

# CITY OF POLSON COMMISSION WORKSHOP

Commission Chambers

February 24, 2014

5:00 p.m.

**ATTENDANCE:** Mayor Heather Knutson, City Commissioners: John Campbell, Todd Erickson, Dan Morrison, Jill Southerland, Stephen Turner, City Manager, Mark Shrives, and City Clerk Cora Pritt.

**ABSENT:** Commissioner Ken Siler

**Others present (that voluntarily signed in):** Ardrene Sarracino, Rory Horning, Andrew Speer.

**1. CALL TO ORDER** Mayor Knutson called the meeting to order.

**2. APPROVAL OF PROPOSED AGENDA**

Commissioner Campbell motioned to approve the Proposed Agenda. Commissioner Southerland seconded. No discussion from Commission or Public. **VOTE: Unanimous Motion carried**

City Manager Mark Shrives explains that this workshop will be a State of The City with conversation from the Department Heads on their challenges and staffing. Each department will present a project list. The list will present where we are, where we want to go, and what we've seen.

Following the presentation, City Manager Mark Shrives concluded by commenting to Council that the Department Heads need to get feedback from the Council on what your priorities are. This will be done at a future meeting. This will help with the budget in the coming year as well as help the Department Heads get an idea of what the Council focus is. Mayor Knutson commented that the workshop needs to be scheduled sooner rather than later. Some of the projects are timely and need to be addressed.

Commissioner Campbell presented a potential park, named Cowan Park. This is currently an empty lot on Third Ave. East. The lot, along with \$10,000.00 would be donated to the City. There would be a small park constructed for the downtown area. Commissioner Campbell further stated that Jason Delaney would like to meet with City Manager Mark Shrives to discuss this potential park. Plants could be purchased by the general public and then donated to the Park. Mayor Knutson agreed that it would be worth exploring. This would be a walking path with no maintenance to the Parks Department.

4. PUBLIC COMMENT ON SIGNIFICANT MATTERS TO THE PUBLIC NOT ON THE AGENDA. There was no comment from the Public.

Commissioner Morrison motioned to adjourn. Commissioner Campbell second. **Vote: Unanimous Motion Carried.**

Adjourned 8:08 p.m.

Mayor Heather Knutson ATTEST:

\_\_\_\_\_ Cora E. Pritt, City Clerk

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## CITY COMMISSION WORK SESSION FEBRUARY 24, 2014

**Mayor**  
Heather Knutson

**City Commissioners**

<b>Ward 1</b> John Campbell Todd Erickson	<b>Ward 2</b> Jill Southerland Stephen Turner	<b>Ward 3</b> Dan Morrison Ken Siler
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2/24/2014

## AGENDA

- Overview – City Manager
- Department Presentations
- **Break**
- City Manager Presentation
- **Break**
- Commission Discussion/Questions
- Next Steps

2/24/2014

City Council Work Session

## OVERVIEW

- Tonight's Process
- City Vision and Mission Statement
- Strategic Planning 2013
- Current City Organizational Chart

2/24/2014

City Council Work Session

## Tonight's Process

- Not specifically a strategic planning or goal setting session
- State of the City from Staff Perspective
- Staff Vision, Projects and Challenges (**Project List Handout**)
- Short, Medium and Long Term Ideas
- City Commission Discussion/Direction

OVERVIEW

**Tonight's Process**  
Vision and Mission Statement  
Strategic Planning 2013  
Current City Organizational Chart

2/24/2014

**City of Polson Mission Statement**

OVERVIEW

Tonight's Process  
**Vision and Mission Statement**  
 Strategic Planning 2013  
 Current City  
 Organizational Chart

Nestled in the beauty of Flathead Lake and the Mission Mountains, the City of Polson is a place of cultural diversity that strives to create a clean, safe and friendly environment for our citizens and visitors. Polson is a forward thinking, small City that nurtures civic pride and promotes economic development by maintaining and enhancing our parks, pathways, streets and community aesthetics. Polson values our education system and natural resources. We have a thriving, active social scene for all, with a distinct character that draws people from all over the world.

2/24/2014 Resolution 1037 - January 23, 2013

**City of Polson Mission Statement**

*Inspiring beauty and community*

OVERVIEW

Tonight's Process  
**Vision and Mission Statement**  
 Strategic Planning 2013  
 Current City  
 Organizational Chart

2/24/2014 Resolution 1037 - January 23, 2013

**Strategic Planning 2013**

OVERVIEW

Tonight's Process  
**Vision and Mission Statement**  
**Strategic Planning 2013**  
 Current City  
 Organizational Chart

**Meetings Held**  
 - (1/11/13, 1/25/13, 2/15/13, 3/8/13)

**Products Produced**  
 - SWOT Worksheet (January 11, 2013)  
 - Idea List (undated)  
 - Goal Setting and Objectives Based on Vision & Mission Statements

**No Final Report Found**

2/24/2014

**2013 OBJECTIVES - NOT RANKED**

- Develop and Maintain Sustainable Practices/Principles and Systems
  - Planning - Intergovernmental Cooperation - Funding/Revenue Streams
- Create and Maintain a Welcoming, Positive Friendly Environment
- Develop and Maintain a Clear Financial Picture
  - Financial Systems Updated - CIP - Economic Efficiency
- Develop and Maintain Positive Intergovernmental and Stakeholder Relationships
  - Tribes - County - Businesses - Civic Groups
- Create Long Term Vision for the Future
  - Sense of Place - Who should we/do we attract
- Create a Clean, Safe Environment
  - Wastewater Plant - Stormwater

2/24/2014

### 2013 OBJECTIVES - NOT RANKED

- Deliver Consistent High Level of Public Safety
  - Fire Department (volunteers - maintain and increase)
  - Police
  - Utilities – (Stormwater – Hydrants)
- Maintain, Repair, Reconstruct and Augmentation of Public Infrastructure
  - Streets (Funding by SID or gas tax – Reconstruction – Maintain Good Streets)
  - Access to Lake – Trails – Telecommunications – Internet - Utilities

2/24/2014

### 2013 OBJECTIVES - NOT RANKED

- Promote Economic Development
  - Build Partnerships
  - Create Assessable Information
  - City Government as Creator Environment that Accommodates Business
  - Consistent Deliverables
  - Visitors and Convention Bureau
  - Recruitment
  - Access to Flathead Lake
    - Boat Launches – Trails – Parks – Docks
  - Events
    - Salish Point Concerts
  - Year Round Events
  - Parks - to Support Events

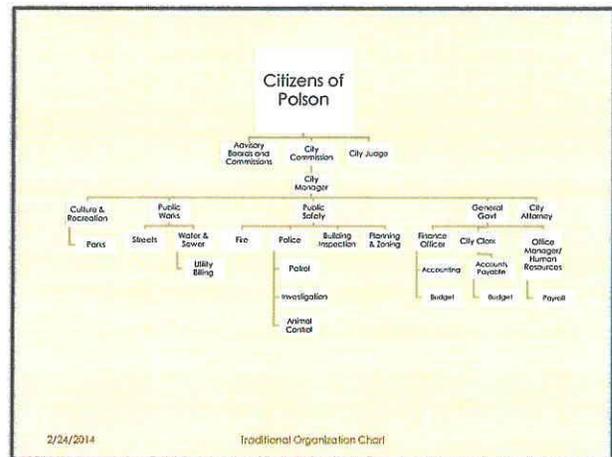
2/24/2014

### Current City Organizational Chart

**OVERVIEW**

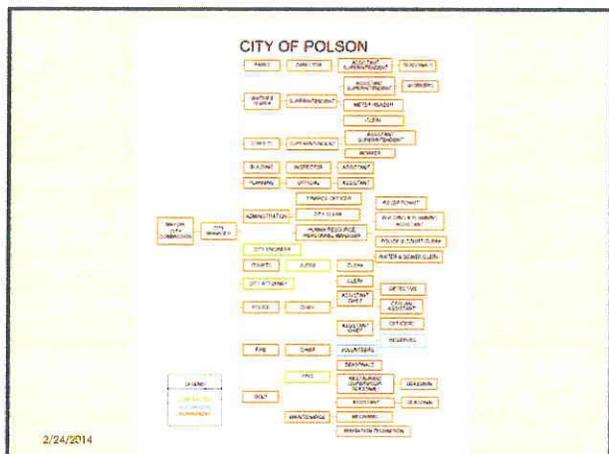
Tonight's Process  
 Vision and Mission Statement  
 Strategic Planning 2013  
 Current City Organizational Chart

2/24/2014



2/24/2014

Traditional Organization Chart



### DEPARTMENT PRESENTATIONS

- Administration
- Police Department
- Fire Department
- Golf Course
- Streets
- Water & Sewer
- Planning and Building
- Parks

2/24/2014

### ADMINISTRATION PROJECT LIST

Cindy Dooley – Cora Pritt – Ardrene Sarracino

Immediate (1-6 months)	Short to Medium (6 months to 2 years)	Long Term (2 to 5 years)
<ol style="list-style-type: none"> <li>1. Replace carpet in front area of City Hall</li> <li>2. Put in vending machine</li> <li>3. Install message board outside City Hall for Notices</li> <li>4. Credit card machine</li> <li>5. Postage machine</li> <li>6. Travel Policy</li> <li>7. Cash handling policy</li> <li>8. Purchasing/Accounts payable policy</li> <li>9. Update Personnel Policy Handbook</li> <li>10. Update job descriptions</li> </ol>	<ol style="list-style-type: none"> <li>1. New Printer/Copier</li> <li>2. Update network to Microsoft Exchange Server</li> <li>3. Website development (ongoing)</li> <li>4. PA system and/or upgraded phone system</li> <li>5. Live streaming of council meetings</li> <li>6. Step &amp; Ladder development for wages</li> <li>7. Computer replacement rotation</li> <li>8. Codification</li> </ol>	<p>Planning for new facility</p>

2/24/2014 Administration

## ARDRENE SARRACINO

HUMAN RESOURCE/PERSONNEL MANAGEMENT

2/24/2014

### WHAT ARE ARDRENE'S RESPONSIBILITIES?

- Manage front office personnel
  - Directly & Indirectly
    - Organizational restructure
      - Receptionist
        - Direct report
  - Processes & Procedures
    - Documentation
    - Checklists
  - Striving for Excellent Customer Service
  - Improve Efficiencies
    - Work smart not hard...

### WHAT ARE ARDRENE'S RESPONSIBILITIES?

- Payroll Processing
  - Paychecks
  - Tax Payments (EFTPS, SIT)
    - Quarterly Reports
  - Retirement Payments/Processing (PERS, MPORS, 457, Roth)
  - Unemployment Payments/Inquiries
  - Workers Compensation
    - Payments/Inquires
    - Process & follow up on Personnel Claims
  - W-2 processing

### WHAT ARE ARDRENE'S RESPONSIBILITIES?

- Health Insurance
  - Payments
  - Evaluation of benefits
  - Changes & updates
- Grants
  - Management
  - Writing & Proofreading
- Human Resources
  - Employee resolution management
- City Manager Assistant
- Web Development Committee

### WHAT ARE ARDRENE'S RESPONSIBILITIES?

- Purchasing Liaison
  - Computers
  - Semi-Networked System
  - Telephone
    - Evaluation & Management
      - System evaluation
        - Cost saving outcome
          - Year 1 savings \$k-\$k
  - Equipment Management

### WHAT ARE ARDRENE'S RESPONSIBILITIES?

- Training
  - Computer
    - Microsoft Office Suite
  - Customer Service
    - Front Office
    - Management Staff
  - Human Resource protocol
  - Workers Compensation protocol
- Park Board
- Safety Committee

### WHAT ARE ARDRENE'S RESPONSIBILITIES?

- Security System
  - Install secure door
  - Door permanently locked
- Job Description
  - Management & Updating

### CHALLENGES

- Resource Management
  - Current changes
    - Employee allocation
      - Training
        - Expand skill sets
      - Support

### PERSONAL GOALS

- Human Resource Certification
- Direct Report Employee Mentoring

### PROJECT LIST

Immediate (1-6 months)	Short to Medium (6 months to 2 years)	Long Term (2 to 5 years)
1. Telephone-CenturyLink (Request For Information)	1. Policies (Evaluation, Review & Creation)	1. Human Resource Certification
2. Evaluations	2. Printers (Re-evaluation)	2. Direct Report Mentoring
3. Job Description	3. Carpet (Replacement)	
4. Personnel Policy (Review & Update)	4. HVAC System (Completion)	
5. City Website	5. Network (Completion)	
6. COPS Grant Management	6. Computer (Re-placement Schedule)	
7. TSEP Grant Management	7. Office Furniture (Re-placement Schedule)	
8. Heart & Soul Transition (Calendar Program)		
9. Cell Phone-Verizon (Re-evaluation)		
10. Receptionist Training		
11. Safety Training		

- ### DEPARTMENT PRESENTATIONS
- Administration
  - **Police Department**
  - Fire Department
  - Golf Course
  - Streets
  - Water & Sewer
  - Planning and Building
  - Parks
- 2/24/2014

### PROJECT LIST

Immediate (1-6 months)	Short to Medium (6 months to 2 years)	Long Term (2 to 5 years)
Drug task Force	Safety day project	Facilities
K-9 program	Police website	School Resource Officer
Electronic tickets	Police personnel patrol and investigations	Research Grant Funding
Volunteer program	Update police equipment	
Launched Polson Police Facebook page	Research Grant Funding	
Research Grant Funding		

2/24/2014 Police Department

- ### DEPARTMENT PRESENTATIONS
- Administration
  - Police Department
  - **Fire Department**
  - Golf Course
  - Streets
  - Water & Sewer
  - Planning and Building
  - Parks
- 2/24/2014

### PROJECT LIST

Immediate (1-6 months)	Short to Medium (6 months to 2 years)	Long Term (2 to 5 years)
1. Training Facility	1. New Station 2. Satellite Station South end of town 3. Recruitment/Retention for volunteers	1. Water tender purchase 2. 312 Replacement

2/24/2014 Polson Fire Dept.

- ### DEPARTMENT PRESENTATIONS
- Administration
  - Police Department
  - Fire Department
  - **Golf Course**
  - Streets
  - Water & Sewer
  - Planning and Building
  - Parks
- 2/24/2014

### PROJECT LIST

Immediate (1-6 months)	Short to Medium (6 months to 2 years)	Long Term (2 to 5 years)
Equipment Replacement Schedule  Old 9 Irrigation Renovation	Private Cart Storage Building	Driving Range Tee Renovation  Practice Facility

2/24/2014 Golf Course

- ### DEPARTMENT PRESENTATIONS
- Administration
  - Police Department
  - Fire Department
  - **Golf Course**
  - **Streets**
  - Water & Sewer
  - Planning and Building
  - Parks
- 2/24/2014

### DEPARTMENT PRESENTATIONS

- Administration
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- Fire Department
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- Streets
- **Water & Sewer**
- Planning and Building
- Parks

2/24/2014

### PROJECT LIST

Water & Sewer - Superintendent Tony Porozzo

Immediate (1-6 months)	Short to Medium (6 months to 2 years)	Long Term (2 to 5 years)
<ul style="list-style-type: none"> <li>• New Well</li> <li>• Downtown looping project.</li> <li>• Maintenance and paint - well house &amp; booster station buildings.</li> <li>• Two small main replacement jobs in Lewis addition; 8<sup>th</sup> Ave West, City center Addition - 1<sup>st</sup> East 13<sup>th</sup> Ave to 11<sup>th</sup> Ave East.</li> <li>• Sewer study ongoing.</li> <li>• Quick connections on all small lift stations for portable gen set.</li> </ul>	<ul style="list-style-type: none"> <li>• New Well 4<sup>th</sup> Ave East from Main Street to Hwy 93 - Water main and hopefully a lot more.</li> <li>• Hillside Reservoir Replacement project.</li> <li>• GenSet for wells 6 &amp; 7. \$38,200.00 Todays price.</li> <li>• Sewer head works and study continuance.</li> <li>• Storm project - Riverside filtration or pump to sports complex.</li> <li>• 4<sup>th</sup> Ave storm ideas.</li> </ul>	<ul style="list-style-type: none"> <li>• Sewer treatment plant</li> <li>• More wells? Hopefully not. ☹</li> <li>• Sewer infrastructure modal and upgrades.</li> <li>• Hwy 35 to Clearview loop???</li> </ul>

2/24/2014 Water & Sewer

### DEPARTMENT PRESENTATIONS

- Administration
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- **Planning and Building**
- Parks

2/24/2014

### PROJECT LIST

Planning Dept. Joyce Weaver

Immediate (1-6 months)	Short to Medium (6 months to 2 years)	Long Term (2 to 5 years)
<ul style="list-style-type: none"> <li>• Training { Legislative, Industry, management etc.</li> <li>• Employee Evaluation</li> <li>• Budget - Submit w/ Raises</li> <li>• Re-write processes and procedures, finalize with City manager and attorney.</li> <li>• Annexations - applications, processes &amp; recording</li> <li>• Re-write - various checklists and fee schedules -&gt;</li> </ul>	<ul style="list-style-type: none"> <li>• Training { Legislative, Industry, management etc.</li> <li>• PDC (CCPB &amp; CC) Finalize and adopt.</li> <li>• Award Growth Policy First Minor Update finalize and adopt.</li> <li>• Annexations - applications, processes &amp; recording</li> </ul> <p style="text-align: center;">continued &lt;-----&gt;</p>	<ul style="list-style-type: none"> <li>• Purchase Vehicle for Planning only.</li> <li>• Planning Office for Assistant Planner Thomas Fleming.</li> <li>• Training</li> <li>• Purchase Planning Color Copier</li> <li>• 2<sup>nd</sup> Hire Assistant Planner as City continues to grow.</li> <li>• Look to implementing affordable housing &amp; funding.</li> </ul>

2/24/2014

### PROJECT LIST

Building Department – Mike Howke

Immediate (1-6 months)	Short to Medium (6 months to 2 years)	Long Term (2 to 5 years)
<ul style="list-style-type: none"> <li>• Update permit applications with check boxes.</li> <li>• Digitizing forms for easy submittal and online permit processing.</li> <li>• New web page!</li> </ul>	<p>Training:</p> <ul style="list-style-type: none"> <li>• Mechanical Cert. for commercial &amp; residential.</li> <li>• Plumbing certification from uniform plumbing code.</li> <li>• Electrical certification for commercial &amp; residential.</li> <li>• Energy Code certification.</li> </ul>	<ul style="list-style-type: none"> <li>• Get budget back into the black.</li> <li>• New vehicle.</li> </ul>

2/24/2014 Building Department

### DEPARTMENT PRESENTATIONS

- Administration
- Police Department
- Fire Department
- Golf Course
- Streets
- Water & Sewer
- Planning and Building
- Parks

2/24/2014

### PROJECT LIST

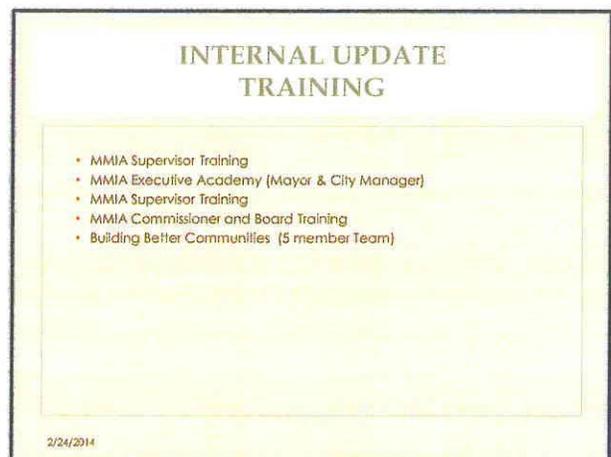
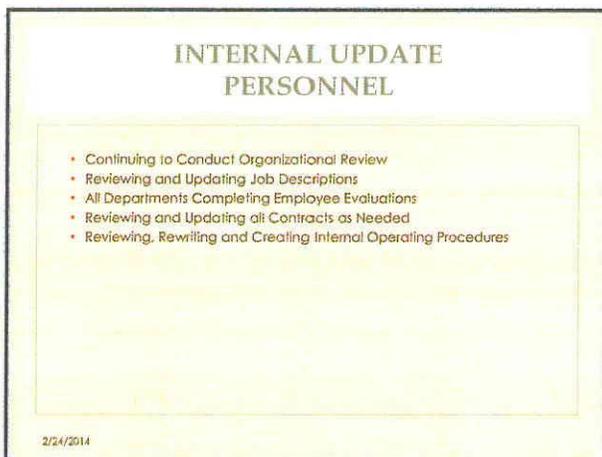
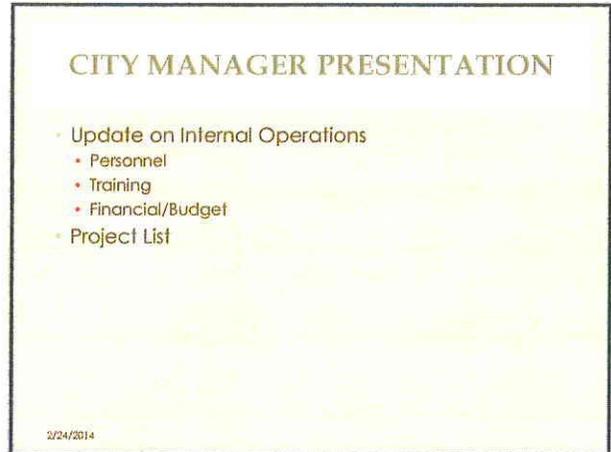
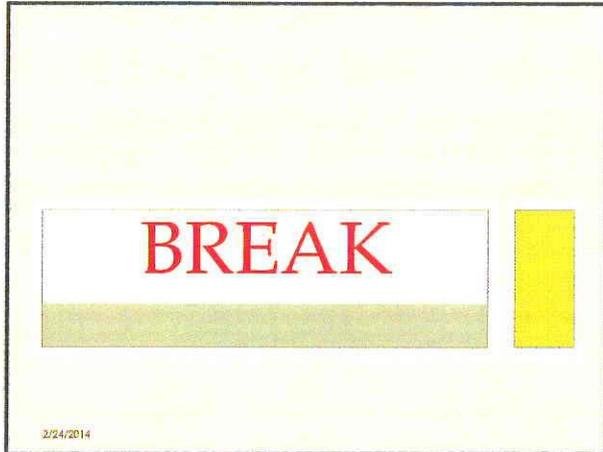
Immediate (1-6 months)	Short to Medium (6 months to 2 years)	Long Term (2 to 5 years)
	<ol style="list-style-type: none"> <li>1. Enlarge, remodel or replace Riverside Park Restroom to handle use capacity</li> <li>2. Continue Carol Sherrick Trail to connect with Skyline Dr. Trail</li> <li>3. Replace all wooden entrance signs with recycled plastic signs</li> <li>4. Plant replacement trees in not only the parks, but throughout all of the City</li> <li>5. Install new playground equipment at O'Maley and the Sports Complex</li> </ol>	

2/24/2014 Parks Department

### PROJECT LIST

Immediate (1-6 months)	Short to Medium (6 months to 2 years)	Long Term (2 to 5 years)
	<ol style="list-style-type: none"> <li>6. Pave &amp; expand the parking lots at Boettcher Park</li> <li>7. Convert Jorgenson/Helgie Park to an interpretive native species arboretum with rustic classroom</li> <li>8. Establish and sustain an Urban and Community Forestry Program including an Urban Forestry Action Plan utilizing GIS software and GPS technology</li> </ol>	

2/24/2014 Parks



### INTERNAL UPDATE FINANCIAL/BUDGET

- Fire Department Workers Compensation Program
- Budget Preparation has Started
- Looking at Health Insurance Options
- Discussing Internal Mechanic for Departments
- Looking at various proposals for services from vendors
  - Fire Service Request for Proposal
  - Telephone/Internet Service
  - Auditor Request for Proposal (Completed)

2/24/2014

### PROJECT LIST

Immediate (1-6 months)	Short to Medium (6 months to 2 years)	Long Term (2 to 5 years)
1. Impact Fee Review	1. Gas Tax	1. City Facilities Plan
2. Fire Department Evaluation	2. Resort Tax	
3. Action Minutes	3. Convention & Visitors Bureau	
4. City Council Rules	4. Business License	
5. NIMS Compliance	5. City Logo	
6. City Website	6. Polson Development Code	
7. Heart & Soul Transition (Calendar Program)	7. Ordinance Codification	
8. Budget	8. Records Management	
9. Commission Meeting Start Time	9. School District Technical Assistance Grant (Sidewalk)	
10. Review Planning and Building Fee Schedule	10. Polson Airport Land Acquisition	
11. Local Government Review	11. Participate in School District Facilities Planning	
12. Security Cameras in City Hall		

2/24/2014

### PROJECT LIST

Immediate (1-6 months)	Short to Medium (6 months to 2 years)	Long Term (2 to 5 years)
13. City Commission Web Camera	12. Grants	2. Grants
14. Golf Cart Ordinance		
15. Personnel Policy Manual Update		
16. City Dock & Pier Path Project		
17. Finalize City Attorney Situation		
18. Grants		

2/24/2014

BREAK

2/24/2014

### AGENDA

- Overview – City Manager
- Department Presentations
- Break
- City Manager Presentation
- Break
- Commission Discussion/Questions
- **Next Steps**

2/24/2014 City Council Work Session

### NEXT STEPS

- Consolidate all Project Lists
- Follow up meeting with Commission to prioritize or rank projects that will require coordination with other agencies and/or organizations (**Create Committees as Needed**)
- Other Ideas

2/24/2014

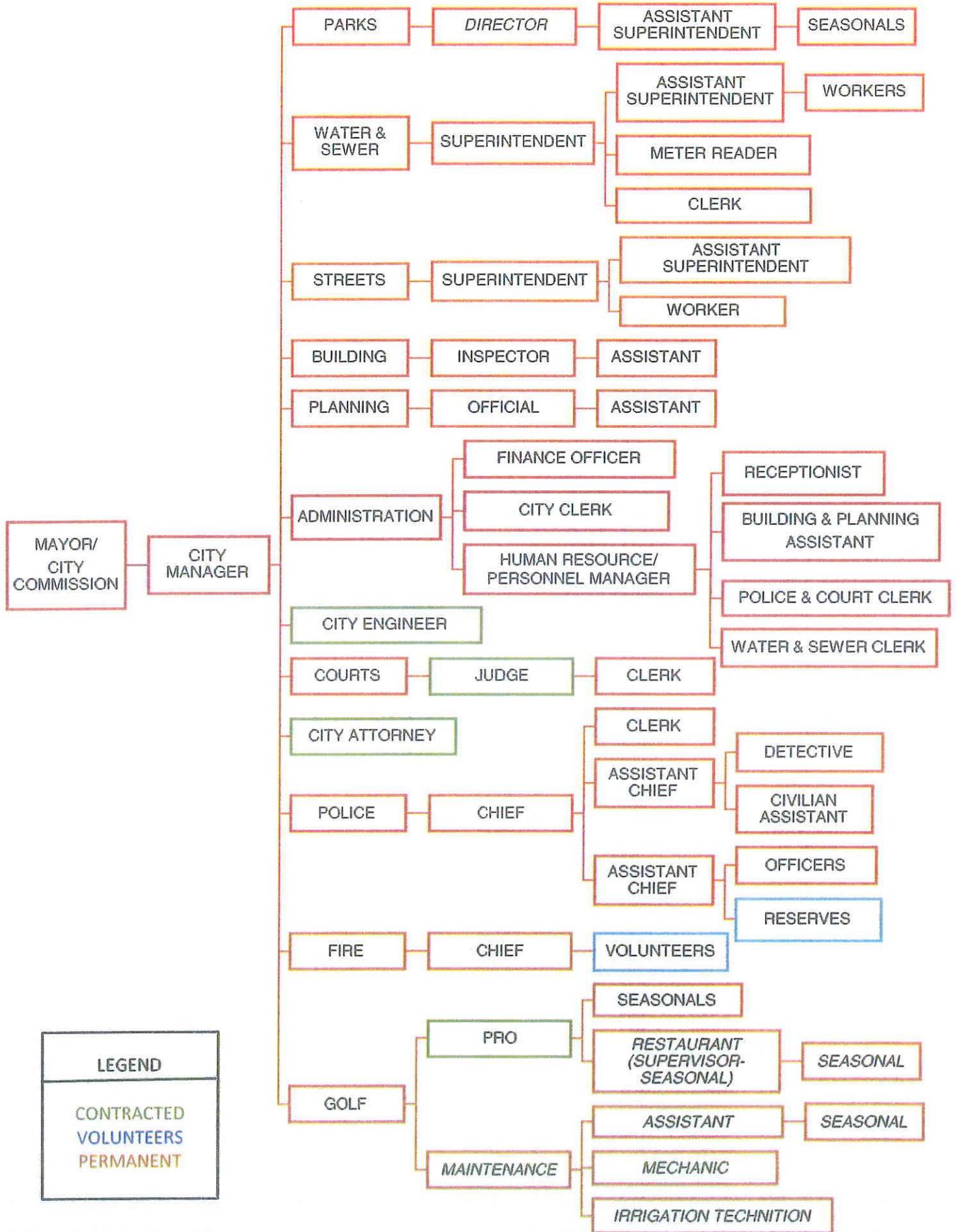
### PROJECT LIST

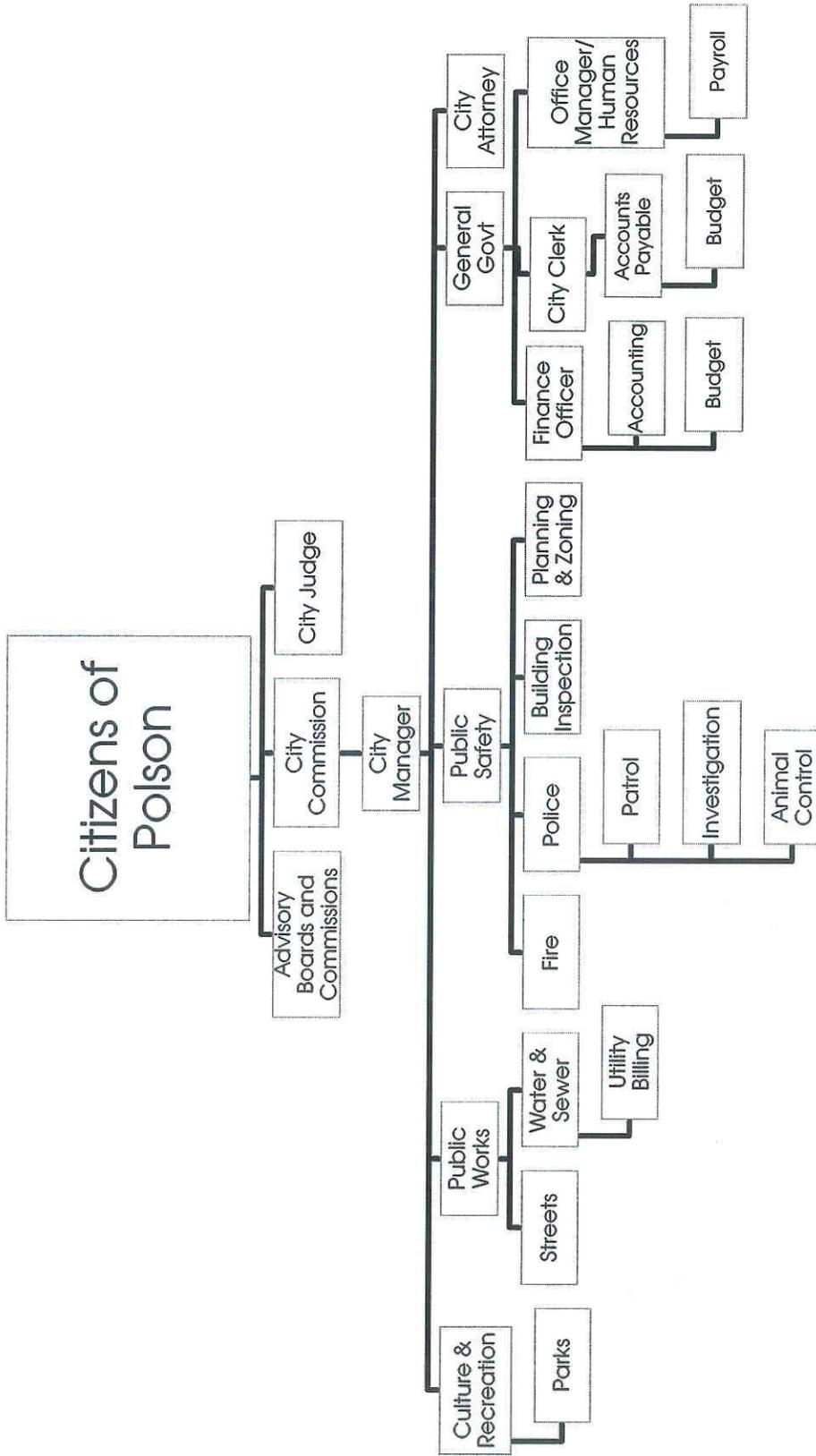
#### NEXT STEPS - COMMITTEE NEEDS

Immediate (1-6 months)	Short to Medium (6 months to 2 years)	Long Term (2 to 5 years)
<ol style="list-style-type: none"> <li>1. Impact Fee Review</li> <li>2. Fire Department Evaluation</li> <li>3. Action Minutes</li> <li>4. City Council Rules</li> <li>5. NIMS Compliance</li> <li>6. City Website</li> <li>7. Heart &amp; Soul Transition (Calendar Program)</li> <li>8. Budget</li> <li>9. Commission Meeting Start Time</li> <li>10. Review Planning and Building Fee Schedule</li> <li>11. Local Government Review</li> <li>12. Security Cameras in City Hall</li> </ol>	<ol style="list-style-type: none"> <li>1. Gas Tax</li> <li>2. Resort Tax</li> <li>3. Convention &amp; Visitors Bureau</li> <li>4. Business License</li> <li>5. City Logo</li> <li>6. Polson Development Code</li> <li>7. Ordinance Codification</li> <li>8. Records Management &amp; Space Needs</li> <li>9. School District Technical Assistance Grant (Sidewalk)</li> <li>10. Polson Airport Land Acquisition</li> <li>11. Participate in School District Facilities Planning</li> </ol>	<ol style="list-style-type: none"> <li>1. City Facilities Plan</li> </ol>

2/24/2014

# CITY OF POLSON





# **POLSON POLICE DEPARTMENT**

## **MISSION STATEMENT**

We are committed to a partnership with the residents and visitors to the City of Polson. We will deliver quality service emphasizing integrity, professionalism, and community interactions in a caring manner for the betterment of all within our community.

## **VALUE STATEMENT**

We respect the rights and individuality of all people. Delivering quality service in partnership with our community. This will be accompanied by our personal and organizational integrity accompanied by contributing members of our city.

## *Polson Fire Dept.'s look at the future:*

### *Needs:*

The Fire Dept. was promised back in the City Council meeting in 1974 that the current location was only temporary. This location has served the department well. It is time to look at a better location and bigger building. When I speak of location I am thinking that the best location for the station would be somewhere at 1<sup>st</sup> Street and 7<sup>th</sup> ave. This is a main arterial for the whole city, this is also better for the bulk of the responders to the station. Our equipment and needs have changed a lot since 1974. We need a building that will be looking at the future as a paid department and one that can support this. Trucks have gotten bigger.

Since I have been Chief, I have found myself putting a lot more hours due to demand from the job and the Public. I find myself way behind in many areas and could use another paid person. This person would be assigned too many things such as; inspections, reviews, fire prevention, fire hydrant maintenance and service, presentations, training for the department and much more. These are all areas that I currently cover myself and have fallen short in.

Along with the new station we need a training facility. We currently send members outside the area and pay for the training. The Fire academy was started here in Polson in 1940 and we carried it on till 1954. I believe that we should be able to train our people and other departments and receive the funding that other departments do instead of us paying them. One of the biggest hits we took in the current ISO test that was completed in June 2012 was that we do not have any place for training other than the meeting room. I have been saving money for the training facility and would like more funding to get this completed so that we have better fire fighters.

Currently with the economy that we have, I have lost volunteers. I would like to have an incentive program for the volunteers to be on the department. Such as insurance, or education, or pay per call or any combination of all or some. Now all we have is the thrill to go help a neighbor, a small clothing allowance every 6

months. Your Volunteer Fire Dept. saves you somewhere in the area of \$1.3-5 Million dollars every year. This savings is very significant should you have to start paying for this. I would like to have some sort of program to get volunteers to stay in the area and be part of the community and be proud to serve the community.

As the City continues to grow there is a need for another small station on the South end of the City. The City has been growing more on the South end than any other place from what I can tell.

**Opportunity:**

*In looking at the need for a new Station:* this would take the smell from the trucks being started in the fire hall and filtering into City Hall that is a present health danger to current office staff. This is also a concern for when there are public meeting in the chambers and the public is subjected to the health risk.

This could be a joint building with Polson Ambulance/Lake County Search and Rescue/ and Polson Police. This could be an all hazards building that could be useful to the community.

The new building is a chance to better the response currently given to due to having to fight the traffic at the lights and finding a place to park for responders.

To get the building in the center of where most of the calls come from / shorten respond time and liability.

At one time the Fire Dept. was somewhat the center of the community and in most communities Fire Departments are.

*In regards to another person:* This will show up in many areas-less responses, better informed public, better trained personnel to fight fires and much more.

This person also is on duty to respond to calls and would also help in several areas of the ISO. This person can and will help to make this a safer community to live in.

*In regards to the small station:* Polson Rural is already looking to build a station on the south end of the district and this could be a joint effort and cost sharing to help both the City and the Rural.

*In regards to Volunteers:* The more volunteers the better response to a larger incident with the chance of bringing it under control sooner with less cost to the community. There is also a cost to more volunteers, but the cost is outweighed by the benefit of more volunteers.

**Projects:**

*A New Station in a better location is Number one.* This is a long term goal and need. This is a very big need as we have out grown the current station and need more room.

*A training facility is Number two.* This is a short term goal- as this is something we need now for better trained fire fighters and less chance for injury. This is also a possible source of income for the department.

*More Volunteers is Number three.* I believe that this is the most important request and need of all. ***Without the volunteers we have nothing.*** We need to have a way to retain our volunteers and have incentives to bring more volunteers on to the department for a healthy community and a safe place to live.

*Another person on Staff is Number Four.* My concern on this is that I have fallen short in many areas including my own life due to being here as much as I am. I would like more time off and away from the job. I would like to provide better inspections to the public. I would like better reviews that benefit the City and community. I have missed many opportunities to help the community and get them better behind the City and the Department due to having so much on my plate all the time. I would like the department to have more faith in the water hydrant system they are asked to depend on. This trust is very big at this time. I feel this person could help the Water/Sewer dept. in this respect.

2 lane highway on a hill, in the woods, a SUV rolled twice on the highway and 1 or 2 times off the highway down an embankment, resting on its roof on a 30 to 40 degree slope. Roof smashed down 6 inches or so, all glass broken out, both front airbags deployed, rear tire ripped off vehicle. 1 patient heavy bleeding trapped inside, difficulty breathing. Vehicle was very unstable, rocking back and forth. Vehicle was stabilized with 2 rescue jacks, then we went below the vehicle a popped the front door partially smashed down and buried in dirt but closest the patient. We popped the pinned side first with a Amkus Spreader then went to the hinges, breaking the first hinge was difficult, so we resorted to an Amkus cutter and simply cut through the whole hinge. We then pried a little more space between rocker panel and bottom of door, with on hinge still attached we had made enough room. Patient was slid on to backboard, IV were established, bleeding stopped, then loaded on to a Helicopter. From on scene to vehicle stabilized, extrication performed and patient on back board was 16 minutes. Enroute patient's glasscoma scale was dropping and so was the blood pressure. Several broken ribs plus collapsed lung, broken lower arm, broken elbow and shoulder, 24 hours later patient in ICU.

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### **Volunteer Firefighter Shortage A Threat To Communities**

<http://www.nbcmontana.com/news/volunteer-firefighter-shortage-a-threat-to-communities/24532748>

MISSOULA, Mont. - Last October, when Smith Valley Fire Chief D.C. Haas told NBC Montana reporters his department was short on volunteers, he pointed to the tip of an iceberg that's threatening the welfare and safety of many Montana communities. Montana's volunteer fire departments are falling far short on manpower.

Last year, Montana State University's Fire Services Training School trained 6,000 firefighters. That's more than half the estimated 11,000 members serving Montana. The effort fell far short of what fire chiefs tell NBC Montana is necessary to fill their crew list.

The problem isn't a lack of trainers. Quite simply, the problem is a lack of volunteers.

Haas says Smith Valley has eight volunteers, but he could use 20.

East of Missoula, the Clinton volunteers are dispatched from a brand new well equipped station on a frontage road along I-90. The community pays Chief Bill Tucker for 40 hours of work a month. He easily exceeds that workload in a week, and he gets the job done thanks to 16 dedicated volunteers. In an ideal world, Tucker would be take that number to 30 or 35.

In Missoula, the situation is different. Missoula Rural Fire is a mixed department. Half of the personnel are paid, the other half are volunteers. Chief Bill Colwell sent his crews on 2,200 calls last year. He has enough men but the roster is always in a state of flux. Since 2007, Colwell has trained 178 new firefighters. Of that, only 43 are still in the firehouse.

For some fire districts, the lack of volunteers has them facing a critical demand. Leaders worry if the manpower will be there in the event of a threatening wildfire or a medical emergency.

The U.S. Fire Administration has seen the decline since the 1970s. That's when economic pressures brought a surge in dual income families. Wage earners became hard pressed to find time for work, families and household chores. Volunteer firemen began pulling away. Time became a critical part of volunteer life.

Fire trainer Ed Burlingame saw the system under stress in other states long before it began selling over Montana. Now he sees it at every turn.

Burlingame tells us the volunteers he works with come to the job with a strong sense of community

dedication, but they often burn out. Yesterday's volunteers learned on the job. Today, they're required to meet minimum training requirements. It's a matter of personal safety for the volunteers.

In addition, they're asked to deal with so much more than a burning building. Today's volunteer is proficient in first aid, chemical spills, house fires and wildland fires. Burlingame admits, it's a lot to ask of a volunteer.

In 2007, The Fire Administration commissioned a study to define the problem and search for a remedy. Lack of time ranked right at the top of the reason why volunteers are falling away. The study's conclusion: "From a management perspective, there's not much the organization can do to address this issue."

One thing we were told by nearly every department: The work load gets lighter when it's shared by many. If you are interesting in volunteering, the fire departments in our coverage area are listed by county below.

- [Lincoln County](#)
- [Flathead County](#)
- [Lake County](#)
- [Sanders County](#)
- [Missoula County](#)
- [Ravalli County](#)
- [Granite County](#)
- [Anaconda Deer Lodge County](#)
- [Madison County](#)
- [Jefferson County](#)
- [Gallatin County](#)

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### **Icy roads eyed as factor in Blackfoot Valley crash**

<http://www.kpax.com/news/icy-roads-eyed-as-factor-in-hwy-200-crash/>

BONNER - Icy roads likely contributed to a head-on crash on Montana Highway 200, northeast of Bonner on Monday evening. Two cars collided around 5:45 p.m. at mile marker 23 in the Blackfoot Valley.

Several ambulances were on the scene, but there is no word yet on injuries. Both lanes of traffic were blocked, and one of the vehicle's was on fire according to the Montana Department of Transportation.

There was heavy snow falling at the time and roads were snow-covered and icy. Traffic was delayed for about 45 minutes.

Patomac, East Missoula, and Missoula Rural responded.

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### **Crews Knock Down Corvallis House Fire, Rescue Family Cat**

[http://ravallirepublic.com/news/local/article\\_ee02a418-9915-11e3-b635-0019bb2963f4.html](http://ravallirepublic.com/news/local/article_ee02a418-9915-11e3-b635-0019bb2963f4.html)

CORVALLIS - A quick response by three valley volunteer fire departments kept a Corvallis home from being completely consumed by an accidental fire Monday morning.

# Battling the Brain Drain

BY BENJAMIN PEETZ

**A** SERIOUS AND DANGEROUS problem is affecting communities from Indiana to Mississippi to Oregon: a shortage of volunteer firefighters. In many of this country's small rural and suburban communities, a loss of volunteers means a dangerous reduction in emergency services and response efficiency. According to information published by the National Fire Protection Association (NFPA), in 2012 statistics, nearly 69 percent of this nation's 1.1 million firefighters and emergency medical technicians are volunteers.

The biggest challenges seem to be recruiting new members and retaining existing, trained personnel. Some discussions even allude to a complete collapse of the volunteer system in as few as 20 years. Why is this happening? What can we do to resolve this?

This problem didn't occur overnight, nor was there a single cause. First, the increased training and time requirements needed to be a volunteer firefighter strain community residents, who likely already have limited schedules. Not only is it a time commitment, but it can also become an extra expense in fuel, clothing, and other consumables for which the department may not be able to compensate.

Second, today's citizens expect the same level of emergency service no matter where they reside. When they dial 911, they assume that a sufficient group of well-trained, adequately equipped emergency responders are immediately on their way. Unfortunately, as call volumes increase in rural and suburban settings, the number of responders is decreasing.

Third, in recent years, fire personnel have been asked to provide more diversified services to the communities they protect. This means increased training demands in new areas of expertise and an additional run volume on already

overtaxed personnel. In many cases, a community's volunteer fire department was initially organized to respond to a handful of fires each month, not potentially dozens of fires, emergency medical services, or rescue calls each day.

## LEARNING FROM THE PAST

Not long ago, times were different in many of these communities. People in small towns knew each other, so when the fire siren sounded, they were off to help their neighbor or family member. Then, as the older personnel retired or passed away, younger ranks didn't fill in as quickly. As I did, many young firefighters grew up at the firehouse, which instilled in them this value of volunteerism. But as fathers and mothers encouraged their children to go out into the world and make something of themselves, many members of this new generation moved from the areas served by volunteer departments to find greener pastures with better opportunities in bigger cities.

In the academic world, the phenomenon of educated students leaving their rural homes in search of broader opportunities, called "brain drain," is not new, and it continues to grow. Often, it leaves small communities with a lack of human capital to draw on for various roles in local employment and community leadership. Volunteer fire departments are no exception. As young people move away to areas where more educational and employment opportunities exist, the pool of eligible volunteers dwindles quickly in smaller communities. This is the situation today.

In today's economy, this is not limited to just the scholarly stars or the select few aspiring youth of an area. There was a time when local residents could be volunteer firefighters because they worked at a business in town during the day and could easily respond to calls at all times. Today, we are seeing

an uptick in the need for new employment opportunities for all ages. There has also been a steady increase in "nontraditional" students, where older individuals are going back to school and working toward a midlife career change that may pull them from their volunteer involvement. This means that even when able to achieve a full roster of trained volunteers, many departments may still face staffing challenges. Members who are successfully recruited and trained may have to uproot to follow job opportunities for them or their spouses in other communities and end up leaving within a few years rather than a few decades as did the volunteers of old.

The economic downturn has been blamed for shrinking the number of volunteer firefighters largely because people now find themselves working two or three jobs on a variety of shifts; they simply do not have time to do unpaid work. Employers in small towns and rural areas also may have had to reduce workforces to their bare minimums because they can no longer function when an employee leaves to answer an emergency call. In some cases, the businesses that once existed in small towns and provided employment for volunteer firefighters are no longer there, meaning that same person now may need to travel to find daily employment. Not only are these volunteer fire communities fighting the traditional idea of brain drain, which involves the movement of individuals on a more permanent or long-term basis, but they battle brain drain daily.

Employment opportunities are drawing people away from their home communities during the day to work in a neighboring area, leaving home communities unprotected. As society has become more mobile, the daily commute has, in many cases, grown to be more than just a quick drive. In fact, the

distances are enough to make it infeasible to return home for an emergency call during the day. So, even though a department may be adequately staffed at night, it may still face the dilemma of providing a sufficient daytime response. Telecommuting and other technological changes are allowing some individuals to work at home during certain times, which may increase their availability, but they may then be required to engage in long-distance travel for work or

educational commitments at other times, perhaps even overnight. Years ago, a trip to the city may have been an occasional event; today, it's not uncommon for people to drive hundreds of miles during a regular work day.

Daytime coverage is just one concern; the game has also changed when it comes to family and other activities that require evening or weekend time that might have otherwise been spent at the firehouse. Previously, firefighting families

were often multigenerational, working in the same town and even the same department; they understood the need to drop everything else and go when the tones sounded and the pagers beeped. Now, busier families spread over a wider geographic area require even more time and cause people to be removed from their communities more often. School activities are more demanding, and today's more mobile society means that family events and other functions may take people significant distances away from their communities on any given day of the week and perhaps for an entire weekend. Can we reasonably expect volunteers to sacrifice precious family time when they are willing to give us what little other free time they do have?

Let's face it: Volunteerism isn't what it used to be. For a period of time, populations shifted from crowded urban areas back into more relaxed rural and suburban communities. Many volunteer fire service leaders saw a whole new pool of potential firefighters into which they could tap, but this new group ended up showing little interest in spending their precious and limited time helping others, especially when it went so far as risking their lives for people they didn't know. In fact, to some people, the term "community service" evolved to gain a negative connotation of something you received as punishment for having done some sort of wrong. So instead of the rosters filling, the demands on small departments grew with the increased population, but resources dwindled even further. How can a department combat this? The picture seems bleak. This is where creative solutions and openmindedness can prove to be critical for keeping life in your department.

**WHERE DO WE GO FROM HERE?**

As a loss prevention specialist, I travel extensively with a commercial property insurance company, taking me away from my home community for half my time or more. However, in that experience, I talk to and interact with departments across a large portion of the country. In talking with fire service members in other states, I have seen

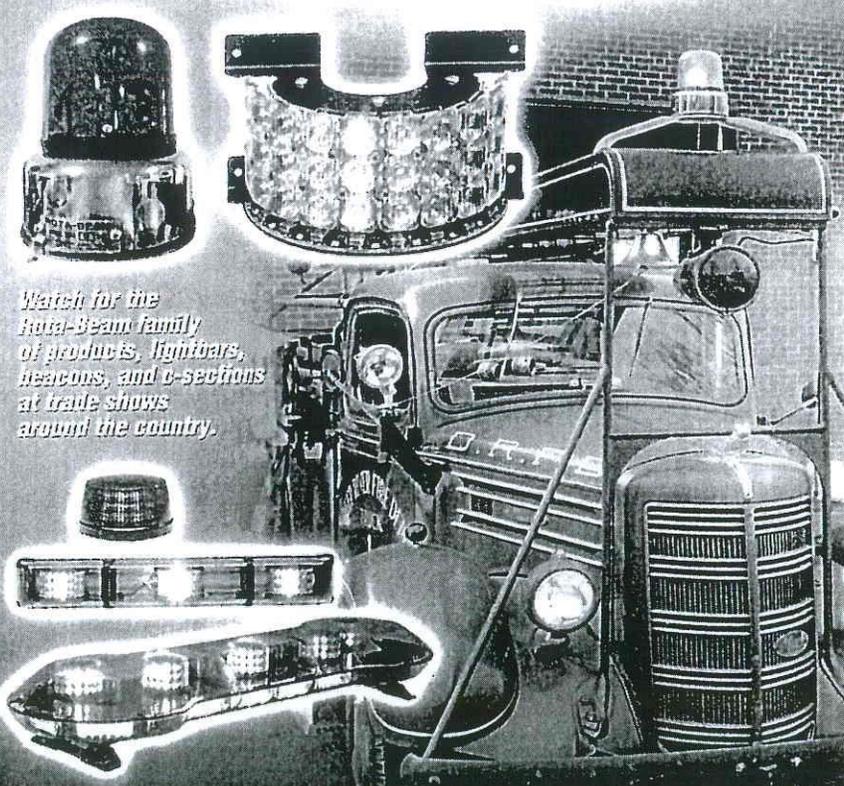


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## VOLUNTEERS CORNER

several good approaches to staffing that have been used to work toward a positive result. However, not all of the possible solutions will leave you feeling "warm and fuzzy." In fact, a few of these solutions will be viewed as downright unacceptable and nasty. However, just as you must "know your enemy better than you know your friends," you must consider and understand all of the options to best determine what is right for you and to defend your decisions while doing the best you can with the resources at hand.

**Value and appreciate what you have.** The first and most important thing you can do is to value every firefighter you have trained and put in place to respond. These people have already demonstrated their commitment to become trained professionals. You absolutely must realize the investment you have in each individual in terms of time and money. Make sure the environment is welcoming and open for all members. Leaders must never lose sight of the fact that volunteers are just that—doing this service to the community for essentially no calculable reward. Also, don't forget that volunteers are a little like puppy dogs; once in a while, you need to pat them on the head and let them know they did well. Make sure each individual knows his precious time is appreciated and valued. A simple "thank you" will go a long way in keeping someone interested in serving. Also, pay close attention to and bear in mind how the decisions you make will demonstrate how you value the involvement of these individuals. For example, does your organization make a point to not spend precious limited funding on items or services that could be donated or provided by the community?

**Encourage teamwork and participation.** Today's volunteer firefighters have limited time and limited availability. They may not make a run every day or every week, so they may not always be in the same role or working with the same crew. This is the reason it is vitally important that every person be comfortable with every other person and that they all be adequately trained in all roles. Each member must understand the need to help each other and be helped by others when they are in a role that isn't necessarily their forte. Being overly critical of others in a condescending way will drive a bigger wedge between your firefighters, so avoid and correct this at all costs. Again, remember that these are volunteers who are giving of themselves everything that they feel they can give. That will be different for every individual, but every individual should be valued in the same way.

**Be problem solvers, not problem finders.** Talk to anyone in a nonprofit or service organization and you will find criticisms of what "the other guy" does or does not do. However, when everyone on the roster counts, individuals must get along and work as a team for the betterment of the community. Leaders must take a stand against negativism and squash unnecessary criticisms before emotions get out of hand. If a true problem does exist, leadership must step in to resolve the issue. Also, be wary of cliques that can create divisive attitudes among your members. Every member must encourage and expect constructive criticism, but do not tolerate ever-present bickering and insults about other members. Don't let petty differences push someone out of a department unless there's

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just no other way. Although it may stand true that sometimes you must "cut off the limb to save the body," this should be a last-ditch effort when nothing else will work to save your organization.

**Lower your standards.** I'm not talking about finding warm bodies just to fill a roster. You must identify those deficiencies with which you can live to keep a good firefighter on your roster. For example, when a firefighter is not viewed as active, is it because of a true lack of interest, or is it a scheduling problem or a conflict with other activities?

I know of one volunteer department that had rigid attendance standards and eventually asked a particular individual to leave the department—not because of missed run volume but because he was not making it to enough of the department's fund-raisers. What was the reason this person missed so many breakfasts or dinners? He was also working shifts at a career department in an adjacent county and did not go out of his way to take the time off. Yet, not long after this individual's dismissal from the volunteer department, he was a bystander on the scene at a structure fire down the street from his house while mutual-aid departments were called in to work the backup call. So, are fund-raisers important? Yes! But is it ultimately more important to have trained personnel who can get the trucks out the door in an emergency? I think so.

**Diversification of members.** Embrace those who choose to stay in the community long term even if they find opportunities that may make them temporarily unavailable. Whether it's the attorney who drives to the city each day to sit in an air-conditioned office, the over-the-road truck driver who is gone three to four days a week, or the insurance fire protection guy who travels the country, each individual offers important skills and assistance that can prove valuable to a department during emergency and nonemergency activities. Just because he may not be immediately available 24/7, this does not mean he cannot be a very important part of a department when he is available.

Also, consider using personnel who

are willing to contribute in ways that might not be an option for a career department. Some departments maintain older firefighters on the roster to serve in roles ranging from water supply to traffic control to rehab functions while encouraging the younger members to pack up and get dirty.

**Increased roster sizes.** Understand that some individuals are going to be available only some of the time. In these cases, perhaps the best way to address a staffing problem is to have more people who might potentially be available and then hope that the same percentage of a larger pool of volunteers is able to respond. Simple math says that a 20- to 30-percent response rate from a roster of 15 is going to give you half the staffing you will get from the same percentage pulled from a roster of 30. Sure, there will be more expense in properly training and equipping each individual, but will this be cheaper than the community having to foot the bill for a paid engine crew kept on station? Or worse, having no one to respond at all from within your home community? It's happening. The service areas of some small departments are being swallowed up by other departments located 10 to 15 minutes farther away.

**Recruitment.** By increasing the roster count, you have to have willing individuals who want to fill those positions. Is filling these spots a problem because of no interest from potential candidates or because some willing individuals were unable to continue service because they had other demands? Are potential candidates aware of the need for new volunteers? Do they understand what is expected of them if they decide they are interested in joining your department? For that matter, are you really ready to tell them what's expected of them? Remember, in so many cases, the days of volunteers lining up at the door to wait for an open slot on the roster are long gone. You have to be enticing and aggressive when it comes to attracting the right candidates who will serve your community well. To do that, be sure you are very visible in the public eye as an organization that does great things and elicits the best in people. Also, show what the individual might be able to gain

by being involved. This also proves why the last thing you want in the community is a negative public image.

**Creating candidates.** This doesn't mean cloning the members you already count on. It means building interest in people you might not be able to fully use right now. Junior firefighter and Explorer Scout programs are good ways to build interest in volunteerism before those individuals have an opportunity to be drawn into other interests and hobbies. If you don't have these programs or the resources to initiate one, involve those in other youth organizations to partner with your fund-raising or upkeep activities. Rural communities often have youth who are involved in organizations like 4-H or Future Farmers of America who are looking for community service opportunities. This not only helps you in the present, but it can create a positive situation and interest for a long-term future as well.

**Tactical strategies.** Although you work to increase numbers and build rosters, you still have a job to do with the resources you have at hand. Where limited staffing seriously affects responses, you have to account for this right now. Consider modified tactics based on the time of day and the availability of resources.

New research supports using an exterior line or perhaps a deck gun even when your water supply is limited to the booster tank with which you arrive. You may need to train for and plan to execute a transitional attack during the day, using an initial defensive attack until you have adequate staffing to move to the interior.

In my early days, I was trained to set up and establish a water supply prior to making an attack. Now, you may want to train your firefighters on making that initial knockdown to buy time until additional staffing and water supply arrive. I have even seen at least one major nozzle manufacturer using this as a marketing push, where it suggests deploying a master stream device with limited staffing to knock down the fire and then transitioning to an interior attack once more staffing arrives.

**Mutual-aid relations.** Unfortunately, many volunteer departments have had to

## VOLUNTEERS CORNER

rely more and more on mutual-aid agreements with other departments. In some cases, departments may know they are limited enough on staffing to need automatic mutual-aid for certain types of runs.

The problem with automatic mutual-aid arrangements for large fires or for backup service often revolves around politics and money. When a volunteer department leaves its own community to help another, the home community is often left unprotected and relying on the next volunteer department. And now, in some rural communities, some structure fires are requiring the dispatch of multiple mutual-aid departments simply to reach a minimum staffing level for adequate, safe response. This is dangerous if a simultaneous response is needed in one of the affected areas.

Although mutual-aid relationships are great and very important in many instances, be careful of how dependent you become on those arrangements. The key in efficiently using mutual aid is to plan and discuss expectations and capabilities prior to the fire. Ensure that

personnel train together as much as possible so the crews can work together seamlessly when that time comes.

Lower a community's expectations for response. As unacceptable as this may seem to those in the fire service, this is becoming a sad and unfortunate reality more and more. In more than one instance, I've been told (off the record) that certain fire departments hope their citizens do everything they can to prevent fires in the first place. If a fire occurs and the department can't get there right away, firefighters hope those citizens have smoke detectors and good insurance. Some areas feel they will simply not be able to address this issue in any other way. Departments that find themselves in these situations can perhaps look at some of the other alternatives noted here as being a bit better than simply "hoping for the best." However, when push comes to shove, the first lowered expectation, in most cases, would be an increase in response time. And, if a mutual-aid department is needed before an initial attack, this

will be a given. Is this really a viable option? It is not an option anyone would purposely consider, but it is certainly the one that may result.

Expanded coverage areas. If longer response times are the only result of lowered expectations, you can still rely on personnel who are on the fringes of what would be considered an impractical response distance to a scene. However, they may also be on the fringe of traditional communications and, thus, you may need alternative notification methods to call in crews to respond. Today's technology allows you to notify personnel by cellular phone calls and wireless text messaging. So, in areas where a traditional radio pager may not reach crews, seek out these alternative technologies.

Use other resources. Some communities incorporate nonfire service personnel into large-scale responses through programs like citizen corps or fire auxiliaries, which can alleviate some stress on active firefighters. Unfortunately, in most cases, these groups will be very limited in the service they

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can provide. Always look at your options and determine the best way to use every resource at hand. Additionally, individuals in your community may be unable to volunteer as a trained firefighter or medical responder, but they may have a talent or an ability your organization can use such as accounting, grant writing, public relations, and fund-raising.

Encourage changes outside your department's control. You must address some issues on a broader scale before you can fully use them to tackle problems. Will you develop and certify incremental training programs to allow for more staffing options? Recently, I read about and discussed developing training programs to certify personnel in exterior operations only. Is this feasible? Some volunteers simply do not want or have what it takes to be an interior firefighter, but they could be a great asset for a large number of small-scale responses in rural and suburban communities. Do you ignore any possibility of using these individuals to help others in an emergency? Even for large-scale fires, having someone available to establish water supplies and helping other firefighters initiate a quick exterior blitz attack is better than taking no action at all prior to the interior crew's arrival. If you think your ideas could ensure long-term success for the volunteer fire service, share them with decision makers and encourage healthy discussion about these options.

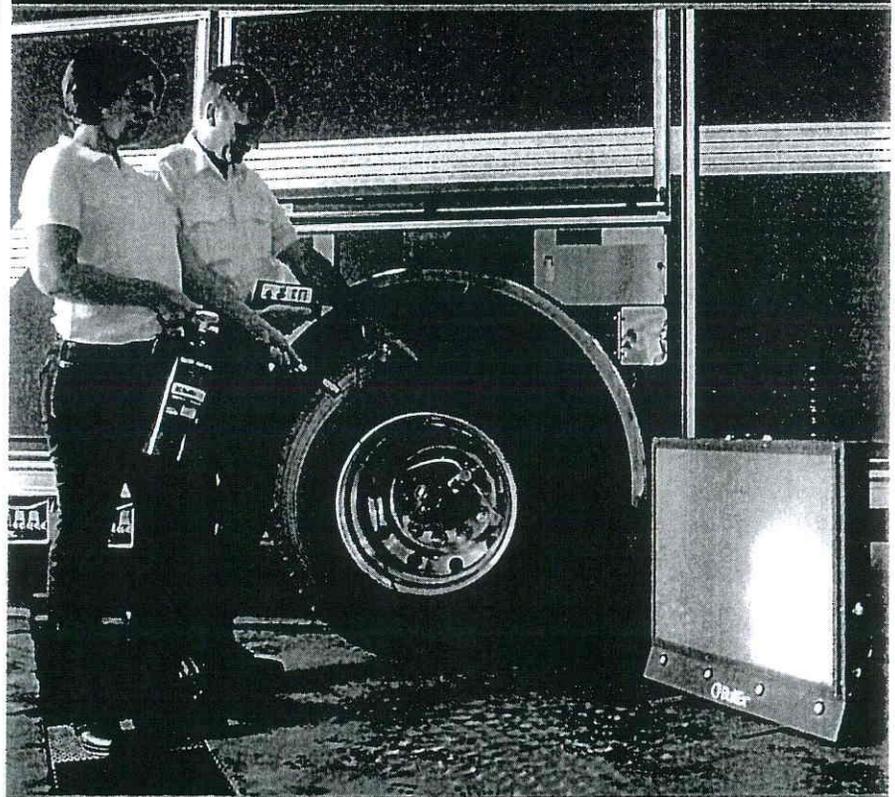
Unfortunately, even those in higher authority won't likely have the power to increase volunteerism numbers. Some states have pushed for incentive programs such as tax credits, clothing, and fuel allowances. But the sad reality is that unless people do it simply because they understand the need and want to do it for their community, they are not likely to provide a lot of real help to resolve the problem.

Will every area eventually move to fully paid departments funded by increased taxes in established fire protection districts? I doubt it. Will the volunteer fire service survive? I think so. But it may look much different in years to come compared to what many of us have come to know. ●

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● **BENJAMIN PEETZ, CFPS**, has served more than 15 years as a firefighter with the Napoleon (IN) Volunteer Fire Department. He has earned the National Fire Protection Association's Certified Fire Protection Specialist designation and works as a loss prevention specialist for Lumbermen's Underwriting Alliance. He provides inspection and technical analysis of commercial and industrial properties for underwriting and fire protection, and he develops engineering solutions and training programs for the prevention of fire and other property losses. He is a graduate of Purdue University and has degrees in agriculture communications and agrisystems management; he worked several years for Purdue's world-renowned agricultural safety and health program.

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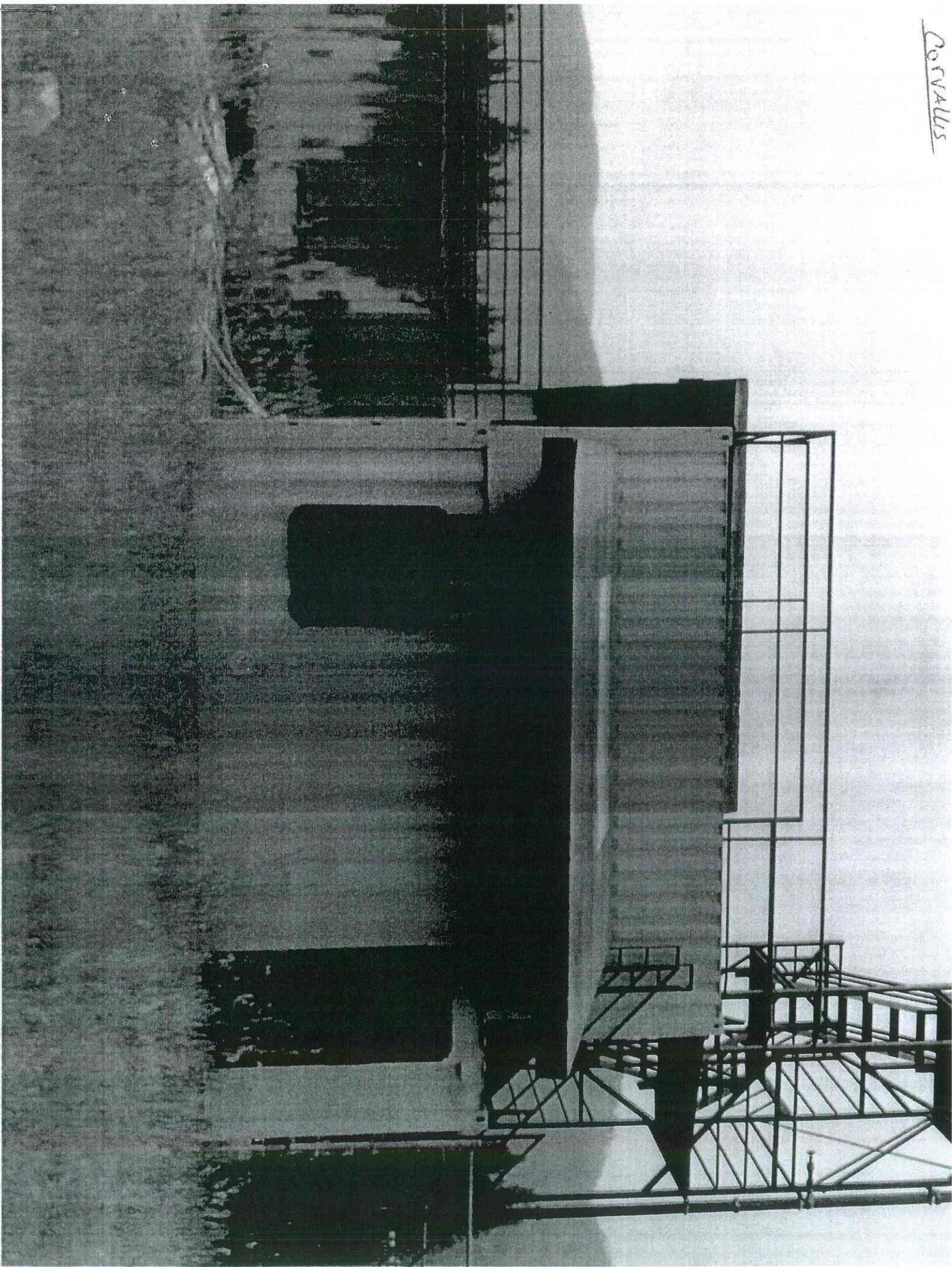
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Cost Per Call

General Cost of a Firefighter (2012)						
Item	Cost	Explanation	Cost Per Year	Per Call	Total Per Call	Annual Cost
Structural Turnout	\$ 2,850.00	Service Life of 10 yrs	\$ 285.00	\$ 1.10		
Radio	\$ 1,100.00	10yrs	\$ 110.00	\$ 0.42		
Pager	\$ 532.00	7 yrs	\$ 76.00	\$ 0.29		
Fuel	\$ 14,500.00	316 runs (C & R)	\$ 55.34	\$ 55.34		
Insurance	\$ 21,980.00	316 runs (C & R)	\$ 83.90	\$ 83.90		
SCBA	\$ 7,900.00	15 yr	\$ 526.67	\$ 2.03		
Mask	\$ 331.00	15 yrs.	\$ 22.07	\$ 0.08		
Gloves	\$ 85.00		\$ 85.00	\$ 0.33		
Boots	\$ 360.00	5 yrs	\$ 72.00	\$ 0.28		
Helmet	\$ 300.00	7 yrs	\$ 42.86	\$ 0.16		
Hoods	\$ 35.00	7 yrs	\$ 5.00	\$ 0.02		
<b>Total Everyday</b>				<b>\$ 143.95</b>	<b>\$ 1,727.40</b>	<b>\$ 449,124.00</b>
Wildland Helmet	\$ 60.00	7 yrs	\$ 8.60	\$ 0.33		
Wildland Turnouts	\$ 250.00	7 yrs	\$ 36.00	\$ 1.38		
Wildland Boots	\$ 189.00	7 yrs	\$ 27.00	\$ 1.04		
Shelter	\$ 375.00	7 yrs	\$ 54.00	\$ 2.08		
Back Pack	\$ 150.00	7 yrs	\$ 21.00	\$ 0.81		
<b>Total Per Call</b>				<b>\$ 5.64</b>		

COSVALLS



Polson Bay Golf Course  
2014  
Golf Course  
Maintenance Standards

**Intro**

This document is a detailed guideline for how the Polson Bay Golf Course is to be maintained in the upcoming season. This is not a guarantee, but more of a justification of how the budgeted funds are planned on being spent. This guideline gives us a maintenance level and level of service that we are striving toward. This is an ever-changing set of goals. At any time for budgetary or agronomic reasons this level of maintenance may change. These are our proposed maintenance standards.- Pat Nowlen, Golf Course Superintendent.

**Putting Greens**

Mowed with a John Deere 2500A riding greens mowers equipped with 11 blade reels and grooved front rollers.

Mowing heights 18 holes.	Opening day to April 24 <sup>th</sup>	.135 inch
	April 25 <sup>th</sup> to September 15 <sup>th</sup>	.120 inch
	September 16 <sup>th</sup> to closing	.135 inch
Mowing heights Olde 9:	Opening day to April 24 <sup>th</sup>	.150 inch
	April 25 <sup>th</sup> to September 15 <sup>th</sup>	.135 inch
	September 16 <sup>th</sup> to closing	.150 inch

Green speed should average a 9 foot to 11 foot Stimpmeter reading from June 10<sup>th</sup> until September 15<sup>th</sup>. Old nine greens will be slower than 18 hole greens because of slope. Greens will be single cut everyday of the week and only double cut or rolled for special events that warrant faster greens speeds (this will need to be altered under adverse weather conditions). All clipping will be removed. Outside cleanup passes will alternate from clockwise, to counterclockwise, held in 10", and skipped as determined by the golf course superintendent to insure optimum playing conditions. Mowing directions will alternate between straight, across, right to left and left to right. Outside contours will be reset in April and September.

Hole locations will be changed daily (dependant on weather conditions) in a set rotation that divides the greens into 3 sections; front, middle and back. Daily course setup will follow the "Course setup general rules". Ball marks, scalped and sunken plugs, and damage to putting surface will be repaired every time the holes are changed.

Putting surfaces will be aerified with a conventional aerifier using ½" tines in mid

September (weather permitting). Additional aeration may be needed in the spring. Putting surfaces will be verti-cut twice a month from June 1<sup>st</sup> through August 30<sup>th</sup> with heads set to penetrate 1/16". Greens will be top dressed every 3 weeks from April 15<sup>th</sup> until October 1<sup>st</sup>. Irrigation water will be applied as needed to maintain firm putting surfaces, not soft landing surfaces. Granular and or foliar nitrogen-phosphorus-potassium-micronutrient fertilizer will be applied throughout the growing season. Total amounts of Nitrogen will be 3-5 lbs per 1000 sqft.

Plant protecting chemicals are applied to putting surfaces for a number of reasons and at ever changing frequencies. Fungicides and insecticides are applied using a combination of preventative and curative applications. We use an Integrative Pest Management (IPM) approach for disease and insect control and the putting surfaces.

### **Winter Play**

Winter play is from November 25<sup>th</sup> to March 1<sup>st</sup>. During this time frame it will be at the discretion of the Golf Course Superintendent to allow play on the permanent greens. For temporary winter play a cup and pin will be placed in the fairways allowing play during the winter. The temporary greens will be mowed at 1/2". The frequency of mowing will be weather dependent. Winter play on temporary greens will be allowed at the discretion of the golf course superintendent. It will be up to the golf course superintendent to monitor the weather conditions and judge whether or not to allow play on the golf course.

### **Collars and Approaches**

Mowed with tri-plex riding mowers equipped with 5 blade reels and grooved front rollers. The collars will be maintained at a cutting height of 1/2" throughout the entire season. Collars will be mowed three times per week, only altering the frequency for special events and depending on the rate of growth. Clipping will be removed as needed. Collars will be aerified once a season with a conventional aerifier using 1/2" tines and backfill the holes with sand. When needed, collars will be aerified with solid tines to eliminate dry spots and compaction. Fertilizers, fungicides and wetting agents, will be applied at the same time the greens are being treated.

### **Tees**

Mowed with tri-plex riding mowers equipped with 5 blade reels and grooved front rollers. The tees will be maintained at a cutting height of 1/2" throughout the entire season. Tees are mowed 3 times per week, only altering the frequency for special events and depending on the rate of growth. Clippings will only be removed if needed. Mowing directions will alternate between left to right and right to left. Tee marker locations move daily or as determined by number of golfers. Daily course setup will follow the "Course setup general rules". We repair divots weekly with a mixture of topdressing sand, peat moss, granular fertilizer and a mixture of Bluegrass/Ryegrass.

Tees are aerified in October with a conventional aerifier using 5/8" tines and the holes are

backfilled with sand. When needed we aerify with solid tines to eliminate dry spots and compaction.

We regulate irrigation to maintain firm, uniform teeing surfaces. Granular and or foliar nitrogen-phosphorus-potassium fertilizer is applied as needed with a total application of 3-1-3 lbs. of N-P-K respectively. Tees are treated with fungicides when needed to eliminate a variety of diseases. Snow mold protection is applied in October (timing dependent upon weather conditions). Tees receive herbicides annually to control clover and any other broadleaf weeds.

### **Fairways**

Fairways are mowed with lightweight five-plex mowing units using grooved front rollers. Mowing height will be 9/16" all season long. Mowing frequency will be three times per week only altering the frequency for special events and depending on the rate of growth. Mowing directions will alternate between right to left and left to right.

The 18 hole fairways are aerified in October with a conventional fairway coring unit with 5/8" tines or slicing tines. It is at the discretion of the Golf Course Superintendent to use solid or hollow core tines depending on the compaction and thatch accumulation. When using hollow core tines the cores will be broken up and used for topdressing the same area. The remaining thatch will be collected for disposal. Divots are filled with sand and seed mix as necessary and when budget allows.

We utilize the irrigation system to conserve water while accurately irrigating each fairway area according to its individual water requirements. Total fertilizer applications for one season will be 1-1.5 lbs of Nitrogen, 0-.5 lbs of Phosphorous and .75-1.5 lbs of Potassium per 1000 sqft. The fairways will be treated with fungicides for snow mold protection in October (timing dependent on weather conditions). Weed control products are applied as needed to maintain appearance and playability.

### **Primary Roughs**

The roughs are mowed with rotary cutting units at a height of 2" twice per week May 15-Oct 1, and once per week or as needed in the shoulder seasons. Mowing schedules will depend on the rate of growth. A 5' foot wide "1st cut" rough is mowed around each fairway and green at a height of 1.25" twice per week on the 18 hole side. The rough is sprayed with herbicides as needed and budget permitting

### **Sand Bunkers**

The bunkers are machine raked with a mechanical rake and hand finished daily from April 15<sup>th</sup> - October 1<sup>st</sup> (weather permitting). The machine rake will not get closer than 1 foot

from the edge of the bunkers during raking and will stay off of severe slopes. The 1' plus edge of the bunkers will be hand raked to maintain the continuity of the edges. Once a season the bunkers will be edged with hand edging tools and maintained the remainder of the season with string trimmers. Bunker rakes will be located inside the bunkers and placed around the bunker perimeter. Washouts from heavy rains will be repaired as soon as possible following a storm.

Mowing around the edges of the bunkers will be done once a week. This will be done with hover mowers and mowed out far enough to link up with the other primary rough mowing. This will avoid having the primary rough mowers mow too close to the bunkers, scalping the edges of the traps. Monthly the sand depth will be monitored and sand moved to maintain a 4" depth of sand in the flats of the bunkers and 2" depth on the slopes. The sand will be replenished annually as needed and budget permitting.

### **Driving Range**

The tee area will be mowed with a tri-plex riding mower and mowed three times per week at a height of 1/2" (weather permitting), throughout the entire season. The landing area will be mowed one to two times per week at a height of 9/16" (weather permitting), throughout the entire season. Aerify the teeing grounds with a conventional aerifier with 1/2" tines twice a season. Remove the plugs and topdress the area with sand. Each aerification will include fertilization and over-seeding with a combination of Bluegrass and Ryegrass. Aerify the teeing grounds when needed with solid tines to eliminate compaction and dry spots. Artificial mats will be used when over-seeding or when excessive play warrants it. Weekly a blend of topdressing sand and peat moss will be used to fill divots on the teeing grounds.

Regulate the irrigation to maintain firm, uniform teeing surfaces. Apply granular Nitrogen-Phosphorus-Potassium fertilizer as needed in conjunction with the arification of the teeing grounds to apply a total of 3-1-3 lbs. Of N-P-K respectively. Treat the teeing grounds with fungicides when needed to eliminate a variety of diseases. Treat the teeing area for snow mold protection in October (timing dependent on weather conditions). Apply herbicides annually to control clover and other broadleaf weeds.

### **Irrigation Systems**

The irrigation systems will always need constant maintenance. This will include the daily checking of the pumping systems as well as the operation of the irrigation application as prescribed. Included in this program is the continued annual monitoring of our well and the appropriate paper work that goes along with this. This will take the combined efforts of the golf course superintendent the assistant golf course superintendent and the irrigation technician to fulfill during peak season. Any repairs that are necessary to the irrigation system should be performed by these individuals as well as drainage issues and or repairs.

### **Golf Course Landscape Beds**

Landscape beds throughout the golf course will be maintained from May through September. Shrubs and flowers will be maintained for optimum appearance. This will

require shrubs and flowers to be pruned, watered and weeded on almost a daily basis. All beds will need to be kept weed free during this time frame. Chemical and fertilizer applications will need to be accomplished to achieve optimum appearance. Depending on the disease and or infestation you may choose to treat preventatively or curatively. Roundup will be sprayed around the borders of each planting bed and a pre-emergent herbicide will be applied in each bed to prevent weed growth.

### **Equipment Maintenance and Replacement**

In order to keep a fleet of equipment in proper working condition it is necessary to have a qualified mechanic designated to keep all of the equipment in working condition. This individual can be assisted by others but he/she is ultimately responsible for overseeing \$1,000,000 - \$1,250,000 worth of equipment. A preventative maintenance program should be established for tune-ups, oil changing, lubrication, reel sharpening, winterizing ect.. Record keeping of equipment maintenance will show you the items that require the most repair and help to establish an equipment replacement program. Such a program should show your needs for the next 8-10 years so that the golf course can budget appropriately for these capital expenditures. The mechanic needs to keep an up to date parts inventory list for reference and for yearend inventory needs.

### **Trees**

Control grass and weed growth annually at tree bases with the use of Roundup and a pre-emergent herbicide. Develop a comprehensive replacement and pruning program that would allow for the replacement of declining trees and the pruning of the manageable trees in a set rotation. Treat when needed with fungicides and or insecticides for a variety of diseases and insect problems. Depending on the disease and or infestation you may choose a preventative program or treat only curatively. Leaves, branches and debris will be removed in a timely fashion so as not to disrupt playability.

### **Ponds**

Maintain ponds where applicable mechanically or with herbicides to eliminate weed and algae growth. Maintain water levels at their optimum levels for irrigation and aesthetic purposes (during peak season this will vary due to water availability). Keep turf grass neatly trimmed around pond edges and hazard lines painted and visible.

### **Golf Car Control**

Work with the Golf Professional to make the appropriate decisions regarding restriction of car usage on wet or in climate days. Use stakes, ropes, arrows and signs when necessary to direct cart traffic away from wet areas and to keep them from approaching the green surrounds, tee boxes and other highly manicured areas.

### **Buildings and their Maintenance**

The various maintenance structures need to be kept in proper condition. This would include the rest areas, rain shelters, practice center building, and the maintenance complex. These buildings should meet and stay current with all regulations regarding OSHA, EPA, and ADA. All buildings should have appropriate ventilation, lighting, etc. to meet the various local and state building codes. All buildings and structures should be kept in good

condition with a regular program to keep their exteriors and surroundings in good condition.

### **Environmental Management**

It is imperative that golf courses monitor and manage their environmental impact. This is done by setting up established programs for pest control and keeping accurate records of all fertilizer and pesticide applications. Facilities need to meet current regulations for mixing, loading, rinsing and storing of pesticides and fertilizers. Applicators need to be licensed by the state and will require continuing education to stay abreast of current laws and technology. Underground and or above ground storage tanks for fuel must also meet state and federal standards.

Replacement schedule  
1/28/2014

equipment	equipment replaced	year purchased	budget year	life expectan	unit cost	Trade in	Total
<b>2009-2010</b>							
John deere 1200h (demo)	Toro Sand Pro 3000	5/97	2009-2010	6 years	\$ 11,900.00	\$ 500.00	\$ 11,400.00
John Deere topdresser (used)	none		2009-2010	6 years	\$ 2,000.00	\$ 250.00	\$ 1,750.00
John Deere 2500 (used) 3T	Toro 3050	7/00	2009-2010	4 years	\$ 9,600.00	\$ 1,000.00	\$ 8,600.00
John Deere 2500 (used)4T	Toro 3050	9/03	2009-2010	4 years	\$ 9,800.00	\$ 500.00	\$ 9,300.00
John Deere pro-gator (used)1	none	5/05	2009-2010	10 years	\$ 7,500.00	\$ -	\$ 7,500.00
John Deere 2500 (used) 1G	Toro GMI 3050	6/97	2009-2010	6 years	\$ 13,500.00	\$ 500.00	\$ 13,000.00
John Deere 2500 (used) 2G	Toro GMI 3050	6/97	2009-2010	6 years	\$ 13,500.00	\$ -	\$ 13,500.00
Cutting units for 2500E w/gtc	toro 3050 cutting units	Jun-95	2009-2010	6 years	\$ 2,500.00	\$ 1,000.00	\$ 1,500.00
club car turf 2 (used)	yamaha cart	May-85	2009-2010	6 years	\$ 3,600.00	\$ -	\$ 3,600.00
Hovermower	Flymo(used)	2004	2009-2010	6 years	\$ 720.00	\$ -	\$ 720.00
Hovermower	Flymo(used)	2004	2009-2010	6 years	\$ 720.00	\$ -	\$ 720.00
	455-d				\$ -	\$ 1,000.00	\$ (1,000.00)
	Parkmaster	1969			\$ -	\$ 500.00	\$ (500.00)

**2010-2011**

Toro topdresser (used)	Toro 400DD #1	9/02	2010-2011	6 years	\$ 750.00	\$ -	\$ 750.00
John Deere 1600 (used)	Toro 2600D(used)	3-Nov	2010-2011	6 years	\$ 35,800.00	\$ -	\$ 35,800.00
Toro 3100-d (used) 1999					\$ 1,500.00	\$ -	\$ 1,500.00
					\$ 113,390.00		\$ 108,140.00

**2011-2012**

John Deere 8700 (used)	John Deere 3235C	2008	2011-2012	4 year	\$ 20,000.00	\$ 7,500.00	\$ 12,500.00
John Deere 8700 (used)	John Deere 3235C	2008	2011-2012	4 year	\$ 20,000.00	\$ 6,250.00	\$ 13,750.00
John Deere 8700 (used)	John Deere 3235C	2008	2011-2012	4 year	\$ 20,000.00	\$ 6,250.00	\$ 13,750.00
club car turf 2 (used)	Kawasaki Mule	2011	2012	9 years	\$ 3,600.00	\$ 6,400.00	\$ (2,800.00)

**2012-2013**

					budgeted	trade in/sale	budgeted diff	Actual	Actual sale/trade in
John Deere 2500 (used) 5B	Toro 3050	2012	2013	7 years	\$10,000.00	\$3,000.00	\$7,000.00	\$8,500.00	\$3,500.00
Flatbed pickup	85 dodge	2012	2013	6 years	\$2,000.00	\$-	\$2,000.00	\$1,500.00	\$-
Toro 3500 sidewinder	Toro 2600	2006	2012-2013	6 years	\$24,000.00	\$-	\$24,000.00	\$13,500.00	\$1,500.00
Club car Carryall 2 (used)	Club car Carryall 2 (used)	2007	2012-2013	6 years	\$3,800.00	\$-	\$3,800.00	\$4,200.00	\$-
Club car Carryall 2 (used)	Club car Carryall 2 (used)	2004	2012-2013	6 years	\$3,800.00	\$1,000.00	\$2,800.00	\$4,200.00	\$800.00
Toro Multi-pro 5700	Toro Multi-pro 1200	2012	2013	6 years	\$17,000.00	\$-	\$17,000.00	\$9,500.00	\$-
John Deere pro gator (used)2	Toro workman 3300(used)	2012	2013	8 years	\$8,789.00	\$2,500.00	\$6,289.00	\$10,000.00	\$3,000.00
Toro Pro-Force Blower		2012	2013	6 years	\$7,500.00	\$-	\$7,500.00	\$6,500.00	\$1,250.00
beverage cart					\$-	\$-	\$-	\$2,800.00	\$-
dump truck					\$-	\$-	\$-	\$1,400.00	\$-
brush units for 2500E					\$-	\$-	\$-	\$6,300.00	\$-
2004 Jeep Liberty	2001 dodge pickup	2003	2012-2013	15 years	\$-	\$-	\$-	\$9,876.54	\$6,500.00
					\$-	\$-	\$-	\$78,276.54	\$16,550.00
								\$70,389.90	\$8,662.46

**2013-2014**

JD 1600 turbo #2(used)	Toro 400DD #2	10/05	2013-2014	4 years	\$ 39,900.00	\$ 5,000.00	\$ 34,900.00		
JD 1600 turbo #3(used)	John Deere 1600 (used)	2010	2013-2014	4 years	\$ 44,000.00	\$ 11,000.00	\$ 33,000.00		

**2014-2015**

weed eaters	weed eaters	2013	2014		\$ 1,000.00	\$ -	\$ 1,000.00		
								\$ 68,900.00	

John Deere 2500 (used)5G	John Deere 2500E (used)1G	2009	2014-2015	6 years	\$ 16,300.00	\$ 5,000.00	\$ 11,300.00
John Deere 2500 (used)7G	John Deere 2500E (used)2G	2009	2014-2015	6 years	\$ 16,300.00	\$ 5,000.00	\$ 11,300.00
John Deere 2500 (used)8T	John Deere 2500 (used)3T	2009	2014-2015	6 years	\$ 15,500.00	\$ 3,000.00	\$ 12,500.00
John Deere 2500 (used)9T	John Deere 2500 (used)4T	2009	2014-2015	6 years	\$ 15,500.00	\$ 3,000.00	\$ 12,500.00
John Deere 2500 (used) 10B	John Deere 2500 (used) 5B	2013	2014-2015	6 years	\$ 15,500.00	\$ 3,000.00	\$ 12,500.00
John Deere pro-gator (used)3	Toro Workman 3200(used)	2009	2014-2015	8 years	\$ 11,000.00	\$ 2,500.00	\$ 8,500.00
roller and trailer		2014-2015			\$ 8,000.00		\$ 8,000.00

**2015-2016**

John Deere pro-gator (used)4	Kubota Rtv 900	2004	2015-2016	8 years	\$ 13,000.00	\$ 5,000.00	\$ 8,000.00
Cushman Core Harvester	Cushman Core harvester	2004	2015-2016	9 years	\$ 3,700.00	\$ 600.00	\$ 3,100.00
Harper Versa-vac	Harper Versa-vac	2004	2015-2016	9 years	\$ 18,750.00	\$ 3,500.00	\$ 15,250.00
Smithco Bunker Rake	John deere 1200h (demo)	2009	2015-2016	6 years	\$ 12,300.00	\$ 2,400.00	\$ 9,900.00
John Deere fairway mwr(used)	John Deere 8700 (used)	2012	2015-2016	3 Year	\$ 22,000.00	\$ 8,000.00	\$ 14,000.00
John Deere fairway mwr(used)	John Deere 8700 (used)	2012	2015-2016	3 Year	\$ 22,000.00	\$ 8,000.00	\$ 14,000.00
John Deere fairway mwr(used)	John Deere 8700 (used)	2012	2015-2016	3 Year	\$ 22,000.00	\$ 8,000.00	\$ 14,000.00
Hovermower 3	Hovermower 1	2009	2015-2016	6 years	\$ 820.00	\$ 150.00	\$ 670.00
Hovermower 4	Hovermower 2	2009	2015-2016	6 years	\$ 820.00	\$ 150.00	\$ 670.00

**2016-2017**

John Deere pro-gator (used)5	Toro Workman 4300(used)	6/03	2016-2017	8 years	\$ 11,000.00	\$ 2,500.00	\$ 8,500.00
John Deere 4720 (used)	John Deere 1070 w/loader	2016-2017		12 years	\$ 38,000.00	\$ 6,500.00	\$ 31,500.00
	800 gercore	2016-2017			\$ 21,000.00	\$ 4,000.00	\$ 17,000.00
	Dakota 412	2016-2017			\$ 8,500.00	\$ 2,300.00	\$ 6,200.00
	Toro 328-d	2016-2017			\$ 20,000.00	\$ 2,000.00	\$ 18,000.00
Agri/nretal vac (new)	Goosen vac	2016-2017		9 years	\$ 15,000.00	\$ 2,600.00	\$ 12,400.00

**2017-2018**

Bedknife grinder	2017-2018	\$ 18,000.00	\$ 250.00	\$ 17,750.00
spin/relier grinder (SIP)	2017-2018	\$ 39,000.00	\$ 4,500.00	\$ 34,500.00
Kubota Backhoe	2017-2018	\$ 6,500.00	\$ 700.00	\$ 5,800.00
Kubota Tractor	2017-2018	\$ 24,000.00	\$ 10,100.00	\$ 13,900.00
Dump trucks	2017-2018	\$ 20,000.00	\$ 5,000.00	\$ 15,000.00
Dump truck(used)	2009	\$ 4,200.00	\$ 800.00	\$ 3,400.00
club car turf 2 (used)	2009	\$ 4,200.00	\$ 800.00	\$ 3,400.00

**2018-2019**

used	John Deere 440 Loader	2018-2019	\$ 28,000.00	\$ 7,500.00	\$ 20,500.00
Toro 4000D #5(used)	JD 1600 turbo #2(used)	2014	\$ 45,000.00	\$ 12,000.00	\$ 33,000.00
Toro 4000D #6(used)	JD 1600 turbo #3(used)	2014	\$ 45,000.00	\$ 12,000.00	\$ 33,000.00
Agri/nretal slicer/aerator	Ryan Slicer/aerator	2018-2019	\$ 5,400.00	\$ 460.00	\$ 4,940.00

**2019-2020**

John Deere 2500 (used)5T	2019-2020	\$ 17,000.00	\$ 3,000.00	\$ 14,000.00
John Deere 2500 (used)6T	2019-2020	\$ 17,000.00	\$ 3,000.00	\$ 14,000.00
John Deere 2500 (used)3G	2019-2020	\$ 17,000.00	\$ 5,000.00	\$ 12,000.00
John Deere 2500 (used)4G	2019-2020	\$ 17,000.00	\$ 5,000.00	\$ 12,000.00
John Deere 2500 (used)5G	2019-2020	\$ 17,000.00	\$ 5,000.00	\$ 12,000.00
Cutting units for 2500E w/gtc	2019-2020	\$ 10,000.00	\$ 1,800.00	\$ 8,200.00
club car turf 2 (used)	2019-2020	\$ 5,000.00	\$ 1,500.00	\$ 3,500.00

\$ 76,600.00

\$ 79,590.00

\$ 93,600.00

\$ 90,350.00

\$ 91,440.00

club car turf 2 (used)	club car turf 2 (used)	2019-2020		\$ 5,000.00	\$ 1,500.00	\$ 3,500.00
roller and trailer		2014-2015		\$ 10,000.00	\$ 2,000.00	\$ 8,000.00
John Deere pro-gator (used)	John Deere pro-gator (used)1	2009 2019-2020	6 years	\$ 13,000.00	\$ 2,000.00	\$ 11,000.00
						\$ 98,200.00

**2020-2021**

Flatbed pickup	85 dodge	2013 2020-2021		\$ 4,000.00	\$ 1,000.00	\$ 3,000.00
Toro 3500 sidewinder	Toro 3500 sidewinder	2006 2020-2021		\$ 24,000.00	\$ 2,000.00	\$ 22,000.00
Toro 3500 sidewinder	Toro 3500 sidewinder(used)	2013 2020-2021		\$ 24,000.00	\$ 2,000.00	\$ 22,000.00
Club car Carryall 2 (used)	Club car Carryall 2 (used)	2007 2020-2021		\$ 4,300.00	\$ 1,500.00	\$ 2,800.00
Club car Carryall 2 (used)	Club car Carryall 2 (used)	2004 2020-2021		\$ 4,300.00	\$ 1,500.00	\$ 2,800.00
Toro multi-pro 5700	Toro Multi-pro 5700(used)	2013 2020-2021		\$ 24,000.00	\$ 7,000.00	\$ 17,000.00
Toro multi-pro 1200	Toro Multi-pro 1200	2003 2020-2021		\$ 17,000.00	\$ 4,000.00	\$ 13,000.00
John Deere pro gator (used)	John Deere pro gator (used)2	2020-2021		\$ 11,000.00	\$ 2,500.00	\$ 8,500.00
Toro Pro-force Blower	Buffalo Turbine	2007 2020-2021		\$ 7,800.00	\$ 2,000.00	\$ 5,800.00
Toro Pro-force Blower	Toro Pro-force Blower	2013 2020-2021		\$ 7,800.00	\$ 3,000.00	\$ 4,800.00
						\$ 101,700.00

**2021-2022**

Harper Versa-vac	Harper Versa-vac	2021-2022	9 years	\$ 23,000.00	\$ 2,500.00	\$ 20,500.00
John deere 1200h (demo)	John deere 1200h (demo)	2009 2021-2022	6 years	\$ 14,250.00	\$ 2,800.00	\$ 11,450.00
John Deere fairway mwr(used)	John Deere 8700 (used)	2012 2021-2022	3 Year	\$ 24,500.00	\$ 9,000.00	\$ 15,500.00
John Deere fairway mwr(used)	John Deere 8700 (used)	2012 2021-2022	3 Year	\$ 24,500.00	\$ 9,000.00	\$ 15,500.00
John Deere fairway mwr(used)	John Deere 8700 (used)	2012 2021-2022	3 Year	\$ 24,500.00	\$ 9,000.00	\$ 15,500.00
John Deere pro gator (used)	John Deere pro gator (used)3	2020-2021		\$ 15,000.00	\$ 2,500.00	\$ 12,500.00
John Deere pro gator (used)	John Deere pro gator (used)4	2020-2021		\$ 15,000.00	\$ 2,500.00	\$ 12,500.00
Hovermower 3	Hovermower 1	2009 2021-2022	6 years	\$ 870.00	\$ 180.00	\$ 690.00
Hovermower 4	Hovermower 2	2009 2021-2022	6 years	\$ 870.00	\$ 180.00	\$ 690.00
						\$ 104,830.00

Ryan Slicer/Atvector	2021-2022	\$ 18,000.00	\$ 18,000.00
2004 liberty	2022-2023		
1997 ford	2022-2023		

roller  
weeders

Toro 4000D #3(used)	Toro 4000D #2	10/05 2013-2014	4 years	\$ 38,000.00	\$ 5,000.00	\$ 33,000.00
John Deere pro-gator (used)	Toro Workman 3300(Used)	6/03 2013-2014	8 years	\$ 11,000.00	\$ 2,500.00	\$ 8,500.00
Toro 4000D #4(used)	John Deere 1600 (used)	2009 2013-2014	4 years	\$ 38,000.00	\$ 11,000.00	\$ 27,000.00
						\$ 68,500.00

STREETS DEPARTMENT  
TERRY GEMBALA, SUPERINTENDENT

1. Create a Capital Improvement Fund for equipment upgrades.
- 2.,
  - a. Upgrade dump trucks
  - b. Other equipment as needed.
  - c. Keep money in the fund to be able to purchase equipment when a good purchase comes along
3. Find funding to start a program of re-building the streets.
4. Create a fund for winter removal of snow
5. As the City grows, the need for more personnel in the Street Department.
6. Up-grade City Shop as needed. No up-grades have been done in the last 25 years.

February 24, 2014

I. PLANNING DEPT. 2014/2015 Budgeting PROJECTS

- A.) Planning has been informed that during the last Montana Legislative session a new regulatory process for 'Buildings for rent or lease' (BRL) is required for all governing bodies that process 'Buildings for rent of lease'
1. Our PDC re-write contractor, Dave Degrandpre, says his team can create a brief new Chapter to be included into the new Polson Development Code on 'the process for Buildings for rent or lease', including an 'application form' to address these new Legislative requirements.
  2. This project is not a part of Dave D.'s present contract on the PDC re-write, therefore, he is asking for money to be set aside for his company to complete the above assignment for the City since he is already working on the PDC re-write.
    - a.) Dave D. will assign Joel Nelson this 'BRL' assignment.
    - b.) Dave D. says Joel N. can complete this assignment in 10 hours.
    - c.) Dave D. last known hourly rate was ~\$70 per hour.
    - d.) If this is accurate, this new PDC Chapter with an application form would cost the City approximately \$700.
    - e.) If CC approves for Dave D.: Will the City pay Dave D. a fixed fee of ~\$700 regardless of how many hours it takes him? Or, Will the City pay Dave D. by the hour, at ~\$70/hr.?

And, Dave D. must complete and submit this new BRL project before he present the last 'drafts' of the PDC re-write document to Mark S. and Rich G.

Negative point: May add months on to the PDC re-write deadline of first quarter in 2015 completion.

WHERE COMES THE MONEY?:

Since money brought into the City goes into the general fund, then the general funds would need to be allotted to cover this legislative required project.

B. I understand that each Dept. must budget its own money to pay for the its' use of our contractors:

1. C.E. Shari Johnson: used by Planning to review applicants' development plans for storm water design, lot & project lay-out, and cut/fill & drainage calculations; Municipal Facilities Exclusion (MFE) form, etc.

2. City Attorney, Rich Gebhardt, to: review and opinion land use, zoning issues and annexations; legal reports; letters; and Board functions and processes; etc.

Negatives point: several developers already insist that their application fees cover all city expenses. They are not going to support paying costs of contracted city employees for city required review/services on their projects

Con't.

Con't.

WHERE COMES THE MONEY?:

I. Monies to cover the Planning C.E. and C.A. expenses may come from passing the C.E. and C.A. actual (with their hourly record keeping) costs on each project onto the owners/applicants with CC approval to charge and collect.

CIP - Planning Dept. Budget Presentation for Feb. 24, 2014.

CAPITOL IMPROVEMENT PROJECTS (CIP) for the PLANNING DEPT.

A. AUTOMOBILE for the Planning Dept.

This CIP item has been put on the yearly budgeting plan since June/July 2009 with an CIP allotment of between \$1,000 to \$5,000 each year. But by the time the final budget is approved each year in Sept., said vehicle CIP money has been removed from the Planning fiscal budget.

B. GROWTH POLICY, MINOR UPDATE 2014.

Legislation requires, this non-regulatory, document to be updated and adopted by the governing bodies approx.. every 5 years. Polson originally adopted their Growth Policy in June 2006.

This document should be looked at for updating as soon as possible.

I have been able to accumulate money to be set aside, under Planning's CIP for at least 5 years, for this first minor update.

-Right now the Planning Budget has \$5,624 for this update by a contractor.

-As of Feb. 19, 2014, the CA is researching 'does the Polson Growth Policy need to be updated before the PDC re-write is finalized and approved by the CC?'

-The original contractor on the Polson Growth Policy 2006 was HKM out of Helena. They did an excellent job.

I suggest HKM would be the contractor that we would ask first, if they would be interested in doing a minor update to the Polson Growth Policy; and how much would they charge.

I suggest their cost could be the lowest with the best results since they would have all the existing information already formatted for Polson specifically and stored in their files.

C. Within three years, there should be a Planning Office for the Assistant Planner, Thomas Fleming;

- Planning should hire a 2<sup>nd</sup> Assistant Planner/Clerk within 3 years.

  
Joyce Weaver

Polson Building & Planning Official

# PROJECT LIST

PLANNING DEPT. Joyce Weaver

2/24/14

Immediate (1-6 months)	Short to Medium (6 months to 2 years)	Long Term (2 to 5 years)
<ul style="list-style-type: none"> <li>• TRAINING <sup>Legislative Industry Management ETC.</sup></li> <li>• Employee Evaluation</li> <li>• Budget - submit w/raises</li> <li>• Re-write Procedures &amp; finalized w/ CME &amp; CA</li> <li>• Annexations - application, processes &amp; recording</li> <li>• Re-write Various Check Dists and Fee Schedules ↔</li> </ul>	<ul style="list-style-type: none"> <li>• TRAINING <sup>Legislative Industry Management ETC.</sup></li> <li>• PDC Re-write <sup>CCPR &amp; CCOR.</sup> finalized &amp; adopted</li> <li>• Growth Policy first minor update finalized &amp; adopted</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase Vehicle for Planning only</li> <li>• Planning Office for Assist. Planner Thom Fleming.</li> <li>• TRAINING</li> <li>• Purchase Planning Color Copier</li> <li>• 2<sup>nd</sup> Hire Assist. Planner as City cont. to grow.</li> <li>• Look to IMPLEMENTING AFFORDABLE HOUSING &amp; FUNDING</li> </ul>

Budget

## CITY OF POLSON PARKS DEPARTMENT

The Mission of the City of Polson Parks Department is:

Provide a variety of recreational opportunities to promote good health, fitness and overall wellness of our citizens and visitors while maintaining sustainable facilities and amenities for future generations.

Park staff consists of:

- 1 full-time permanent director/superintendent position
- 1 full-time permanent maintenance lead worker position
- 1 9-month permanent maintenance worker position (February 1<sup>st</sup> to October 31<sup>st</sup>)
- 2 part-time seasonal maintenance workers (May 1<sup>st</sup> to September 30<sup>th</sup>) & (May 15<sup>th</sup> to September 15<sup>th</sup>)
- 1 part-time hanging basket watering position (this position is paid for by the Chamber of Commerce Beautification Committee)

With this staff, the Parks Department maintains 17 park areas and trails. Our heaviest used parks, Boettcher, Riverside and Sacajawea take up the bulk of our maintenance hours. Since 2004, we have added 5 new areas or trails that must be maintained. In light of this, the Parks Department has made it a goal to replace all broken amenities or facilities with more sustainable, maintenance efficient materials. A simple example of this is replacing all wooden bench boards with recycled plastic lumber that is relatively maintenance free. We have been steadily moving in this direction since 2004.

Besides regular park maintenance duties, other duties that Park Staff perform are:

1. From May 10<sup>th</sup> until October 10<sup>th</sup>, set up barricades to close off 3<sup>rd</sup> Ave. W. and set up banners and signs for the Polson Farmers Market.
2. Empty all trash cans on Main St. and maintain all unsponsored bulb-outs.
3. Participate in all park related meetings not held during regular works hours.
4. Set up for all special events that require use of park facilities or areas, (Polson Triathlon, Festivals on the Flathead, Rotary Chili Cook-off, Cherry Festival)
5. Transport all recyclables from the parks and all city departments to the transfer station.
6. Maintaining the Tree City USA status by teaming up with Streets Department for pruning and hazard tree removal.

Some future projects on the horizon are:

1. Enlarge, remodel or replace Riverside Park restroom to handle use capacity.
2. Continue Carol Sherrick Trail to connect with Skyline Dr. Trail.
3. Replace all wooden entrance signs with recycled plastic signs.

4. Plant replacement trees in not only the parks, but throughout all of the city.
5. Replace all playground surfaces with engineered wood chips and concrete curbing.
6. Install new playground equipment at O'Maley and The Sports Complex.
7. Pave and expand the parking lots at Boettcher Park.
8. Convert Jorgenson/Heglie Park to an interpretive native species arboretum with rustic classroom.
9. Establish and sustain a Urban and Community Forestry Program including a Urban Forestry Action Plan utilizing GIS software and GPS technology.

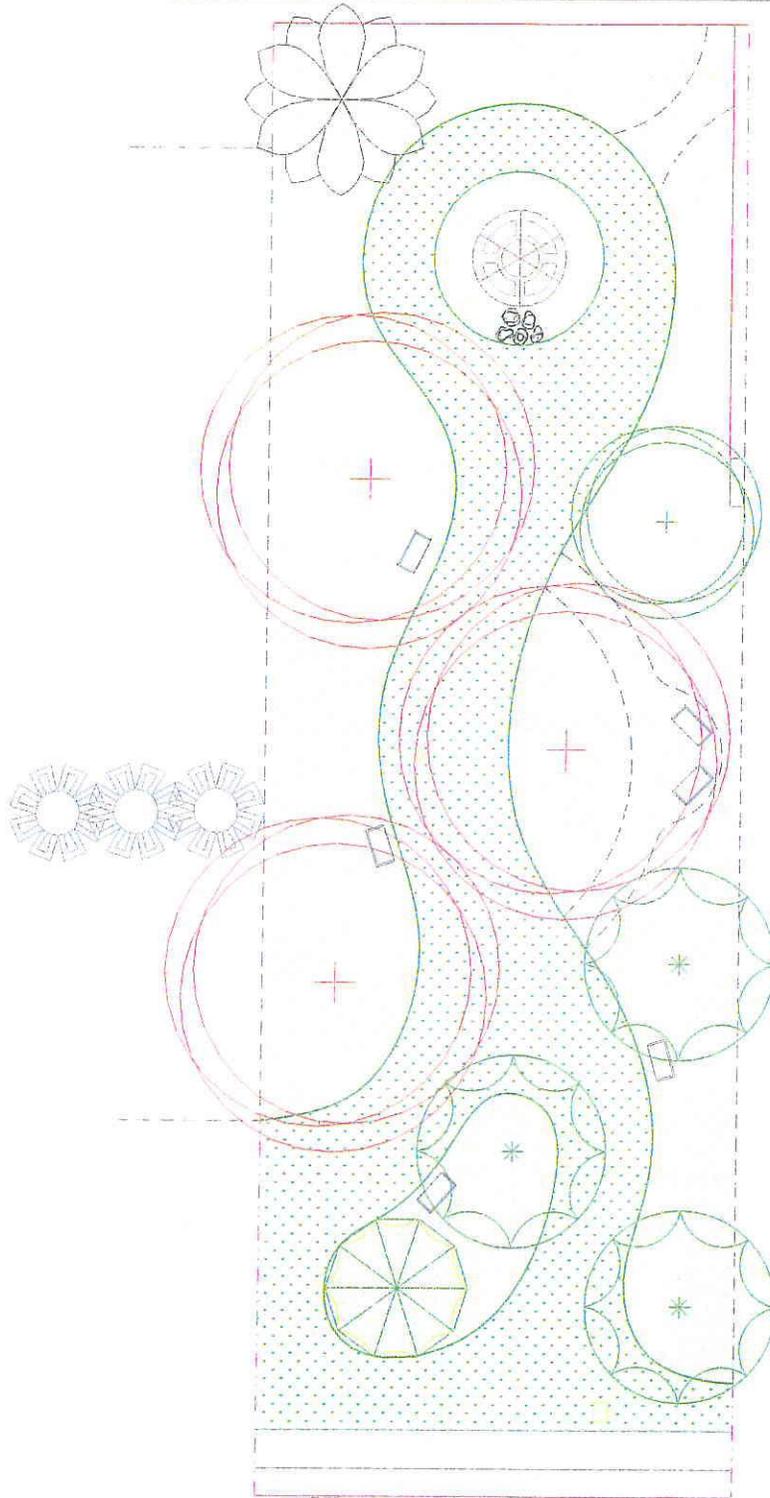
The Parks Department works as a team with other city departments and greatly appreciates the assistance received from those departments to get projects completed. The Parks Department has partnered with The Confederated Salish and Kootenai Tribes to co-maintain the entire Salish Point area.

The Parks/Tree Board is the advisory board for the department. They meet once a month from April to October and discuss all issues pertaining to the parks and trails.

This is a brief synopsis of the Parks Department. If any Commissioners have questions and/or would like more information on upcoming projects or issues, please don't hesitate to contact Karen Sargeant.

## Legend

Common Name	Botanical Name	Size	Qty
 Autumn Blaze Maple	Acer x freemanii 'Autumn Blaze'	2"	3
 Ivory Silk Lilac Tree	Syringa reticulata 'Ivory Silk'	2"	3
 Paperbark Maple	Acer griseum	5' Ht.	1
 Spring Snow Crabapple	Malus 'Spring Snow'	2"	1
 Witch Hazel	Hamamelis virginiana	20 Gal.	1



Revision #:

Date: 2/17/2014

Landscape Plan:

**Cowan Park**

Scale:

0' 1" = 20' 0"

Landscape Design by: CMR

**Delaney's Landscape Center**