

TOWN OF LODI
TOWN BOARD MEETING MINUTES
SEPTEMBER 29, 2020

1. Call to order & roll call: Meeting called to order at 6:00 p.m. by acting Chairman James Brooks. Board members present: James Brooks, Aaron Arnold, Marc Hamilton, Karla Faust. Board member absent: Brian Henry. Also present: Dan Hyland (agenda item 3), Russ Shafer (agenda item 4); Bobby Annen (agenda item 5); Thomas Yaeger, Tom Marx, Teri Jozwiak, Rickie Goeske

2. Citizen Input: Jozwiak – I'd expected Bay Drive Park to be on tonight's agenda. I'd asked at the last meeting, and you told me to go to the Park Commission meeting earlier this month, which I did, and at that meeting I was told it would be on tonight's agenda. I request that it be on the next agenda. I think there should be oversight to the Park Commission actions.

Yaeger – Have you received any information from the WI DOT relating to the STH 113 reconstruction, and possible lowering of STH 113 near CTH V intersection in Okee? Brooks – I've not heard anything. Yaeger – a number of neighbors on Shamrock have recently sold their homes and several families with young children and to homes with grandparents that have grandchildren visit. There is heavy traffic off of STH 113 onto Shamrock, often speeding. Concern this will be increasingly dangerous with the # of children in the area now. We'd like to see more traffic control in the area, and for the town to discourage people using Shamrock as a shortcut to get to CTH V rather than turning directly onto CTH V off of STH 113. Also, who makes the decisions regarding the railroad crossing? Original plan was that Shamrock road off of STH 113 to the railroad was going to be discontinued and the railroad crossing closed to cross traffic. Brooks – the State has absolute control over railroad crossings. Since this is citizen input this is something should be put on a future town board agenda. I suggest Yaeger send us an email so that we could get answers to your questions and concerns before it's placed on an agenda.

3. Variance: Hyland Joint Revocable Trust, Parcel 11022-290.13 variances to Columbia County Ordinance 16-110-030(1) Parcel & Buildings Standards in Residential Districts to build an addition onto existing residence. Located at W11430 Red Cedar Dr. (Red Cedar Point Condominiums) in Section 8, Town 10N, Range 8E

(a) Input: Plan Commission recommended approval of the variances at its 09/8/20 meeting. Hyland – what we're looking to do is add a small addition to our porch on top of our deck, and expand our deck about 4' on 2 sides for stairs. We need a variance to these Columbia County Ordinances in order to do this. Arnold – I see no issues with what they're looking to do. Faust – what exactly is the variance for? Hyland - per Ken Thiele of CCP&Z we need this variance even though it's outside of the 35' wetland setback. It's basically adding enough room to include steps from the 2nd floor patio to ground level. Thiele has stated he is going to recommend approval to the Columbia County Board of Adjustment at their meeting this month. Hamilton – how far are you impeding into the 35' wetlands setback? Hyland – approximately 10' (25' from the wetlands).

Public Input: none

(b) Town Board discussion, review: see (a)

(c) Town Board action: *Arnold/Faust motion to recommend approval of the variance to Columbia County Ordinance 16-110-030(1) Parcel & Buildings Standards in Residential Districts; MC 4-0.*

4. Russ Schafer, LAEMS Director - 2021 LAEMS Budget: see Attachments A (pages 5 - 9).

Goeske summary: Proposed 2021 Levy for the Town of Lodi is \$65,089, an increase of \$1,961 or 3% over the 2020 Levy of \$63,128 (NOTE: 2020 Town of Lodi budget shows the Levy @ \$65,105; therefore the 2021 levy ends up being .02% less than was budgeted in 2020).

Marx – I want to make sure that people understand that the paid-in-premise is only for those EMT's that live outside of the area and stay at the station during their shift. The bookkeeping errors mentioned tonight were not done internally by EMS staff, it was done by the person outside person who was doing the financials at that time. That person no longer is doing LAEMS financials.

Hamilton – when you said that 90% of your runs had to be less than 8 minutes. If you contract out to other local municipalities wouldn't that affect your run time? Shafer – we're not required to be under 8 minutes, that's where we are now. But no matter what we do and expand our goal is still the keep that run time. Hamilton – it seems you're replacing appliances basically because they're old, not just the ones who are having great need of repairs. Shafer – appliances are actually a great recruiting benefit for when recruits can come in and see that our station is well-equipped. Also our current appliances are not energy efficient. Our washer uses 18 gallons of water per load, a new one would use 4 gallons per load, saving on our water costs with the City of Lodi.

Marx – when we have a situation where LAEMS does not have a capital expenditure budget, you'll see a budget increase for expenses like this. Hamilton – it still sounds like a “we have surplus money so let's spend it”, and I don't agree with that philosophy. It's spending for the sake of spending. I'd rather see the surplus money put into a fund to help pay for the next ambulance. Faust – the interesting thing I'm seeing is that there's a surplus and we're going to spend it, yet our levy is being increased 3%; nothing is going towards our levy. Marx – each municipality could decide that they're share of the surplus should go towards their 2021 levy. Russ – FYI the appliances are 28 years old.

Faust – how many do you have on staff. Schafer – 5 career staff, 10 volunteers. Faust – so LAEMS is staffed 24/7? Shafer – yes.

5. Bobby Annen, LAFD Chief - 2021 LAFD Budget: see Attachments B (pages 10 – 33)

Goeske summary: the 2021 levy is proposed at \$57,005, which is a \$1,662 or 3% increase over the \$55,343 levy set in 2020.

Brooks – I just spoke to Chief Annen and he is still doing training at the Fire Station, needs an additional 10 minutes before he can to his presentation. Annen present at 7:27 p.m. (after action taken on agenda items #6 and 7).

Due to accounting issues (see LAEMS minutes above) I only have this years figures through the end of July, but we're pretty on track as far as the budget. We had to replace the blacktop in front of the station, so we went over budget in that area, but otherwise we're doing well. We seem to be constantly repairing one of more of our trucks, so those maintenance costs increase each year. Our newest truck is a 2005, the rest are all 1998 or older. Engine 10 is a 22-year-old 1998 Pierce Quantum and is becoming a money pit for the past 4 years. In 2019 we spend \$23,900 on just Engine 10, and we're at \$17,000 for it so far this year. It's going to need to new front brakes yet this year. So it'll be over \$20,000 for Engine 10 this year again. We're looking at replacing Engine 10 next year. It's 18 months before the new vehicle can be delivered. The cost will be \$600,000 - \$650,000, with 20% down upon order. The remaining balance would be due in 2022. Pierce has excellent financing with low interest rates. I've presented this to the City of Lodi and were on board with this and agreement something needs to be done.

Hamilton – it’s obvious we need to replace Engine 10. You talk about getting a new truck that will fit into the current building. I’m in favor of a new building. So if we buy a new truck now to fit the current building and then get a new building, are we going to be kicking ourselves for not buying a larger truck. Should we wait until the 3 municipalities can have a joint meeting to discuss purchasing land, etc...? Karla – I think there’s a time crunch. Annen – once Engine 10 reaches 25 years old (in 3 years) we can no longer use it as a front line truck, we could only use it as a reserve truck. The reliability of Engine 10 is no longer there, we’re putting a bandaid on a gunshot would trying to keep that truck limping down the road. I’m not sure we can wait and hope we get a larger building for a larger truck. What we’re looking at would fit the current building and be a quality truck.

6. 2021 Town of Lodi Budget: Brooks – every year we set up a Special Town Board meeting to go through the budget line-by-line. Date(s) everyone is available? Decided on Wednesday, October 7, 2020. Faust – is that an in-person meeting?

Brooks/Arnold motion to table the 2021 Budget to October 7, 2020 @ 6:00 p.m.; MC 4-0. Suggest each of us contact Chairman Henry with their opinion of this being an in-person meeting rather than via Zoom.

Tom Marx – I’ve talked to Chairman Henry and suggested the possibility that the board meet in-person with the public allowed to attend via Zoom. Brooks – will check into that.

7. Drop off box: Faust – I think its worth it to make sure voters can vote. Hamilton – we need to do something quick. *Faust/Hamilton motion to spend no more than \$200 for a drop box that will get us at least through the November 2020 election; MC 4-0.*

8. Motion to go into Closed Session per Wis. Stat. 19.85 (1)(c) Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility. (a) Town of Lodi Public Works Director

Note: Aaron Arnold now absent (lost Zoom connection, unable to reconnect).

Brooks/Hamilton motion to go into closed session per WSS 19.851(1)(c) at 7:55 p.m.; MC 3-0.

9. Return to Open Session: *Brooks/Faust motion to return to open session at 8:45 pm; MC 3-0.*

10. Any action on Closed Session matter: *Faust/Hamilton motion to table action on this until the October 7th Special Town Board meeting; MC 3-0.*

11. Minutes, Financials & Reports:

(a) Town Board Meeting Minutes of 09/03/20; 09/06/20: *Faust/Hamilton motion to approve the 09/03/20 and 09/06/20 meeting minutes as prepared; MC 3-0.*

(a) Revenues vs. Expenditures Report thru 09/25/20:

Revenues as of 09/25/20:	\$939,077.27 (88.68%)
Expenditures as of 09/25/20:	<u>\$653,561.92</u> (62.06%)
Balance as of 09/25/20:	<u>\$285,515.35</u>

(b) Payment of Bills thru 09/25/20: *Hamilton/Faust motion to pay bills as listed below totaling \$82,998.93; MC 3-0.*

Type	From #	To #	Total
Electronic Payments	none	none	\$ 0.00
Direct Deposits	DD1262	DD1266	\$ 3,448.94
Checks	24386	24426	<u>\$79,549.99</u>
		TOTAL	\$82,998.93

(c) Building Reports thru 09/25/20: See Attachment C (pages 33 – 35)

12. Chairman/Commission/Committee/Department Reports:

(a) Chairman Report: The Onsgard Trust (Cheryl Kline, Trustee) N2696 Summerville Park Road raze order is now closed, property has been sold, expenses incurred by town have been reimbursed in the amount of \$6,810.53.

Richard Ness has contact us regarding the issues with Pleasant Valley Road. Need to meet with Town Engineer to discuss options. To be on next agenda.

(b) Plan Commission: met on 09/08/20 re: Certified Survey Map: Jacobson Family Trust to combine Parcels 11022-183.D1 and 11022-183.D2 into 1 parcel. Located at intersection of Summerville Park Road/Bay Drive in Section 5, Town 10N, Range 8E, and Variance: Hyland Joint Revocable Trust, Parcel 11022-290.13 variances to Columbia County Ordinance 16-110-030(1) Parcel & Buildings Standards in Residential Districts to build an addition onto existing residence. Located at W11430 Red Cedar Dr. (Red Cedar Point Condominiums) in Section 8, Town 10N, Range 8E.

(c) Park Commission: met on 09/09/20 and discussed the Okee high capacity well because there was a question whether a well could be put in one of the parks in Okee; the commission is okay with putting it in the Conservancy Park as long as it doesn't affect the park (but a vote was not taken by the commission members).

(d) LAFD Commission: Faust met on 09/21/20 and discussed 2021 budget

(e) LAEMS Commission: met on 09/02/20 to discuss 2021 budget and other matters, and 09/17/20 for regular monthly meeting.

(f) Public Works & Transfer Site: Transfer Site duties are being covered by Town Board members and Transfer Site employees at this time.

13. Upcoming meeting date(s): 10/07/20 Special Town Board meeting; 10/14/20 Fire Commission, 10/14/20 Park Commission

14. Future agenda item(s): Pleasant Valley Road; Bay Drive Park; purchase of salt for roads, transfer site, etc...; compost at Transfer Site

15. Adjourn: *Hamilton/Brooks motion to adjourn at 9:00 p.m.; MC 3-0.*

*April D. Goeske
Clerk-Treasurer*

ATTACHMENTS A
Lodi Area Emergency Medical Services

LODI AREA EMS 2021 BUDGET										
Income										
	2015	2016	2017	2018	2019	2020 Budget	2021 Budget	%		2021 Per Capita
Assessments										
City of Lodi	\$ 50,855.16	\$ 32,466.00	\$ 33,440.00	\$ 55,600.00	\$ 56,742.29	\$ 64,994.74	\$ 69,753.56	7%	\$ 4,758.82	\$ 64,208.66
Town of Lodi	\$ 50,855.16	\$ 51,872.26	\$ 33,440.00	\$ 35,600.00	\$ 56,742.29	\$ 63,127.64	\$ 65,088.95	3%	\$ 1,961.30	\$ 67,747.39
Town of West Point	\$ 25,427.58	\$ 25,936.13	\$ 16,720.00	\$ 27,800.00	\$ 28,371.14	\$ 17,901.53	\$ 17,850.50	-1%	\$ (251.03)	\$ 20,536.95
Total Assessments	\$ 129,152.90	\$ 112,290.39	\$ 85,617.00	\$ 141,018.00	\$ 141,855.72	\$ 146,023.91	\$ 152,493.00	4%	\$ 6,469.09	\$ 152,493.00
Operating Income										
Call Revenue	\$ 242,647.14	\$ 263,372.09	\$ 213,544.49	\$ 298,044.40	\$ 326,319.66	\$ 263,000.00	\$ 308,000.00	17%	\$ 45,000.00	
Community Education Income	\$ 1,894.11	\$ 3,079.25	\$ 1,885.50	\$ 2,295.00	\$ 875.00	\$ 3,000.00	\$ 3,000.00	0%	\$ -	
CPR Revenue					\$ 4,180.00					
Act.102 EMS-FAP (Grant)										
Town Of Dane Service Contract										
Training Room Rental										
Interest Income										
Total Operating Income	\$ 205.38	\$ 352.63	\$ 1,305.50	\$ 462.00	\$ 2,017.32	\$ 750.00	\$ 1,000.00	33%	\$ 250.00	
Total Income (Assessments + Operating)	\$ 249,885.00	\$ 272,402.57	\$ 222,103.11	\$ 305,743.63	\$ 338,441.98	\$ 276,750.00	\$ 322,000.00	16%	\$ 45,250.00	
	\$ 379,037.90	\$ 384,692.96	\$ 307,720.11	\$ 446,761.63	\$ 480,297.70	\$ 422,773.91	\$ 474,493.00	12%	\$ 51,719.09	
Expenses										
100 Payroll/Wages										
101 Paid On Call//Paid On Premise Staff	\$ 55,857.84	\$ 52,402.91	\$ 51,456.03	\$ 40,244.72	\$ 38,320.00	\$ 42,000.00	\$ 58,000.00	38%	\$ 16,000.00	
102 Chief	\$ 53,362.24	\$ 51,499.92	\$ 60,291.66	\$ 61,500.00	\$ 66,672.54	\$ 70,000.00	\$ 73,000.00	4%	\$ 3,000.00	
103 Fulltime Staff	\$ 51,011.77	\$ 64,598.85	\$ 118,543.48	\$ 120,356.26	\$ 129,488.28	\$ 139,521.65	\$ 146,000.00	5%	\$ 6,478.35	
104 Department Officer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000.00		\$ 2,000.00	
105 Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000.00	\$ 4,000.00	0%	\$ -	
106 Payroll Taxes	\$ 12,711.60	\$ 15,413.56	\$ 17,905.93	\$ 17,391.02	\$ 18,200.00	\$ 21,887.84	\$ 21,918.00	0%	\$ 30.16	
107 Payroll Processing	\$ 1,152.00	\$ 1,503.00	\$ 1,509.00	\$ 825.00		\$ 1,200.00	\$ 1,200.00	0%	\$ -	
Total Payroll/Wages	\$ 174,095.45	\$ 185,418.24	\$ 249,706.10	\$ 240,317.00	\$ 252,680.82	\$ 278,609.49	\$ 306,118.00	10%	\$ 27,508.51	
200 Fringe Benefits										
201 WRS Health	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000.00		\$ 15,000.00	
202 WRS Retirement	\$ 17,437.56	\$ 12,639.46	\$ 16,259.31	\$ 18,201.00	\$ 18,164.42	\$ 21,264.42	\$ 23,500.00	11%	\$ 2,235.58	
203 Unemployment Expense	\$ 69.70	\$ 653.66	\$ 499.80	\$ 605.46	\$ 425.97	\$ 700.00	\$ 500.00	-29%	\$ (200.00)	
204 Employee Recognition	\$ 551.95	\$ 701.93	\$ 574.05	\$ 1,290.02		\$ 1,000.00	\$ 1,000.00	0%	\$ -	
205 Uniforms & Coats	\$ 76.10	\$ 372.52	\$ 187.75	\$ 1,040.62	\$ 1,190.34	\$ 2,000.00	\$ 2,000.00	0%	\$ -	
Total Fringe Benefits	\$ 18,135.31	\$ 14,367.57	\$ 17,520.91	\$ 21,137.10	\$ 19,780.73	\$ 24,964.42	\$ 42,000.00	68%	\$ 17,035.58	
300 Capital Expenses										
301 Ambulance	\$ 42,637.09	\$ 19,260.00	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
302 Monitor/Defibrillator	\$ 12,500.00	\$ 7,500.00	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
Total Equipment Replacement	\$ 55,137.09	\$ 26,760.00	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
400 Contractual Services										
401 Billings-Lifecycle Cost	\$ 37,574.44	\$ 41,284.77	\$ 19,045.93	\$ 26,134.60	\$ 30,472.51	\$ 23,000.00	\$ 25,000.00	9%	\$ 2,000.00	
402 Insurance-W/C, Property & Liab	\$ 18,488.00	\$ 17,908.00	\$ 18,113.00	\$ 20,257.21	\$ 18,196.51	\$ 17,500.00	\$ 19,000.00	9%	\$ 1,500.00	
403 iAmResponding	\$ -	\$ -	\$ -	\$ -	\$ 1,370.00	\$ -	\$ -		\$ -	
404 Legal Representation	\$ -	\$ 768.75	\$ 171.50	\$ 1,029.50		\$ 500.00	\$ 500.00	0%	\$ -	
405 Telephone & Cable	\$ 3,929.20	\$ 4,106.78	\$ 5,100.55	\$ 4,971.80	\$ 5,078.97	\$ 5,000.00	\$ 4,875.00	-3%	\$ (125.00)	
406 Treasurer/Secretary	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 2,683.50	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	0%	\$ -	

Total Contractual Services											\$ 63,591.64	\$ 67,668.30	\$ 46,030.98	\$ 55,076.61	\$ 57,117.99	48,000.00	\$ 51,375.00	7%	\$ 3,375.00
500 Supplies and Operating Expenses																			
501	Copier	\$ 1,749.12	\$ 1,581.14	\$ 1,574.78	\$ 1,606.81	\$ 1,405.16	700.00	\$ 400.00	-43%	\$ (300.00)									
502	Finance & Bank Fees	\$ -	\$ -	\$ -	\$ 84.09	\$ 323.42	-	\$ -		\$ -									
503	Office Supplies	\$ 1,204.16	\$ 2,736.56	\$ 1,394.86	\$ 3,000.95	\$ 631.39	2,000.00	\$ 2,500.00	25%	\$ 500.00									
504	Radio Supplies	\$ 571.40	\$ 195.00	\$ 92.00	\$ 2,620.43	\$ 3,910.36	3,500.00	\$ 4,000.00	14%	\$ 500.00									
505	Other Operating Expenses	\$ -	\$ -	\$ -	\$ -	\$ 23.20	-	\$ -		\$ -									
506	Membership Clothing	\$ -	\$ -	\$ -	\$ -	\$ -	1,800.00	\$ 2,200.00	22%	\$ 400.00									
Total Supplies and Operating Expenses											\$ 3,524.68	\$ 4,512.70	\$ 3,061.64	\$ 7,312.28	\$ 6,293.53	8,000.00	\$ 9,100.00	14%	\$ 1,100.00
600 Building/Maintenance																			
601	Building Maintenance	\$ 16,824.42	\$ 7,099.75	\$ 6,459.13	\$ 6,934.08	\$ 4,778.42	6,000.00	\$ 6,000.00	0%	\$ -									
602	Natural Gas	\$ 1,355.38	\$ 1,009.61	\$ 1,278.48	\$ 1,430.70	\$ 1,427.67	1,500.00	\$ 2,000.00	33%	\$ 500.00									
603	Snow Removal	\$ -	\$ -	\$ -	\$ -	\$ 750.00	1,000.00	\$ 1,000.00	0%	\$ -									
604	Water, Sewer, Electric	\$ 2,526.10	\$ 2,891.81	\$ 2,912.92	\$ 3,476.91	\$ 3,316.52	3,300.00	\$ 3,600.00	9%	\$ 300.00									
Total Building/Maintenance											\$ 20,705.90	\$ 11,001.17	\$ 10,650.53	\$ 11,841.69	\$ 10,272.61	11,800.00	\$ 12,600.00	7%	\$ 800.00
700 Training and Continuing Education																			
701	Dues, Subscriptions & Licenses	\$ 2,977.69	\$ 2,002.45	\$ 3,872.95	\$ 3,188.57	\$ 3,081.79	3,100.00	\$ 3,200.00	3%	\$ 100.00									
702	Continuing Education	\$ 4,662.88	\$ 9,235.03	\$ 10,735.86	\$ 9,007.58	\$ 7,898.39	9,000.00	\$ 10,000.00	11%	\$ 1,000.00									
703	Medical Director	\$ 700.00	\$ -	\$ -	\$ 5,000.00	\$ 6,000.00	6,000.00	\$ 6,000.00	0%	\$ -									
704	CPR Training Expense	\$ 1,477.70	\$ 2,970.65	\$ 1,114.17	\$ 1,378.32		2,000.00	\$ 2,000.00	0%	\$ -									
705	Professional Development	\$ 40.00	\$ 97.00	\$ 70.66	\$ 90.97	\$ 128.70	200.00	\$ 200.00	0%	\$ -									
Total Training and Continuing Education											\$ 9,858.27	\$ 14,305.13	\$ 15,793.64	\$ 18,665.44	\$ 17,108.88	20,300.00	\$ 21,400.00	5%	\$ 1,100.00
800 General Expenses																			
801	Equity Accounts Replacement-4 Y	\$ 3,915.75	\$ 2,350.00	\$ -	\$ -	\$ -	-	\$ -		\$ -									
802	Advertising & Goodwill	\$ 1,380.54	\$ 966.04	\$ 192.89	\$ 265.26	\$ 609.89	700.00	\$ 700.00	0%	\$ -									
803	Commission	\$ 2,000.00	\$ 1,400.00	\$ 1,800.00	\$ 1,200.00		2,000.00	\$ 2,000.00	0%	\$ -									
804	Med-Immunizations/Physicals	\$ 475.75	\$ 367.25	\$ -	\$ -	\$ 46.00	500.00	\$ 500.00	0%	\$ -									
Total General Expenses											\$ 7,772.04	\$ 5,083.29	\$ 1,992.89	\$ 1,465.26	\$ 655.89	3,200.00	\$ 3,200.00	0%	\$ -
900 Vehicle Operations																			
901	Vehicle Fuel	\$ 5,572.21	\$ 4,602.18	\$ 4,441.65	\$ 7,937.38	\$ 5,496.89	6,000.00	\$ 6,500.00	8%	\$ 500.00									
902	Vehicle Maintenance 2004 Ford	\$ 439.92	\$ 1,562.97	\$ 114.03	\$ -	\$ -	-	\$ -		\$ -									
903	Vehicle Maintenance 2009 Ford	\$ 1,202.95	\$ 2,587.66	\$ 1,511.25	\$ 3,503.22	\$ 2,434.99	-	\$ -		\$ -									
904	Vehicle Maintenance 2013 Ford	\$ 396.59	\$ 1,213.03	\$ 945.10	\$ 1,736.74	\$ 4,446.36	2,400.00	\$ 2,400.00	0%	\$ -									
905	Vehicle Maintenance 2018 Ford	\$ -	\$ -	\$ -	\$ -	\$ 275.30	2,000.00	\$ 2,000.00	0%	\$ -									
906	Vehicle Maintenance General	\$ -	\$ -	\$ -	\$ 55.90	\$ 258.23	500.00	\$ 500.00	0%	\$ -									
907	Vehicle Maintenance Snowbalance	\$ 36.97	\$ -	\$ -	\$ -	\$ -	-	\$ -		\$ -									
Total Vehicle Operations											\$ 7,648.64	\$ 9,965.84	\$ 7,012.03	\$ 13,233.24	\$ 12,911.77	10,900.00	\$ 11,400.00	5%	\$ 500.00
1000 Medical Supplies																			
1001	Disposable Medical Supplies	\$ 13,733.45	\$ 12,548.92	\$ 13,298.47	\$ 15,618.71	\$ 14,229.65	15,000.00	\$ 15,000.00	0%	\$ -									
1002	Oxygen	\$ 1,067.67	\$ 1,293.08	\$ 1,038.11	\$ 91.14	\$ 2,292.50	2,000.00	\$ 2,300.00	15%	\$ 300.00									
Total Medical Supplies											\$ 14,801.12	\$ 13,842.00	\$ 15,709.85	\$ 16,522.15	\$ 17,000.00	17,000.00	\$ 17,300.00	2%	\$ 300.00
Total Operating Expenses											\$ 375,270.14	\$ 352,924.24	\$ 366,105.30	\$ 384,258.47	\$ 393,344.37	422,773.91	\$ 474,493.00	12%	\$ 54,719.09
Total Operating Income (without assessments)											\$ 249,885.00	\$ 272,402.57	\$ 222,103.11	\$ 305,743.63	\$ 338,441.98	276,750.00	\$ 322,000.00	16%	\$ 45,250.00
Assessment Amount (Operating Exp - Operating Inc)											\$ 125,385.14	\$ 80,521.67	\$ 144,002.19	\$ 75,914.84	\$ 54,902.39	146,023.91	\$ 152,493.00	4%	\$ 6,469.09

Municipality Shares for EMS			TOTAL
LAEMS Levy 2020:			\$152,493.00
IMP PARCEL (2018 Final Assess)			2020
City of Lodi	1,116	34.46%	
Town of West Point (1/2 of 984)	492	15.19%	
Town of Lodi	1,631	50.36%	
Total	3,239	100.00%	
PER CAPITA (DOA 01/1/20 Est)			2020
City of Lodi	3,139	42.11%	
Town of West Point (1/2 of 2027)	1,004	13.47%	
Town of Lodi	3,312	44.43%	
Total	7,455	100.00%	
PER CALL (2019 Calls)			2020
City of Lodi	310	60.67%	
Town of West Point	31	6.07%	
Town of Lodi	170	33.27%	
Total	511	100.00%	

LAEMS SUMMARY	Old Levy Method	Weighted Avg	2020 Levy	2021 Prop. Levy
City of Lodi	\$60,997.20	45.74%	\$64,994.74	\$69,753.56
Town of West Point	\$30,498.60	11.57%	\$17,901.53	\$17,650.50
Town of Lodi	\$60,997.20	42.68%	\$63,127.64	\$65,088.95
Total	\$152,493.00	100.00%	\$146,023.91	\$152,493.00

LAEMS SUMMARY	% Increase from 2020
City of Lodi	7%
Town of West Point	-1%
Town of Lodi	3%

Lodi Area EMS Capital Purchases

Appliances (Vern's Appliance)	Retail Price	Purchase Price
Washer	\$899.00	\$750.00
Dryer	\$899.00	\$750.00
Dishwasher	\$749.00	\$670.00
Installation of dishwasher	\$150.00	\$100.00
Range	\$849.00	\$700.00
Refrigerator	\$1,776.00	\$1,600.00
Total Appliances	\$5,322.00	\$4,570.00
Includes Delivery, install, and disposal of old appliances. All hoses and cords included		

Communication Equipment	Each	Quantity	Total
VHF P25 Capable Communication Equipment	\$2,000.00	5	\$10,000.00
Data Terminal for COSO CAD	\$300.00	2	\$600.00
iPad for COSO CAD	\$950.00	2	\$1,900.00
Cradlepoint Internet Modems	\$1,500.00	2	\$3,000.00
Total Communication Equipment			\$15,500.00

Other Upgrades	Purchase Price
LED upgrade to building <i>(Possible Focus on Energy Grant post purchase)</i>	\$2,000.00
Lighting Upgrade to 618 (Scene Lights)	\$2,200.00
Ballistic Safety Gear for Responders	\$3,000.00
Total Other	\$7,200.00

Beds	Each	Quantity	Total
Mattresses	\$375.00	4	\$1,500.00
Total			\$1,500.00

Total of all purchases	\$28,770.00
Total of all purchases except mattresses*	\$27,270.00
*Tom Marx believes he may be able to get mattresses donated	

Actual Surplus	\$42,847.25
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Financial Statistics

Municipality	Requested	Return	2021 Levy	Post Levy
City of Lodi	\$13,159.40	\$6,440.25	\$4,758.82	\$1,681.43
Town of Lodi	\$12,279.04	\$6,009.40	\$1,961.00	\$4,048.40
Westpoint	\$3,328.69	\$1,629.07	-\$251.03	\$1,378.04
Totals	\$28,767.12	\$14,078.72	\$6,468.79	\$7,107.87

Lodi Area EMS Wage Comparison

2021 Lodi Area EMS Budget compared to 2020 area budgets, salaries and pay

Municipality	Population	Per Capita	Call Volume	Personnel Budget	Total Budget	Chief Salary	Paid On Premise	Health Insurance
Lodi	7705	\$20.36	589	\$306,118.00	\$474,493.00	\$73,000.00		
Belleville (Flex AEMT)	5500	\$39.50	347	\$200,000.00	\$458,000.00	58000*	\$14.00	Chief
Cambridge (AEMT)	7500	\$77.00	612	\$500,000.00	\$740,768.00	\$79,000.00	\$14.00	75%
Cross Plains (AEMT)	6970	\$32.89	377	\$308,198.00	\$391,860.00	60000*	\$14.00	88/12
Marshall (AEMT)	8026	\$35.41	621	\$362,404.00	\$575,854.00	\$75,289.00	\$12.50	88/12
McFarland (AEMT)	10,500	\$38.68	817	\$434,250.00	\$521,760.00	\$92,961.00	\$8.00	100S/75F
Evansville (AEMT)	7200	\$81.06	580	\$201,878.00	\$583,677.00	\$74,000.00	N/A	Chief
AVERAGE	7616	\$50.76	563,2857143	\$334,455.00	\$545,319.83	\$80,312.50	\$12.50	

ATTACHMENTS B
Lodi Area Fire Department

REVENUES	2018	2019	2020	2020	2020	2021	Budget	Percent
Account	Actual	Actual	Jan-Jul YTD	Projected	Budget	Budget	Difference	Change
ASSESSMENT REVENUES:								
Assessment - City of Lodi	43,910	44,310	38,321	38,321	38,321	39,471	1,150	3.0%
Assessment - Town of Lodi	43,910	44,310	27,672	55,343	55,343	57,005	1,662	3.0%
Assessment - Town of West Point	21,955	22,155	10,072	20,111	20,111	20,712	601	3.0%
Total: Assessment Revenues	109,775	110,775	76,065	113,775	113,775	117,188	3,413	3.0%
INTERGOVERNMENTAL REVENUES:								
2% Fire Dues	33,115	36,315	0	32,000	32,000	35,000	3,000	9.4%
Total: Intergovernmental Revenues	33,115	36,315	0	32,000	32,000	35,000	3,000	9.4%
OPERATIONAL REVENUES:								
Fire Runs - City of Lodi	8,900	13,600	4,650	11,050	11,050	11,050	0	0.0%
Fire Runs - Town of Lodi	15,450	18,395	7,225	17,850	17,850	17,850	0	0.0%
Fire Runs - Town of West Point	3,400	4,675	2,975	5,950	5,950	5,950	0	0.0%
Fire Runs - From Others (DNR)	0	305	0	0	0	0	0	#DIV/0!
Total: Operational Revenues	27,750	36,975	14,850	34,850	34,850	34,850	0	0.0%
NON-OPERATIONAL REVENUES:								
Interest Revenue	65	13	2	3	10	10	0	0.0%
Grant Revenue	0	0	0	0	0	0	0	#DIV/0!
Miscellaneous Revenue	0	210	0	0	448	448	0	0.0%
Total: Non-Operational Revenues	65	223	2	3	458	458	0	0.0%
TRANSFER IN:								
Transfer In	0	0	0	0	0	0	0	#DIV/0!
Total: Transfer In Revenue	0	0	0	0	0	0	0	#DIV/0!
Total Revenues	170,705	184,288	90,917	180,628	181,083	187,496	6,413	3.5%
EXPENSES								
Account	2018 Actual	2019 Actual	2020 Jan-Jul YTD	2020 Projected	2020 Budget	2021 Budget	Budget Difference	Percent Change
2% FIRE DUES EXPENSES:								
2% Fire Dues - Equipment Purchases	11,502	7,685	8,307	13,835	13,835	13,835	0	0.0%
2% Fire Dues - Fire Inspection	8,392	8,637	3,255	7,800	7,800	7,800	0	0.0%
2% Fire Dues - Fire Prevention	2,477	2,439	0	1,800	1,800	1,800	0	0.0%
2% Fire Dues - Training	2,581	1,372	604	7,200	7,200	6,000	(1,200)	-16.7%
Total: 2% Fire Dues Expenses	24,952	20,133	12,166	30,635	30,635	29,435	(1,200)	-3.9%
BUILDING EXPENSES:								
Building - General Supplies	0	81	136	233	0	0	0	#DIV/0!
Building - Repair & Maintenance	5,231	487	16,713	16,713	7,469	7,469	0	0.0%
Building - Improvements	0	0	0	0	0	0	0	#DIV/0!
Building - Contingency Fund	0	0	0	0	0	0	0	#DIV/0!
Building - Storage Unit Rental	0	885	810	810	885	885	0	0.0%
Station - Cable Television	763	707	482	826	810	826	16	2.0%
Station - Internet	759	745	525	900	805	900	95	11.8%

Station - Telephone	363	344	227	389	385	385	0	0.0%
Utilities - Electric	2,691	2,745	1,336	2,290	3,330	3,330	0	0.0%
Utilities - Natural Gas	1,207	1,327	779	1,335	2,500	2,500	0	0.0%
Utilities - Water & Sewer	946	1,091	646	1,107	1,170	1,170	0	0.0%
Total: Building Expenses	11,960	8,412	21,654	24,605	17,354	17,465	111	0.6%
EXPENSES								
Account	2018 Actual	2019 Actual	2020 Jan-Jul YTD	2020 Projected	2020 Budget	2021 Budget	Budget Difference	Percent Change
EQUIPMENT EXPENSES:								
Cell Phones & I-Pads	2,312	2,359	1,131	1,939	2,400	2,400	0	0.0%
Personal Protection Equipment	6,689	5,685	7,431	12,739	13,370	13,370	0	0.0%
Equipment Repair & Maintenance	0	0	2,441	4,185	0	0	0	#DIV/0!
Pagers & Radios	0	1,390	1,465	1,465	3,200	3,200	0	0.0%
Total: Equipment Expenses	9,001	9,434	12,468	20,327	18,970	18,970	0	0.0%
VEHICLE EXPENSES:								
Vehicle Fuel	2,771	2,594	1,157	1,983	4,000	3,500	(500)	-12.5%
Vehicle Equipment	0	1,490	0	0	0	0	0	#DIV/0!
Vehicle Equipment Repair & Maintenance	0	3,014	1,456	2,496	7,548	4,000	(3,548)	-47.0%
Vehicle Radios & Communications	2,990	0	0	0	0	0	0	#DIV/0!
Vehicle Repair & Maintenance	16,367	29,445	16,623	28,497	17,100	25,825	8,725	51.0%
Vehicle Replacement Fund	0	0	0	0	0	0	0	#DIV/0!
Total: Vehicle Expenses	22,128	36,543	19,236	32,976	28,648	33,325	4,677	16.3%
GENERAL OPERATIONS EXPENSES:								
Bank Service Charges	36	37	27	46	0	50	50	#DIV/0!
Disposable Supplies	0	0	0	0	0	0	0	#DIV/0!
Dues & Subscriptions	100	125	20	34	0	25	25	#DIV/0!
Finance Administration	675	1,500	0	1,500	1,500	1,500	0	0.0%
2021 Audit (piggybacked with City of Lodi?)	0	0	0	0	1,800	1,800	0	0.0%
Insurance - Building, Vehicle, Equip & Gen Liability	11,611	10,804	0	15,500	15,500	15,500	0	0.0%
Miscellaneous Expense	0	10	0	0	0	0	0	#DIV/0!
Office Supplies & Expense	493	1,033	401	687	2,000	2,000	0	0.0%
Safety Program	0	0	0	0	250	250	0	0.0%
Software Expense	0	0	0	0	0	0	0	#DIV/0!
Technical Rescue	0	0	1,070	1,070	750	1,500	750	100.0%
Total: General Operations Expenses	12,915	13,509	1,518	18,838	21,800	22,625	825	3.8%
PERSONNEL EXPENSES:								
Fire Commission Stipends	0	0	0	0	1,300	1,300	0	0.0%
Wages - Fire Chief	14,714	11,768	7,489	14,000	14,000	14,000	0	0.0%
Wages - Assistant Fire Chiefs (2)	0	2,955	0	3,800	3,800	3,800	0	0.0%
Wages - Captains (4)	0	3,140	0	4,000	4,000	4,000	0	0.0%
Wages - Secretary/Treasurer	0	554	0	600	600	600	0	0.0%
Wages - Firefighters	35,336	29,655	1,422	31,800	31,800	31,800	0	0.0%
Firefighter Appreciation	3,626	580	1,686	2,890	1,800	1,800	0	0.0%
Contribution to Crew Funds (Meals)	0	2,000	0	0	0	2,000	2,000	#DIV/0!
Insurance - Disability	0	1,359	0	0	0	0	0	#DIV/0!
Insurance - Workers Compensation	4,086	5,699	0	0	0	0	0	#DIV/0!

Medical Expense	0	0	0	0	400	400	0	0.0%
Payroll Processing Fees	0	1,044	601	1,030	0	0	0	#DIV/0!
Payroll Taxes (FICA)	10,017	21,547	1,303	2,234	4,060	4,060	0	0.0%
Unemployment Compensation Tax	980	50	0	0	1,000		(1,000)	-100.0%
Uniform Expense	0	0	0	1,500	1,500	1,500	0	0.0%
Total: Personnel Expenses	68,759	80,351	12,501	61,854	64,260	65,260	1,000	1.6%
TRANSFER OUT:								
Transfer Out	0	0	0	0	0		0	#DIV/0!
Total: Other Financing Uses Expenditures	0	0	0	0	0	0	0	#DIV/0!
Total Expenses	149,715	168,382	79,543	189,235	181,667	187,080	5,413	3.0%
Operating Revenues less Expenses	20,990	15,906	11,374	(8,607)	(584)	416	1,000	-171.3%
NON-OPERATING BUDGET EXPENSES	2018	2019	2020	2020	2020	2021	Budget	Percent
Account	Actual	Actual	Jan-Jul	Projected	Budget	Budget	Difference	Change
CAPITAL EXPENDITURES:								
Air Compressor & Packs	204,458	0	0	0	0		0	#DIV/0!
Purchase Land For New Fire Station					0	1,000,000	1,000,000	#DIV/0!
Down Payment For New Engine					0	650,000	650,000	#DIV/0!
Total: Capital Expenditures	204,458	0	0	0	0	1,650,000	1,650,000	#DIV/0!
Total Non-Operating Budget Expenses	204,458	0	0	0	0	1,650,000	1,650,000	#DIV/0!

LAFD 2021 Capital Budget Purchase Request to Purchase New Fire Engine

Issue

Engine 10 is a 1998 Pierce Quantum. Per NFPA standards, an Engine can no longer be a front line Engine once it is 25 years old. We do have the option of moving Engine 12 (2005 Custom Spartan) to our front line Engine, and continue to use Engine 10 as our “backup” Engine (which we have already done due to numerous mechanical issues with Engine 10). The costs to keep Engine 10 on the road have increased dramatically over the past 3-4 years, it is to the point where Engine 10 alone is almost using the entire truck maintenance budget for a single year. Engine 10 is beginning to significantly show it’s age, ranging from body defects, to several mechanical issues, to pump issues. We formed a “truck committee” in January 2020, this committee is tasked with researching all options, while maintaining a vision for the future of LAFD. The committee researched the possibility of putting a “glide kit” on Engine 10, and then purchasing a “mini pumper”, however, this option was simply not cost effective. After meeting with vendors, and various outside sources, the committee has come to the conclusion that the purchase of a new Engine is our best, and most cost effective option.

Proposal

Purchase new fire engine to replace Engine 10

Approval is being sought for the purchase of a new Engine to replace Engine 10. With the advanced age of Engine 10, and the slew of maintenance issues that have snowballed over the past 3-4 years, we need to replace Engine 10. Over the past 3-4 years, the cost to keep Engine 10 in working

condition would be roughly one half (or more) of a yearly payment towards a new truck. The breakdown in maintenance costs can be found on the supplemental sheet submitted with this proposal.

Rationale

Like everything else that ages, Engine 10 will continue to cost more money each year just to keep it in a reliable working condition. LAFD needs to have a reliable “back up” Engine in the event Engine 12 were to have mechanical issues. All apparatus in LAFD’s fleet are over 20 years of age, with the exception of Engine 12 (16yrs). In the near future, we will need to start replacing additional apparatus, in an effort to space out purchases, and maintain a cost effective truck maintenance budget, Engine 10 needs to be replaced.

Cost

Purchase of a new Engine is currently \$600,000 - \$650,000 (2020 price).

Summary

This is a necessary step to ensure we have reliable apparatus, and have a cost effective maintenance plan each year. As previously stated, with the exception of Engine 12, all apparatus in LAFD’s fleet is well over 20 years old, near future requests to replace additional apparatus is certain.

2018 – Present Breakdown of Engine 10’s Maintenance Costs

2018 - \$11,135.00

2019 - \$23,863.94

2020 (to date) - \$17,048.00 – Still pending yearly pump testing, yearly maintenance, DOT inspection.

Respectfully,
Bobby Annen – Fire Chief
Lodi Area Fire Department

LAFD CAPITAL IMPROVEMENT PLAN

A well-formulated Capital Improvement Plan (CIP) is rooted in consistent planning for major expenditures and in anticipation of the “just-in-time” replacement of apparatus, equipment, and facilities. CIPs are most effectively done in 5-year increments in which the current year drops into the annual operating budget and off of the 5-year plan. Then the CIP is replaced by a new 5th year so that it is a continuing process that is tied directly to normal annual budget preparations. Supported by an appropriate funding stream and thoughtful analysis and forecasting by staff, the CIP is a powerful instrument for managing a Fire Department’s level of service delivery.

MAJOR CAPITAL IMPROVEMENTS MAY INCLUDE THE FOLLOWING:

- APPARATUS: Purchase and/or refurbishment/replacement of pumper engines; squad and/or rescue vehicles; water tenders; command vehicles; utility vehicles.

- MAJOR EQUIPMENT: Purchase and/or replacement of: personal protective equipment (PPEs); self-contained breathing apparatus (SCBAs); rescue tools, and fire hose.
- FACILITIES: New construction and/or renovation of fire stations, and administrative and support offices.

The CIP allows policymakers and management to effectively plan, approve, and implement a sustained and continuous effort when operating a modern fire protection service delivery system through a proactive budgeting strategy. This is necessary for creating a baseline of equipment and identifying the sources of funding to support an equipment and facilities replacement schedule based on a formally established policy specifying the useful service life of equipment and facilities. Certain safety equipment, such as structural and wildland firefighting gear and self-contained breathing apparatus, has OSHA/NFPA-mandated service lives.

ESTIMATED EXPENDITURES COULD INCLUDE THE FOLLOWING:

Apparatus Replacement: Currently, the Lodi Area Fire Department (LAFD) has no standard apparatus and equipment depreciation and replacement schedule. As a result, front line apparatus fall either into a deferred replacement mode or apparatus replacement is funded through a variety of creative methods. Apparatus replacement funding has most recently been accomplished through setting aside money in a “vehicle replacement fund”. This practice has been observed since Engine 12 was paid off in 2012.

DRAWBACKS TO CONTINUING THE CURRENT APPROACH INCLUDE:

A standard cycle of front line apparatus replacement (depreciation and replacement amortization) for a modern rural fire department would likely be a minimum 20 years front line service followed by a minimum of 5 years reserve service before being decommissioned from the fleet. However, given the available resources of the LAFD, it may be more practical to extend the service life to 25 years front line service followed by a minimum of 5 years reserve status service before being evaluated for being decommissioned from the fleet (i.e., 25 to 30 years of service).

A recommendation for adjusting the service life of apparatus (up or down in the number of service years) is based on the continual analysis of on-going maintenance costs to determine trends in exceptional costs that are in excess of routine preventative and regular maintenance expenditures. The apparatus maintenance record system should be able to indicate how much is spent in time and materials for maintenance costs on any single apparatus. It should have the ability to flag those apparatus that have gone beyond their cost-effectiveness equilibrium, thus reaching a point of diminishing returns where the value of continuing repairs exceeds those of servicing a new apparatus.

Recommendations: Adopt and implement an apparatus replacement schedule policy of 20-30 years front line service for all firefighting apparatus, with a minimum of 5 years reserve service before consideration of decommissioning the apparatus.

Policy should also require the maintenance of accurate equipment and repair records. This data will support the evaluation of useful service life for each apparatus, and it will take into account any necessary adjustments to either extend or reduce front line or reserve service status.

The Fire Chief should regularly review and analyze maintenance records and cost-effectiveness to determine if capital outlay for refurbishing and repowering apparatus may be considered as a viable

alternative to transitioning from front line to reserve status—or, from reserve status to de-commissioned from service altogether. This analysis should be done on a case by case basis. Regular analysis should determine the need for adjusting any of the recommended apparatus/vehicle replacement schedules with the corresponding funding level in the recommended amortization schedule being adjusted up or down accordingly.

PRIORITY: IMMEDIATE

Table 1 Apparatus Replacement/Purchase Schedule			
Apparatus	Purchased	Front Line	De-Comm
Engine 10	1998	25 Years	2023
Engine 12	2005	25 Years	2030
Squad 13	1992	30 Years	2023 - 2026
Tender 14	1997	30 Years	2027 - 2029
Tender 15	1999	30 Years	2029 - 2031
Brush 16	2001	20 Years	2022 - 2025
Car 1	???	15-20 Years	2035

Estimated Costs:

New Engine completely equipped: \$600,000 - \$700,000 each
 New Command Vehicle completely equipped: \$40,000/each – probably higher
 New Brush Truck F-450, completely equipped: \$75,000 - \$85,000 each
 New Tender w/pump, completely equipped: \$300,000 - \$400,000 each
 New Squad/Heavy Rescue, completely equipped: \$500,000 - \$600,000 each
 Based on the replacement costs in 2020, and if the LAFD were starting from a baseline of all new apparatus and light vehicles, for FY 2020/21 it is recommended that an annual amortization fund be established for apparatus replacement in the amount of \$100,000.

MAJOR EQUIPMENT REPLACEMENT:

This section discusses the replacement of major equipment in the on-going business of fire, rescue and service delivery by the LAFD. It includes personal protective equipment (PPE) turnout gear, self-contained breathing apparatus (SCBA), rescue extrication tools, and fire hose.

1. PERSONAL PROTECTIVE EQUIPMENT (PPE):

PPEs are required to be replaced every ten (10) years, or every two NFPA standards revision cycles, or whenever the equipment is damaged beyond repair or fails an inspection. The LAFD has approximately 40 sets of structural firefighting gear and an equal number of wildland firefighting PPE gear. The 2020 cost for each of these is as follows: 1 set of structural firefighting turnouts (pants and

jacket) cost approximately \$3,000, and 1 set of wildland firefighting gear (pants and jacket) cost approximately \$500.00.

The LAFD typically buys some number (3 - 4 sets per year) of new PPE gear for the firefighters and volunteers. Therefore, in order to amortize the cost of PPE replacement in a planned fashion over a 10 year period, the fire department should budget \$13,000 annually toward PPEs, in addition to maintenance and repairs. This would, in effect, replace the entire compliment of PPEs (structural and wildland) in manageable increments over each successive 10-year period.

RECOMMENDATION: Amortize the cost of PPE replacement over a 10 year period, should consider budgeting \$13,000 annually, in addition to maintenance and repairs. This would, in effect, replace the entire inventory of PPEs (structural and wildland), in manageable increments, over each successive 10-year period.

PRIORITY: Immediate for initiating annual amortization funding for completing an ongoing PPE replacement cycle.

SCHEDULE: Annual amortization for PPE replacement every 10 years.

COST: \$13,000 annually, to replace 3-4 sets of both structural and wildland PPEs.

MAJOR EQUIPMENT REPLACEMENT:

2. SELF-CONTAINED BREATHING APPARATUS (SCBA):

The LAFD has 25 SCBA units with a 2020 estimated replacement cost of \$7,000-\$8,000 each, equaling a potential \$200,000 capital outlay. LAFD is due to replace all SCBA units by 3/2033, once new SCBA go into service by 2018 replacement is not likely to be necessary prior to 2033 unless parts become unavailable or cylinders fail regular hydrostatic testing. However, an eventual replacement project must be anticipated and planned for as part of on-going financial planning.

All SCBA cylinders require periodic hydrostatic testing as required by 49 CFR 180.205. The frequency of the maintenance depends upon the cylinder material, as follows:

- Steel cylinders should be tested every five years and have an indefinite service life until they fail a hydro test.
- Aluminum cylinders (not including hoop-wrapped) should be tested every five years and have an indefinite service life until they fail a hydro test.
- Hoop-wrapped cylinders should be tested every three years and have a 15-year service life.
- Fully wrapped fiberglass cylinders should be tested every three years and have a 15- year service life.
- Fully wrapped Kevlar cylinders should be tested every three years and have a 15-year service life.
- Fully wrapped carbon fiber cylinders should be tested every five years and have a 15- year service life. (This is currently what LAFD uses)

RECOMMENDATION: An annual amortization funding of approximately \$15,000 should be created for the replacement of SCBAs in addition to their annual maintenance budget.

PRIORITY: Immediate for initiating annual amortization funding.

SCHEDULE: Annually in order to prepare for the ultimate replacement of the SCBA inventory whether through obsolescence or non-serviceability.

COST: \$16,000 annually, and recommend including an annual CPI index inflator and/or unit cost survey in order to adjust funding levels commensurate with replacement costs.

MAJOR EQUIPMENT REPLACEMENT:

3. RESCUE TOOLS:

Hydraulic rescue tools are mission critical equipment to delivering services. Especially given the proximity and frequency of response by the LAFD to motor vehicle accidents, these units are of particular significance and value for disentangling and extricating trapped victims involved vehicle accidents. These units should be replaced every 8-10 years depending on advances in technology and the cost of maintenance and repairs to each unit. The LAFD has four (2) Rescue Tool units at a 2020 cost of \$12,000 each. Fortunately LAFD just purchased new units with donated funds monies, however it is our belief that these tools should be items to be purchased through the budget. These newly purchased units will be due for replacement in FY 2027-28. An annual capital amortization of approximately \$2,500 should be created for the replacement of Rescue Tools in addition to their annual maintenance budget.

RECOMMENDATION: The Rescue Tool units are due for replacement in FY 2027/28. An annual capital amortization of approximately \$2,500 should be considered for the replacement of Rescue Tools every 10 years (may be desired/required sooner, depending on advances in technology and annual cost of maintenance and repairs for each unit), in addition to the annual maintenance budget.

PRIORITY: Immediate for initiating annual amortization funding.

SCHEDULE: Annual amortization for Rescue Tool replacement every 10 years.

COST: \$2,500 annually for ten years for a total of \$25,000. Use an annual CPI index inflator and/or unit cost survey to adjust funding levels commensurate with replacement costs.

MAJOR EQUIPMENT REPLACEMENT:

4. FIRE HOSE:

The National Fire Protection Association's (NFPA) Standard-1962 calls for annual hose testing and allows for keeping hose as long as it passes the annual service test. However, a generally accepted practice is to remove hose from service after 10 years, as recommended by the NFPA in Standard-1962 (2008 Edition), Annex A.7.1., which states "While all users should establish their own retirement schedule, fire departments should give careful consideration to a 10-year maximum service life under normal operating conditions."

Therefore, an annual budget should be maintained for replacing a prescribed amount of hose inventory, so it will not need replacement all at once—while also providing for damaged hose repair and replacement. This allocation can be amortized over 10 year increments. The following are a representation of the average hose costs in 2020: 50- foot length of 1-3/4” double-jacketed fire hose approximately \$200; 50-foot length of 2- 1/2” double-jacketed hose approximately \$300; and 100-foot length of 5” Large Diameter Hose (LDH) approximately \$600.

RECOMMENDATION: Outfitting an entire engine with a complete hose change costs approximately \$10,500 in 2020 dollars. With 2 engines in the LAFD fleet, this represents an in-service inventory of approximately 4,500 feet of fire hose (not including rack storage inventory). Therefore, an annual hose replacement budget of \$2,000-4,000 is considered reasonable.

PRIORITY: Immediate for initiating annual amortization funding for completing an ongoing fire hose replacement cycle.

SCHEDULE: Annual amortization for fire hose replacement cycle

MAJOR EQUIPMENT REPLACEMENT:

5. FACILITIES:

The Lodi Area Fire Department was constructed in the 1950’s with a 100% volunteer staff model in effect at the time. The station is under-sized and not conducive to staffing space and amenities. Due to the age and construction of the current station, the addition of a second story is not likely to be possible, without significant foundation and building envelope upgrades that may exceed the cost of other alternatives.

A new station would modernize the on-duty staff living quarters, and provide a vastly improved working environment. Preliminary investigation into typical, average fire station design and construction costs, render this option a very real possibility for improving the operational facilities of the LAFD.

RECOMMENDATIONS: Engage in a modification study for building a new Lodi Area Fire Station.

PRIORITY: Immediate

COST:

- Typical average design and engineering estimate:
- Typical average construction cost estimates - \$200 – \$250/square foot
- Total rough estimate: \$2,000,000 – 4,000,000

FACILITIES CON’T

Until the construction of a new fire station can be realized, we must continue to keep our current building in the best condition possible, thus we must budget for major repairs/upgrades in the event we remain in our current facility for several years. These major repairs consist of a new roof, parking lot upgrades, and other repairs that may need to be done in the interior/exterior of our existing facility.

RECOMMENDATIONS: An annual amortization funding of approximately \$6,000 should be created for repairs/upgrades, in addition to their annual maintenance budget.

PRIORITY: Immediate for initiating annual amortization funding.

SCHEDULE: Annually in order to prepare for the potential of major building repairs/upgrades

6. SUPPLEMENTAL INFORMATION:

There are also several other Capital items that were in need some consideration, although they hold more of an intermediate priority.

Replacement of the portable radios (30 count/ \$2,700/ea.) and thermal imaging cameras (TICs) (3 count/\$5,500 ea.). Our current portable radios will no longer be supported by Motorola effective 1/1/21, thus making repairs becomes more difficult. These are all of varying ages and should be replaced in the out years of the currently recommended CIP, or the first years of the next 5-year cycle. 2020 estimated costs for each of these categories is:

- Portable radios (30X \$2,700) = \$81,000
- Pagers (36 x \$450.00) = \$16,200

CIP TABLE - 1A

This table represents an optimal 5-year CIP model, using the high end of estimates in each category discussed in the written plan.

In the out years (FY-2021/22, and beyond) the amortized impact on annual totals will be reduced as the system stabilizes. All costs are in 2020 dollar estimates and should be adjusted for Consumer Price Index (CPI) and/or vendor cost surveys, on an annual basis.

CIP Table 1A					
ITEM	2021/22	2022/23	2023/24	2024/25	2025/26
Apparatus	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000
PPE	\$15,500	\$15,500	\$15,500	\$15,500	\$15,500
SCBA	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
Rescue Tools	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Fire Hose	\$3,000 - \$4,000	\$3,000 - \$4,000	\$3,000 - \$4,000	\$3,000 - \$4,000	\$3,000 - \$4,000
Facilities (Current Facility)	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Facilities (New Facility)	?????????	?????????	?????????	?????????	?????????
TOTALS	\$156,000	\$156,000	\$156,000	\$156,000	\$156,000

CIP TABLE - 1B

This table represents an austere 5-year CIP model using the low end of cost estimates in each category discussed in the written plan. This model spreads the expenditures of (with a less expensive model). All costs are in 2016 dollar estimates and should be adjusted for Consumer Price Index (CPI) and/or vendor cost surveys, on an annual basis.

While the annual totals in this model appear less daunting than in CIP Table-1A, this model results in significant risks of: having to defer critical equipment replacements due to insufficient amortized funds; continually shifting the shortfall predicament forward into the out years; and, there is an extremely high probability of not ever being able to reach a stable equilibrium in the replacement schedule.

CIP Table 1B					
ITEM	2021/22	2022/23	2023/24	2024/25	2025/26
Apparatus	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
PPE	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
SCBA	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Rescue Tools	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Fire Hose	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Facilities (Current Facility)	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Facilities (New Station)	?????	?????	?????	?????	?????
TOTALS	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000



**Five Year (2020 – 2025)
Strategic Plan**

A Message from Chief Annen
September, 2020

One of the goals that I set upon being appointed Fire Chief was to conduct straightforward and realistic internal (policies, personnel, operations) and external (customer service) evaluation of the department that would provide us with a template from which we could improve our operations and maintain the exceptional standards of service that our residents and visitors have come to expect.

In order to provide comprehensive emergency services to our residents and visitors to the Lodi Area, the Lodi Area Fire Department must proactively respond to changes, solve problems, collaborate on issues, assess community needs, and develop viable solutions. To accomplish this goal I have developed the following Strategic Planning document. This report is designed to provide the department, citizens of the community, and municipality policy makers with a five year planning document capable of being evaluated, reviewed, and refined on an annual basis dependent on our ability to meet the objectives listed in the plan.

It is a known fact that the fire service continues to change on a daily basis. The dynamic nature of the environments, community demands, staffing issues, and the current unstable economic conditions facing local municipalities require departments assume a proactive stance in planning short, medium, and long term organizational goals. While we acknowledge our department may not fully achieve all of the stated goals within a five year period, we believe it is important to take the initiative and design a framework that will guide us in our efforts to meet future challenges.

In closing, I would like to thank the members of the department, community, and government officials for providing me the opportunity to facilitate the development of a document that will guide the future of the Lodi Area Fire Department. As a department, we stand committed to accepting the challenge of cultivating these strategic goals into reality, enhancing the services we offer our residents, and meeting our future vision.

Robert Annen, Fire Chief
Lodi Area Fire Department

The Lodi Area Fire Department has provided services to the community in basically the same method for since 1883. As the Fire Chief I have identified the obvious fact that we have now come to a defining moment in our existence. One that requires a fundamental review of our present status and the formulation of a plan designed to assist us in reaching our future goals and the service demands of the community.

The core question that we are attempting to answer through the development of the strategic plan is, "How can we improve the Lodi Area Fire Department and in what direction are we going in?" In order to develop the information required to answer this question a comprehensive look at all aspects of the department and the services we offer was completed.

Based upon this thorough assessment, the strategic plan included on the following pages will set short, medium, and long term organizational goals and identify the objectives that will be required to meet

these targets. As with any plan, we must recognize that the capacity to effectively achieve the identified goals significantly hinges on the ability of the department personnel to identify, acknowledge, and embrace the future vision of the department. I am hopeful our members are primed meet this challenge and support the goals and objectives identified in the plan.

Executive Summary

As with any type of future planning certain opinions have been identified and positively exploited in the development of this strategic plan. These assumptions identify the continued growth of the Lodi Area population, additional visitors to the community, a continued increase in requests for fire department services, and the evolution of State and National standards as concerns that may impact the future of our organization.

Current and future operations, plans, and goals cannot be met without proper staffing levels. Current and future staffing needs are projected in the staffing section of the plan. Goals to sustain the current level of personnel and the hiring of additional volunteers have been identified and documented. A proactive and positive approach to the future of our department in the areas of customer service, fire safety education, and enforcement of the State Fire Code have been developed and will remain at the forefront of our organizations future activities.

It is impossible for the members of our department to satisfactorily perform their required tasks without proper equipment, facilities, and apparatus. Therefore, our capital budget schedule needs to be designed to satisfy these obligations in a proactive and budget conscious manner. Replacement of our congested and inadequate fire station has been identified and is addressed in the plan as a high priority item.

The Lodi Area Fire Department has a reputation of utilizing a high quality internal training program developed and taught by our own personnel to cultivate the highest quality group of firefighters. This hard earned and well deserved standing highlights the quality of our training committee and the instructors within our department.

Going forward, it is our intention to expand and enhance the departments training program through a back-to-basics approach to fire operations that includes employing the latest methods and tools available in our service, in a manner that supports the enhancement of the delivery of our services and the safety of our personnel.

We are focused on remaining at the cutting edge of evolving technology and operational competence through our well-developed, diversified training program.

Technology in the fire service continues to change at an extremely rapid pace.

Our organization has been exceedingly proactive in identifying and adapting to these changes. Staying ahead of the technological curve to ensure we maintain and enhance our levels of productivity and efficiency will be a leading component of our future activities.

Our department provides a high level of quality fire suppression, and technical rescue services to the Lodi community. The fire service profession has undergone a considerable change in the type of services it offers and the methods utilized to deliver them over the past several years. We have become a virtual one stop shop encompassing all types of emergency response needs. In reply to these realities, our future emergency response strategy will be to develop and implement an action plan that

provides for the continual upgrade of internal response capabilities, the frequent review and enhancement of mutual aid and automatic aid agreements with our neighboring Towns along with an enhanced effort to increase to exploit regional based programs and projects.

Organizational Background

The Lodi Area Fire Department is a volunteer fire department that provides fire, technical rescue, and fire prevention and education services to a population of approximately 8,000 year round residents residing in an area of 64 square miles. These services are provided from one fire station centrally located within the City of Lodi. The department consists of 34 volunteer firefighters. One (1) Chief of Department, one (1) Deputy Chief, one (1) Assistant Chief, four (4) Captains and 27 firefighters.

Core Values

The members of the Lodi Area Fire Department are:

Prepared for Duty
Serving with Integrity
Responding with Compassion
Committed to Professional Excellence

These statements of core values mean the following to the Lodi Area Fire Department:

Prepared for Duty- Means that our members will do everything possible, to ensure that our department is at an optimum state of readiness when called upon to respond at a moments notice. Our members will be properly trained, equipped, supported, and focused on safe immediate response and customer service.

Serving with Integrity- This relates to how we do business. We acknowledge that truth and trust are the foundations of relationship building and delivery. Our members will work hard every day to maintain the highest professional standards and to earn the public trust through their actions.

Responding with Compassion- Our department is a people oriented service organization focused on helping those in need. Our members will provide the highest level of fire and emergency services with utmost compassion and caring to anyone in need.

Committed to Professional Excellence- The Lodi Area Fire Department will provide its members with the means, skills, and education to provide outstanding professional services. The organization will also achieve this excellence through a commitment to quality, respect for each person, and a workplace that is free of harassment, discrimination, and retaliation.

Core Functions

Administration:

The Fire Chief is responsible for the overall management of the Department, with functions of various duties and tasks delegated to the Deputy Chief, Assistant Chief, and Captains, working groups, and other individual personnel. This Fire Chief provides administrative control of the department, supervises

the daily operations and activities of our members, directs personnel management activities, and coordinates all training events in a system designed to achieve our primary goal of protecting the lives and property of the residents and visitors to the Lodi Area.

Fire Suppression:

Our personnel provide fire protection, public assistance, hazardous material mitigation, and technical rescue services to the Lodi Area and the surrounding communities as requested.

Fire Prevention:

Lodi Area Fire Department is responsible for providing fire prevention/fire inspection services, fire safety education, plan reviews, and fire investigations under the mandate of local, state, and federal laws, regulations, and standards.

Presumptions

To initiate our baseline strategic planning certain assumptions regarding the department were made: We assumed that;

- We will provide prompt, reliable service to our customers during any emergency and will train appropriately, respond rapidly, and adequately equip ourselves to mitigate all incidents.
- Our strategic plan will require periodic updates as events that shape the service demands of our community occur.
- We cannot meet the various demands and needs of the community alone.
- We need to network and communicate with other community agencies to ensure an effective, team oriented work environment and delivery of services.
- Changes of all types to the services we offer will continue to occur. It is our responsibility to identify, project, and plan to meet the challenges presented by these changes.
- We must ensure that we take every advantage to interact with the public and serve them in a manner that exceeds all expectations.
- We must ensure full cooperation with our mutual aid/MABAS division and take every opportunity to initiate regional partnerships and opportunities.
- We must be flexible enough to anticipate the needs of our community and appropriately adjust our services accordingly.
- We must prepare the next generation of department leaders through proper mentoring and succession planning.
- Training is a critical aspect of safe and effective operations. It is our duty to ensure our members are trained and certified to the highest possible levels.

- We shall assume elected officials support the efforts of our organization to provide world-class fire suppression, and fire inspection services.
- The level of services we offer is directly linked to the training, experience, and readiness of our personnel. It is our obligation to ensure we meet the expectations of the community and our personnel.
- We must ensure that department members support and maintain a work environment that promotes equality, equity, and integrity.

Strategic Planning Topics

Strategic Planning Topic #1

Personnel

The Lodi Area Fire Department is comprised of an outstanding group of dedicated, well trained individuals who are without question the departments most valuable resource. Managing these personnel requires the finite balancing of the needs of the membership. When managing in this environment it is important to remember that the achievements of any department ultimately hinge upon the success and development of the employees within. In order to ensure the future solvency of our department, the continued development of our personnel, and the sustained delivery of professional, cost effective services to the community, we have developed the following objectives to enhance our capabilities within this strategic planning category.

Objective 1:

Timeline – Ongoing

Develop an organizational environment that promotes member commitment, loyalty, respect, and cooperation.

Related Tasks:

- Create committee of department personnel to develop a member recognition program.
- Strive to improve recruitment & retention of members
- Continue to support social functions.
- Foster teambuilding through training and social events.

Objective 2:

Timeline – 0-24 months

Improve organizational communications.

Related Tasks:

- Weekly e-mail correspondence sent to members with news/updates.
- Clarify and enforce proper use of the chain of command.
- Create and utilize a department website for relaying information to personnel.
- Identify and establish official forum for the submission and consideration of new ideas.

- Evaluate and implement a variety of communication avenues to encourage open discussion of concerns, issues, and suggestions.
- Utilize improved communication practices to maintain high morale
- Ensure confidentiality of personal information.

Strategic Planning Topic #2

Staffing

The Lodi Area Fire Department provides prompt, high quality, cost efficient fire services to the residents of our community. The volunteer type system that we have utilized to deliver these services has performed adequately for many years. However, at this time a decline in the availability of our volunteers coupled with increasing requests for services has adversely impacted the ability of our department to meet the demands of the community and maintain the incident scene safety of our personnel at certain times. Currently, in order to maintain the comprehensive programs of public education, emergency response, facility maintenance, training, and apparatus maintenance, we have developed committees to attend to the aforementioned needs. All members of the department are assigned to at least one (1) committee, and are expected to actively participate in their respective committees. Due to the demand and workload, there are multiple volunteers that are on numerous committees, thus creating more of a time constraint for those individuals. This is a less than adequate situation that reduces our ability to complete tasks in a timely manner, limits overall productivity of our members, and promotes ineffective operations. The National Fire Protection Association (NFPA) sets national fire service response and staffing standards. While these standards are not law, they are generally considered as compliance documents for fire departments and are often adopted by OSHA and other State safety and health authorities. NFPA 1710 (Standard for the Organization and Deployment of Fire Suppression Operations), is a guiding document that specifies the minimum requirements for the operation and deployment of fire suppression, emergency medical services, and special operation responses. The fire response directive requires the minimum response of one engine company staffed by four (4) firefighters for the “first in” engine. On almost all calls, the Lodi Area Fire Department meets this standard, however, daytime staffing continues to be a logistical nightmare when it comes to staffing. We have implemented an “affiliate membership” program that allows firefighters that reside in other towns, and are members of their hometown department to volunteer at the Lodi Area Fire Department if their employers allow them to leave for calls during the day. This is one of many things that we are doing to try and increase daytime staffing. As the Lodi Area population continues to expand, and tourism continues to increase, it is leading to more demands for service from the Lodi Area Fire Department. Since 2013, our requests for response have increased by approximately 14%, with the continued growth of the Lodi Area, I believe that this number will continue to increase in the years to come. In the coming years, consideration of hiring full time firefighters may need to be explored. The following objectives will be used and explored to address staffing.

Objective 1:

Timeline – 0-12 months

Recruit and train call personnel as necessary.

Related Tasks:

- Refine and optimize the departments recruiting process.

- Utilize media outlets such as social media and newspapers as a method to announce volunteer recruitment efforts.
- Increase benefits (LOSAP/Rate Increases) for volunteers.
- Evaluate response and training participation levels of volunteers and establish specific criteria. Require personnel to meet the criteria.
- Develop a target call member recruit profile, with a focus on availability and commitment
- Facilitate the ability of personnel to meet the required participation levels.
- Continue to train new members personnel to FF I/II certification levels to assure the department is able to deliver effective core services.

Objective 2:

Timeline – 12-60 months

Develop a staffing/response program designed to meet National standards and community needs.

- Utilize statistical data to review current response deficits.
- Evaluate current staffing and response protocols to identify methods to meet fire based minimum staffing and response requirements.
- Investigate the enhanced use of mutual aid/MABAS resources to improve fire based minimum staffing requirements.
- Strive to meet NFPA Standards

Objective 3:

Timeline – 36-60 months

Upgrade current strictly volunteer staffing model, to combination (volunteer/full time).

Related Tasks:

- Provide statistical, research based, and budgetary documentation to the joint municipalities and Fire Commission to substantiate the creation and filling of this position.
- Provide substantiation for the creation and filling of this position to the residents of the community through the effective dissemination of accurate information.

Strategic Planning Topic #3

Training

The Lodi Area Fire Department has consistently provided high quality training within a system that supports a cooperative and interactive learning environment conducive to the needs of all members of our department. Consistent and unified instruction of this type unites our members in a constructive training atmosphere, and is a critical component of the overall safety and operational efficiency of our department. In keeping with our core training values of professionalism, excellence, and teamwork we have developed the following objectives to assist with enhancing the content and delivery methods of our training programs while ensuring the continued professional growth of our members.

Objective 1:

Timeline – 0-12 months

Maximize use of external fire instructors to deliver training programs.

Related Tasks:

- Evaluate the type of training programs requiring external instructors.
- Contact expert instructors and request proposals.
- Review and evaluate course proposals.
- Contract with instructors for program presentation.
- Schedule, facilitate, and support the training sessions.

Objective 2:**Timeline - 0-12 months**

Increase staff attendance at training sessions.

Related Tasks:

- Emphasize hands-on training as often as possible.
- Ensure training is specific to department mission.
- Utilize external expert instructors to ensure stimulating training sessions.
- Continue to improve the quality of training facilities, props, and resources.
- Implement a training program that allows for individualized, flexible training opportunities.

Objective 3:**Timeline – 0-12 months**

Facilitate the ability of the training committee to develop, conduct, and maintain department training programs.

Related Tasks:

- Provide adequate resources and funding to ensure program support.
- Establish a computer based training/record management system.

Strategic Planning Topic #4**Fire Prevention/Inspection**

The Lodi Area Fire Department currently contracts out fire inspection duties and code enforcement to the company Fire Inspection Services. The assigned Inspector is responsible for conducting all fire inspections within the Lodi Area Fire District, in conjunction with direct partnership with the Chief of the department. We currently have an “in house” fire prevention program. Each year the Lodi Area Fire Department holds a “fire prevention day” at the fire station. On this day children ages K-5 come to the fire station and they are shown interactive demonstrations on whatever the theme is for that year. We also have several other events that we attend to promote fire safety & prevention. This proactive and customer service oriented approach and our commitment to ensure the daily life safety of our residents and visitors to the Lodi Area will be at the forefront of our future endeavors and goals.

Objective 1:

Timeline – 0-12 months

Review operational effectiveness of outsourcing fire inspections, and fire prevention program to ensure all required tasks are completed in a cost-effective, efficient manner.

Related Tasks:

- Assess inspection requirements within the community to develop a definitive list of required inspections and accurate inspection cycles.
- Ensure Fire Inspection Services provides high quality, professional services to the community.
- Evaluate and ensure compliance with all State required inspections and mandates.
- Create the capability to move stored records and all future fire prevention inspection and related documents into a computer based system.
- Assess the possibility of creating an “in house” fire inspection program.
- Evaluate the benefits of having an “in house” fire inspection program.
- Support the continuing education of assigned members and provide adequate resources for task completion.
- Provide proactive support and guidance to current and future business owners in relation to fire safety compliance.

Objective 2:

Timeline – 0-60 months

Enhance/re-evaluate our existing pre-plans, and how having an “in house” fire inspection program will enhance our ability to update pre-plans.

Related Tasks:

- Assess existing pre-plans and investigate the necessity of updating.
- Investigate purchasing and implementing fire inspection and fire pre-plan software system.
- Purchase additional laptops for exclusive use of fire inspection programs.
- Ensure successful implementation and continued review and assessment of system application.

Strategic Planning Topic #5

Fire Station

The Lodi Area Fire Department needs a new fire station. The existing fire station doesn't meet District needs and it hasn't for a long time. It severely lacks adequate truck space, offices, sleeping rooms, training facilities, and storage space. There is little to no potential for expansion. It doesn't have enough room for maneuvering trucks. It creates a hazard for emergency personnel and it puts emergency traffic into downtown Lodi creating a potential hazard for firefighters and citizens. In 2019 a feasibility study was conducted by Public Administration Associates. The determination was that the current LAFD facility is inadequate, additional details can be referenced in the published study.

Each year we budget roughly \$7,000 dollars in building maintenance funding. This money is used for general maintenance that is needed around the building. It can range from apparatus bay door repairs or replacement, to light bulb replacements. In a nutshell, we use building maintenance monies to make every effort to keep the fire station in the best working condition possible. Despite having building maintenance funding, there are required repairs that go above and beyond what is in our budget. As we strive to keep the fire station in the best possible condition, the mere growth of the fire service as a whole has made our current facility too small and inadequate for operations.

As you can see from all of the aforementioned issues, the Lodi Area Fire Department is in dire need of a new fire station. As the fire service as a whole continues to modernize and change, we need to be able to change with it, our current situation with our current fire station does not allow us to modernize and change. We are handcuffed due to lack of space and inadequate facilities to keep up with modernization.

Objective 1:

Timeline – 0-60 months

Facilitate the planning & construction of a new Fire station facility.

Related Tasks:

- Revise internal building committee working group to review current needs.
- Meet with design firm for project creation & review.
- If required revise design to fit current department needs.
- Present plan to Fire Commission, Joint Municipalities.
- Lobby for required funding.

Objective 2:

Timeline – 24-60 months

Creation of a substation in the Town of Lodi or Town of Dekorra. The feasibility study recommended a substation in the Harmony Grove area.

Related Tasks:

- Organize a joint meeting with the Town of Lodi & Town of Dekorra.
- Create workgroup to review benefits of a substation in this area.
- Review financial impacts of the Town of Lodi & Town of Dekorra.
- Meet with design firm for project creation & review.
- Lobby for required funding

Strategic Planning Topic #6

Operating Budget

Budget development, implementation, and management are some of the most challenging tasks facing today's fire service leaders. The economic difficulties that are afflicting communities across the nation have highlighted the critical responsibility placed on department administrators to ensure their

organizations are capable of delivering effective emergency response services to their communities in a setting that endorses reduced funding and support. The Lodi Area Fire Department fully understands this issue and is particularly aware of our obligation to develop and implement a fiscally responsive financial plan that is respectful to the future needs of the department and the municipalities ability to provide adequate funding.

In order to meet our commitment to future financial prudence in today's challenging budget environment we have developed the following objectives for inclusion within this planning topic.

Objective 1:

Timeline – 0-60 months

Examine all department operations for efficiency and cost effectiveness.

Related Tasks:

- Review all department functions on a cost-benefit, efficiency based platform.
- Identify areas open to revision and redistribution of resources.
- Identify components available for implemented cost saving strategies.
- If available, revise department functions for increased efficiencies.
- Conduct monthly reviews of the department budget to maintain a high level of fiscal responsibility.

Objective 2:

Timeline – 0-60 months

Continually explore revenue enhancement opportunities.

Related Tasks:

- Identify and apply for all appropriate individual and regional based grant opportunities.
- Utilize State contract pricing and purchasing groups as presented.
- Research, and apply for Federal grant funding.

Strategic Planning Topic #7

Capital Budget

The Lodi Area Fire Department needs to establish and maintain a capital budget plan that will help offset the costs of significant future purchases, such as, but not limited to:

- **Self Contained Breathing Apparatus (SCBA) Replacement. (Every 15 Years)**
- **Engine Replacement. (Per NFPA Standard Engines Can No Longer Be Front Line After 25 years)**
- **Other Apparatus Replacements As Needed.**
- **New Fire Station.**
- **Emergency Building Repairs.**

The Lodi Area Fire Department needs a capital budget plan that identifies our short, medium, and long term needs, the method through which these purchases are completed gives our organization the opportunity to remain fluid in the scheduling of equipment acquisitions. Each year we will evaluate our capital budget to reflect our immediate fiscal year needs and available funding.

Strategic Planning Topic #8

Administration

The Fire Chief has the overall responsibility of managing all functions of Lodi Area Fire Department. To assist the Chief in accomplishing this task line officers are assigned duties that they are required to complete. The Deputy Chief, Assistant Chief, and Captains main functions include, apparatus and equipment maintenance, responding to emergency incidents as required, and directing personnel to ensure the organization continues to deliver excellent services to the Lodi Area.

The complexity of today's fire department operations coupled with the administrative activities required to effectively manage the personnel and budget of a fire department, requires a multifaceted manager who has the ability to delegate tasks to staff members while at the same time creating and supporting a vision of future organizational excellence. The role of the Fire Chief includes the ability to research and evaluate new service delivery methods and standards, review and revise department operational needs.

This support includes the ability to research and evaluate new service delivery methods and standards, review and revise department operational needs, implement and sustain new technological enhancements, acquire new equipment and resources for required service upgrades, and develop and support new policies and procedures. To meet these new challenges we have developed the following objectives within this strategic planning category.

Objective 1:

Timeline – 0-12 months

Revise Bi-Laws & SOG's to establish baseline documents detailing the requisite efficient and orderly operation of the department.

Related Tasks:

- Continue to revise & update department bi-laws & SOG's to be congruent with WI law SPS 330.
- Provide revisions to department members.
- Enforce Rules & Regulations as required.

Objective 2:

Timeline – 0-24 months

Ensure the department is provided adequate resources, equipment, and apparatus to maintain and enhance service delivery levels as required.

Related Tasks:

- Continually evaluate department equipment and apparatus in order to assure the availability of resources to meet response needs.
- Evaluate operational budget purchases against available funding in a priority based system.
- Evaluate and revise capital budget as necessary to meet current demands

Objective 3:

Timeline – 6-60 months

Review and revise department involvement in community outreach activities based upon effectiveness and cost efficiency.

Related Tasks:

- Evaluate the relativity of all outreach programs as they relate to the mission of the department.
 - Revise program delivery to increase efficiency and effectiveness.
 - Create new programs to match community needs and priorities.
- Continue to deliver current menu of services/programs that meet community needs and priorities.

ATTACHMENT C
Building Permits thru 09/25/20

		TOWN OF LODI BUILDINGS PERMITS ISSUED:			
		2020	thru	9/25/2020	
DATE	#	ISSUED TO	ADDRESS	CONST. VALUE	FOR
01/09/20	01	JOHN HARTUNG (S E N K Holdings LLC)	W11250 Red Cedar	40,000	deck
01/13/20	02	LUCKYS OKEE REAL ESTATE LLC	W11579 County Rd V	50,000	commercial addition/remodel
01/24/20	03	BRYANT KEARNEY	W10500 CTH J	25,000	kitchen/bath remodel
02/04/20	04	MATT & VICTORIA HARMON	Michael Drive	0	driveway
02/11/20	05	TERRY BUHLER	W11549 Island View	50,000	finish basement
02/20/20	06	RORY PATCHIN	Red Cedar Dr.	0	access/driveway
02/24/20	07	JOE & LAURA BREMER/Acker Builders	Lot 26 Arbor Valley	0	access/driveway
02/26/20	08	CHRISTIAN WOOD / TERESE CARR	N2762 Demyck	1,500	alterations
02/26/20	09	FITZ'S ON THE LAKE/Action Electric	W11602 CTH V	3,000	electrical upgrade
03/02/20	10	BILL McINERNEY/High Point Electric	N2815 N. Lake Point	3,000	electrical upgrade
03/04/20	11	TOMAS & JEAN WINTER	W10949 Arbor Valley	10,000	basement finish
03/12/20	12	DANIEL & JULIE MERK	N2747 N. Lake Point	490,000	remodel deck/porch
03/12/20	13	KEVIN & KATHRYN SOPHA	N1912 STH 113	1,000	sign
03/12/20	14	MARK SKORCZEWSKI	N1362 Hillestad	30,260	solar pv
03/13/20	15	JOSHUA & BRITTANIE DEMPSEY	W10957 Bayview	15,900	bathroom remodel
03/18/20	16	TODD ANDERSON	W10716 E. Harmony	15,000	attached garage
03/19/20	17	BRAD COOK	W11037 W. Harmony	100,000	whole house rehab
03/23/20	18	RICHARD & JAQUELINE WEHREBERG	W11033 N. Lake Point Dr.	257,000	NEW SINGLE FAMILY HOME
03/24/20	19	MARK & ELAINE SCHMID	W11290 Red Cedar	150,000	addition/remodel
03/25/20	20	GUARDIAN ANGEL FARMS/BILL & KATHY SELLNER	N681 CTH Y	7,600	interior remodel
03/31/20	21	JAY GAWLIKOSKI	W10911	5,000	alterations
03/31/20	22	JAMES HELLENBRAND	W10716 Ryan	15,000	Ag roof

04/10/20	23	GUARDIAN ANGEL FARMS/BILL & KATHY SELLNER	N681 CTH Y	24,000	garage addition
04/14/20	24	WINNEQUAH GUN CLUB	N2211 LANG	1,000	electrical upgrade
04/16/20	25	MATTHEW & KIMBERLY BOYER	W10912 Eagle	20,000	boathouse
04/16/20	26	TERRY & JEAN THOMPSON	W10784 E. Harmony	4,000	fence
04/20/20	27	BRAD COOK (Cook Family Trust)	W11037 W. Harmony	20,000	addition & service upgrade
04/20/20	28	WILLIAM & SUSAN PFEIL	N2561 CTH V	10,000	shed
04/27/20	29	MATTHEW & VICTORIA HARMON	N2565 Michael Dr.	350,000	NEW SINGLE FAMILY HOME
04/27/20	30	MATTHEW & VICTORIA HARMON	N2565 Michael	45,000	detached garage
04/29/20	31	DAVID & MARGARET KLANTE	W11434 Red Cedar	61,000	basement finish
05/05/20	32	MICHAEL & AMANDA REISNER	W10535 River	3,000	fence
05/06/20	33	JESSICA OSTRANDER	W10558 River	25,000	covered deck
05/06/20	34	DANIEL & REBEKAH HELLENBRAND	W11103 Pollock Rd.	485,000	NEW SINGLE FAMILY HOME
05/12/20	35	JAMES & SHIRLEY SCHOMMER	W11440 Bay	2,500	replace deck boards
05/26/20	36	THOMAS & NICOLE BUSHMAN	W10583 E. Harmony	1,500	deck
05/26/20	37	KENNETH & LORA NAKATEN	N2641 CTH V	1,200	electrical upgrade
05/26/20	38	ROBIN ROBERTS	W10930 CTH V	100,000	Ag pole shed
05/26/20	39	JASON & HEATHER RASMUSSEN	W11241 CTH V	30,000	pole shed
05/27/20	40	ROGER & DONNA WETZEL	W11521 CTH V	1,200	replace deck boards
06/09/20	41	RORY & KAREN PATCHIN	W11380 Red Cedar Dr.	1,200,000	NEW SINGLE FAMILY HOME
06/15/20	42	MARK SCHAAP	W10311 County Road K	390,000	NEW SINGLE FAMILY HOME
06/15/20	43	JAMES & BARBARA ATTOE	W11057 Rodney Dr.	185,000	NEW SINGLE FAMILY HOME
06/15/20	44	TIMOTHY & JENNIFER RAKE	N1841 Kohn	50,112	PV install
06/17/20	45	ALEX FRYMAN & SARAH HAWKS	W10947 Bayview	100,000	remodel
06/18/20	46	JAY GAWLIKOSKI	W10911 Bayview	1,200	service upgrade
06/24/20	47	PETER FRANKLIN & JULIE CARTER	W11030 CTH V	1,500	shed
07/06/20	48	JARED RYAN	N2281 Cactus Acres	35,500	shed
07/08/20	49	MARK HARRING/Harring Living Trust	W11593 Demyck	5,500	remodel
07/08/20	50	MARK SCHIRRA & GRACE STOHINSKI	N892 Lodi	106,000	addition
07/15/20	51	BONNIE DELAP	W10674 CTH J	56,000	basement finish
07/21/20	52	JOE & LAURA BREMER/Acker Builders	W10930 County Road V	441,313	NEW SINGLE FAMILY HOME
07/21/20	53	JASON & SHARRON WIPPERFURTH	N1645 Brothertown	46,000	basement finish
07/21/20	54	SCOTT BOLICK & BRITTANY LOTHE	W11395 CTH V	5,000	deck resurface
07/23/20	55	ERIC & LEAH ROHNER	N2078 Real Short	3,000	shed
07/27/20	56	ADRIAN & KIRSTEN ADSHEAD	N2473 Rapp	18,000	deck
08/03/20	57	JEFFREY & CYNTHIA ZUELKE	W11361 CTH V	(73,100)	raze home (due to fire)
08/03/20	58	ZACHARY STONE	N1420 Fair	(137,900)	raze home
08/04/20	59	CHAD WOLTER	W10911 Lake Point	1,200	electrical upgrade
08/05/20	60	JEFFREY & CYNTHIA ZUELKE	W11361 CTH V	500	temporary electrical service
08/12/20	61	MICHAEL & EMILY INGALLS	N2134 Shamrock		access/driveway
08/13/20	62	STICKY BAY LLC/Robin Roberts	W11093 CTH V	2,000	electric/hvac
08/17/20	63	JAMES HELLENBRAND (R & N Hellenbrand Trust)	N1792 Ryan	25,000	plumbing
08/19/20	64	DANIEL SCOTT & MEGHAN EGGERS	W10670 Gallagher	1,000	fence
08/24/20	65	MARTIN & RITA O'BRIEN	N2116 Shamrock Rd.	375,000	NEW SINGLE FAMILY HOME
08/26/20	66	STEVEN & PEGGY TENNANT	N2148 Okee Bay	41,738	PV system
08/26/20	67	KLEIN-LITSHEIM REVOCABLE TRUST	W9839 CTH K	170,000	remodel/addition
08/26/20	68	JON & CHRISTINE PLUMER	W11404 High Point	59,000	addition
08/26/20	69	SHEILA KURT / ANDREW SMITH	W11208 State Road 60	342,000	NEW SINGLE FAMILY HOME
08/31/20	70	CHRISTIAN WOOD / TERESE CARR	N2762 Demyck	2,000	deck
09/02/20	71	MICHAEL & EMILY INGALLS	N2134 Shamrock Rd.	215,000	NEW SINGLE FAMILY HOME

09/03/20	72	LAKEWIS LLC / WILLIAM DEHAAN	W11105 Linda Circle	162,000	2nd floor addition
09/03/20	73	CHRISTIAN WOOD / TERESE CARR	N2762 Demyck	7,000	kitchen remodel
09/18/20	74	BRYAN & MOLLIE RUD	N2088 Real Short	3,700	shed
09/21/20	75	TOM & KAREN JOHNSON	N2599 Michael	2,786	fence
09/24/20	76	GUARDIAN ANGEL FARMS/BILL & KATHY SELLNER	N681 CTH Y	see 20-20	remodel revised

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