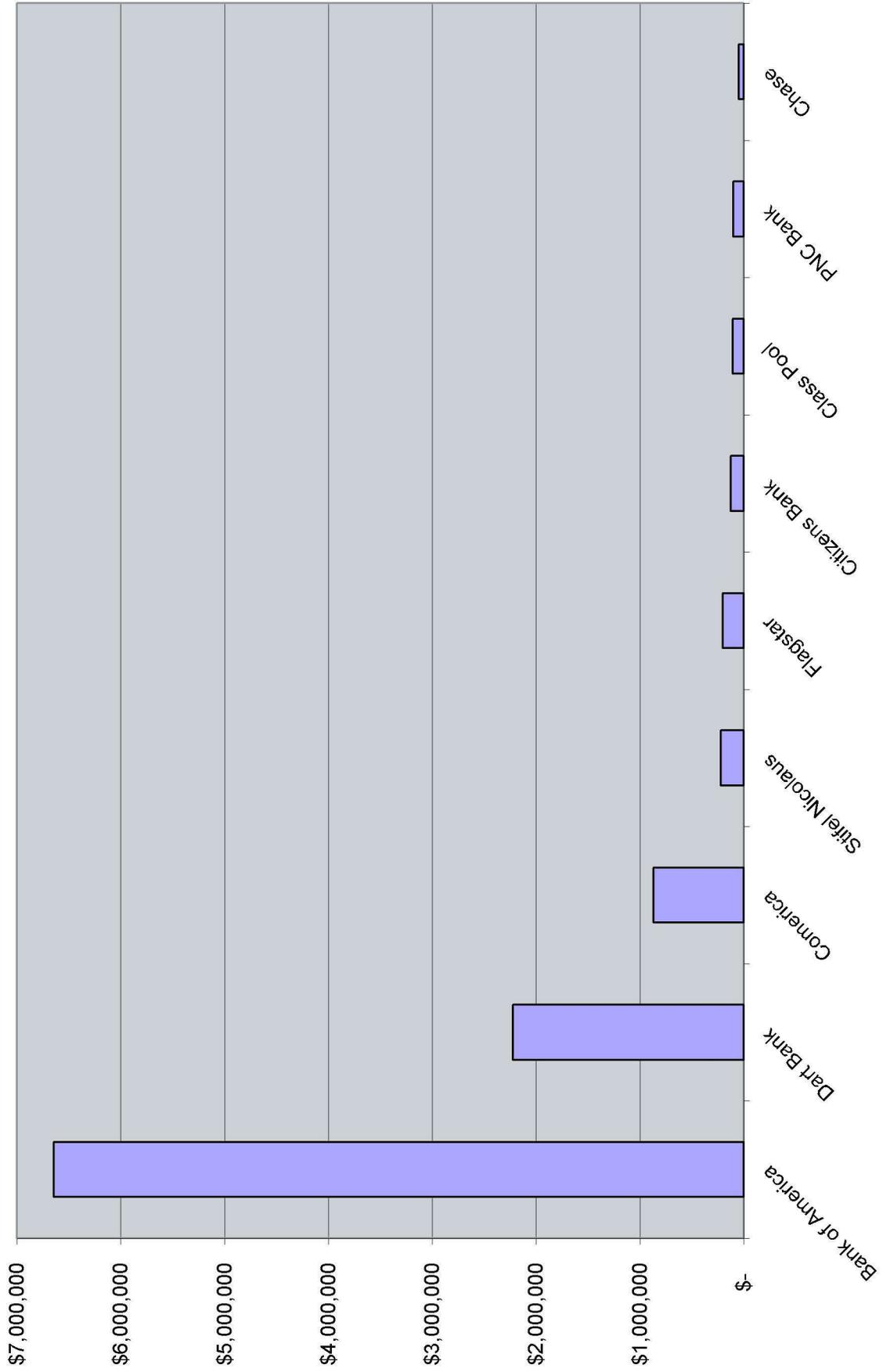
To: Delhi Charter Township Board of Trustees

From: Roy W. Sweet, Treasurer

Subject: 2nd Quarter Investment Report

Please see the attached Report. If you have any questions or comments please contact me at my office.

Excellence in Customer Service is our Goal



DELHI CHARTER TOWNSHIP CASH AND INVESTMENTS
First Quarter Report 2012
June 30, 2012

Cash and Investments by Institution

INSTITUTION	Code	NAME OF ACCOUNT	6/30/12 G.L. Balance	INTEREST RATE, MATURITY, ETC.
Bank of America	1	General Fund Pooled Account	\$ 4,573,968	Pooled Checking/Investment Acct. No interest earned in June
Bank of America	1	Fire Fund Pooled Account	607,407	Pooled Checking/Investment Acct. No interest earned in June
Bank of America	1	Police Fund Pooled Account	549,432	Pooled Checking/Investment Acct. No interest earned in June
Bank of America	1	Fire Equipment Pooled Account	400,740	Pooled Checking/Investment Acct. No interest earned in June
Bank of America	1	Water Improvemt Pooled Acct	210,928	Pooled Checking/Investment Acct. No interest earned in June
Bank of America	1	Sewer Receiving Pooled Account	93,153	Pooled Checking/Investment Acct. No interest earned in June
Bank of America	1	Trust & Agency Pooled Account	28,553	Pooled Checking/Investment Acct. No interest earned in June
Bank of America	1	Pooled Account	37,294	Pooled Checking/Investment Acct. No interest earned in June
Bank of America	1	Delinquent PP Tax Account	5,174	Pooled Checking/Investment Acct. No interest earned in June
Bank of America	1	Falk Trust Savings Pooled Acct	76,075	Pooled Checking/Investment Acct. No interest earned in June
Bank of America	1	Employee Flex Spending	9,086	Non-interest bearing account
Bank of America	1	Current Tax Savings	54,344	Investment Account - No interest earned in June
		TOTAL		\$6,646,155
Class Pool	2	Water Impr Class Pool Investment	\$ 102,238	0.19% June Average Annualized Yield
Class Pool	2	Sewer Class Pool Investments	1,010	0.19% June Average Annualized Yield
		TOTAL		\$103,248
Stifel Nicolaus	3	General Fund Investment	\$ 218,832	Three zero coupon bonds due 4/1/13, 11/11/13, & 7/5/14
Chase	4	General Fund Investment	\$ 46,178	June Interest rate = .20%
Dart Bank	5	Combined Sewer Savings	\$ 1,768,983	Muni Money Market Pooled Account for Sewer Replacement, Surplus, and Bond Payment. 6/30 Annual % Yield - .35%
Dart Bank	5	Sewer Replmt CD's 43796 & 43816	453,626	0.55%, due 9/12/12; 0.55%, due 11/7/12
Dart Bank	5	General Fund I.T. Account	2,000	Non-interest bearing account
		TOTAL		\$ 2,224,609
Citizens Bank	6	Combined Sewer Investment	\$ 126,429	0.19% June Average
Flagstar Bank	7	Sewer Replacemt CD 106351654	\$ 200,700	0.6%, due 10/8/12
Comerica Securities	8	Sewer Fund Securities	\$ 326,146	0.5%, 1.125%, 2.2%, Matures 10/12/16, 9/14/16, 9/16/15
Comerica Securities	8	General Fund Securities	441,009	1.25%, 4.5%, 5%, 0.5%; Matures 12/28/16, 6/17/13, 5/01/15, 6/28/17
Comerica Securities	8	Water Impr CD	100,465	1.25%, due 12/28/16
		TOTAL		\$867,620
PNC Bank	10	Fire Investment	\$ 100,592	June Annual % Yield Earned = .2%
Total Delhi Township Cash & Investments			\$ 10,534,363	

Downtown Development Authority Cash & Investments

INSTITUTION		NAME OF ACCOUNT	6/30/12 G.L. Balance	INTEREST RATE, MATURITY, ETC.
Bank of America		Pooled Savings	\$ 1,819,056	Pooled Checking/Investment Acct. No interest earned in June
Dart Bank		Hi-Fi Savings	1,334,528	Muni Money Market, 6/30 Annual Yield = .35%
Class Pool		Investment	474	No interest earned in June
Flagstar		Investment	76,124	June Annual Percentage Yield = .5%

Total DDA Cash & Investments **\$ 3,230,181**

DELHI CHARTER TOWNSHIP CASH AND INVESTMENTS
Quarterly Report - Institution Summary
June 30, 2012

<u>INSTITUTION</u>	<u>TYPE OF ACCOUNT</u>	<u>TOTAL CASH/INVESTMENTS</u> <u>at June 30, 2012</u>	
Bank of America	Checking and Investment	\$	6,646,155
Dart Bank	Hi-Fi Money Market & CD's		2,224,609
Comerica	Certificates of Deposit, Securities		867,620
Stifel Nicolaus	Securities, Money Fund		218,832
Flagstar	Certificate of Deposit		200,700
Citizens Bank	Investment Savings		126,429
Class Pool	Investment Savings		103,248
PNC Bank	Money Market		100,592
Chase	Investment Savings		46,178
	Total Delhi Township	\$	10,534,363

Delhi Downtown Development Authority Cash & Investments

<u>INSTITUTION</u>	<u>TYPE OF ACCOUNT</u>	<u>TOTAL CASH/INVESTMENTS</u> <u>at June 30, 2012</u>	
Bank of America	Checking and Investment	\$	1,819,056
Dart Bank	Hi-Fi Savings/Checking		1,334,528
Flagstar Bank	Investment		76,124
Class Pool	Investment		474
	Total Downtown Development Authority	\$	3,230,181

Delhi Charter Township Investments as of 6/30/12

