

CEDAR AREA FIRE & RESCUE

Strategic Plan

2018-2022



Cedar Area Fire & Rescue
8907 Railroad Ave.
Cedar MI, 49621
(231) 228-5396

Christopher M. Comeaux
Chief of Department

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“Cedar Area Fire & Rescue is committed to serving the community by providing Fire Suppression, Emergency Medical Services, and Public Education with professionalism, compassion, and Integrity”

Our Fire Department has been tasked with protecting the heart of Leelanau County. We will strive to reduce the loss of life and property by providing nothing less than excellent service to our community, our citizens, and our neighbors.

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Effective Date **April 6th, 2018**

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Cedar Area Fire & Rescue

Chief of Department

Chris Comeaux*

Asst. Fire Chief

Don McMullin

Captain/Training Officer

Keith O'Neil*

Lieutenant:

Tim Johnson*

Firefighter/EMT

Ronnie Dubois*

Bobby Handa*

Jeff Friend

Brent Garvin

Kevin Mikowski

Austin Novak

Bob Podleski

Herb Sudemann *

Jake Strait*

Curtis Walters

Rachael Zemanek

**Full Time Employee*

Overview

Cedar Area Fire & Rescue is a four-township department, staffed by six full-time members, eight part-time members, and a full-time chief. The vehicles owned by CAFR include three firefighting apparatus, two ambulances, and other smaller ancillary vehicles. The department is governed by a five-member board consisting of Greg Julian (Kasson), Rick Royston (Cleveland), David Wurm (Centerville), Dan Leach (Solon) and John Depuy (member at large).

Why Are We Here?

Cedar Area Fire & Rescue (CAFR) is dedicated to serving our community by providing effective emergency response services with professionalism and excellence that will minimize the loss of life and property from fires, medical emergencies, and all other hazardous conditions.

Every year across the United States over three thousand people are killed in fire related incidents. On average there are over 350,000 fires a year destroying structures, vehicles, and hundreds of thousands of acres of land. The economic toll of this is in the billions annually.

As a fire & rescue organization we are tasked with responding to hundreds of calls for service annually. We perform fire extinguishment, vehicle extrication, search and rescue, hazardous material mitigation, and medical response. CAFR is prepared to protect all our residents and visitors who experience any type of emergency anywhere in the four townships we represent.

Department Values

Accountability - Accepting responsibility for our job performances, actions, behavior and the resources entrusted to us.

Commitment - Individual and collective dedication of employees to their jobs, to the organization, and to providing quality services to meet our citizens' needs.

Equal Opportunity - Providing a work environment which is fair to all current and prospective employees through equal treatment in employee benefits, promotions,

training, continuing education and daily responsibilities. In addition, the department strives for fair and equitable access for all members of our community.

Honesty - Truthful, forthright interaction among employees, management, and the public, which fosters trust, integrity and a lasting working relationship.

Open Communication - The honest exchange and processing of ideas and information with the public, staff, other departments and administration.

Professionalism – Department members promoting integrity, respect, pride, positive self-image, and team effort by adhering to a high standard of ethical conduct, competence, and innovation which acknowledges criticism, accepts responsibility, and strives for occupational growth.

Respect - Consistently demonstrating a deep regard for the diversity, needs, feelings, and beliefs of all people, and acknowledging ideas and opinions of every employee, citizen, and consumer. These core values have been delineated as an integral part of the Departments commitment both to an exemplary level of service and a moral standard of conduct above and beyond reproach.

Executive Summary

CAFR, only having been established in April of 2016, is currently in an evolving state. We are striving to build a solid foundation, and as a result of this over the next five years this department will be actively expanding its membership, staffing, apparatus, property, and community outreach. This is necessary to insure the stability of the fire department. CAFR currently serves the largest emergency services area of any fire/EMS service in Leelanau county, covering over 160 square miles. Aging equipment and minimal staffing that is far below N.F.P.A. standards (even with call back staffing) makes it difficult to provide the residents and business owners with the quality service that they deserve and expect. It is the departments goal to improve this current state and provide a service that will give everyone in the community a sense of security that they are well protected.

ORGANIZATIONAL ANALYSIS

INTERNAL STRENGTHS

Our department is community driven with the citizens' best interest always in the forefront. All our staff (career, part-paid, or on the fire board) have the same goal to provide excellent service to the citizens and visitors to our townships. Our members will go the extra mile to complete tasks and have the drive to grow and be progressive. The members of this department, most of which come from different geographical areas, all bring unique strengths to share with the department. Our members are also dedicated to emergency medicine. Several members will be upgrading licensure to provide limited advanced life support.

INTERNAL WEAKNESSES

The department has fourteen (14) personnel at this time. This staffing is inadequate to provide 24 hour per day coverage safely within our coverage area. Our department is covering 167 square miles out of one station staffed by only two firefighters/EMT's and a full time Chief.

Additionally, inadequate training over the years has not sufficiently prepared our staff in the fields of firefighting, leadership, prevention, and public education. Another current weakness is that our capital needs are greater than what our capital expenditure fund can support. Currently, the department has several capital purchases that will be necessary in the next three to five years.

EXTERNAL OPPORTUNITIES

Our department members have recently been urged to seek outside training. Several members are already signed up for courses outside of the area in 2018. These courses will bring back valuable information for all the members at the department.

EXTERNAL THREATS

High speed major county roadways pass through our coverage area. Many accidents occur on these roadways annually. Our demographics also have a large amount of wild and agricultural land which increase the likelihood of a large wildfire. Our fire

department also responds to multiple chimney and structure fires annually. With limited staffing and aging equipment, we must rely on our neighbors for help in these types of events. Although we are fortunate in having Sleeping Bear Dunes National Lakeshore within our community, it also burdens us with a unique threat. For example, our department currently does not have the proper equipment to execute rope rescues on the dunes.

Community Profile

According to the 2010 census data,

Population:

Centerville Township 1274 (Average Age 47)

Cleveland Township 1031 (Average Age 58)

Kasson Township 1609 (Average Age 45)

Solon Township 1509 (Average Age 49)

Total: 5423

Coverage Area:

Centerville Township

30.4 Sq. miles

816 Housing units

26 Commercial units

Cleveland Township

70.7 Sq. miles

925 Housing units

13 Commercial units

Kasson Township

36.2 Sq. miles

742 Housing units

47 Commercial units

Solon Township

29.7 Sq. miles

763 Housing units

108 Commercial units

Cedar Area Fire & Rescue

Year-Round Population of **5,423**

Average Age- **49.5**

Sq. Miles- **167**

Housing units -**3,246**

Commercial units - **194**

CAFR covers the largest land area, with the highest population of any department in Leelanau County. The department covers this area using the smallest budget in the county, with an annual expenditure per resident that is also the lowest in the county at approximately \$131.00 per resident per year. Other county departments range from Elmwood Township (\$166.00) to Leland (\$445.00) to Glen Lake (\$1014.00). In general, cost per township for other departments ranges from \$712,000 to \$1,442,981 per year, while CAFR currently provides 24/7 coverage to four townships at an average cost of under \$200,000 a year per township. This budget must increase if CAFR is to be able to provide appropriately trained staff that is equipped with adequate equipment and vehicles to respond to the four townships.

The Cedar Area Fire & Rescue's current proposed budget for 2018-2019 is \$782,911.00. The total taxable value of the four townships we currently cover totals \$400,426,327.00. We are currently running a four-township fire department on 0.2% of the total taxable valuation of the four townships. This number is low compared to other township fire departments only covering one or two townships. For example Suttons Bay/Bingham Fire and Rescue runs a two township department on .25%. Glen Lake Fire Department covers two townships and runs on .3% as well as Leelanau Township Fire Department who only covers one township. These numbers were provided by the Leelanau County Equalization Department.

Community Risks

Although CAFR is a full-service emergency response department, the predominant risks faced are in the low - moderate risk categories. EMS responses, which are considered to be of moderate risk, increase annually as the average age of population increases. EMS is the primary response-type, followed by fires, automobile accidents, hazardous materials and technical rescue responses. The fire department consists of one station providing and receiving support through Mutual Aid. The number and type of apparatus

provided by mutual aid is determined by needed fire flow (based on national fire flow standards) and travel times to our residential and commercial structures.

Large Target Hazards

Glen Lake School District-

Glen Lake School- Glen Lake School district has a student body of 699 students and 130 staff members. This population of 829 people on one campus daily makes this building one of our highest priorities. Not only is this building a target hazard for medical and fire response, we now must take into consideration the possibility of a mass casualty event.

Sleeping Bear Dunes National Lake Shore-

CAFR needs to consider the substantial increase in population our townships see from late spring through the fall. According to Sleeping Bear Dunes annual visitation in 2017 was 1,678,126 people for the year. Many of these tourists are traveling to our townships for the visitation of this beautiful area. Having a tourist driven economy it falls on the fire department to keep the tourists safe every year to ensure they continue returning to our community.

Sugar Loaf Resort/Condos-

Although this resort currently sits abandoned, the property has been purchased by a developer from California who has plans to redevelop the property beginning in 2019. The buildings at Sugar Loaf Resort are of concern and could pose a threat to the condominium community that neighbors it. If this resort reopens it will increase the tourism in the winter months to the area.

Target Hazards

- Downtown Cedar – Downtown Cedar has many commercial structures that are old balloon frame construction with neighboring buildings in dangerous proximity if one were to become involved by fire. This geographic area also has multiple assembly occupancies, a busy grocery store with attached fueling station, and automotive repair shops that store hazardous materials and pose a fire risk.
- Commercial Corridor on M-72- There are many different types of target hazards including hazardous materials, fires, technical rescue and medical response. Some of the major hazards are plastics, body shops, propane and a fueling station.
- Maple City- Maple City has the Short Stop fueling station, Gabe's Market, commercial businesses, and residential dwellings that are close in proximity. Maple City also has apartments and the Maple Valley Nursing Home.
- Camp Leelanau, and Camp Kohahna- This camp draws an extremely large number of visitors per year. These visitors are not limited to children as the Leelanau Outdoor Center also hosts school events, and corporate retreats.
- Residential Structure Fires- There are 3,246 possible residential structure fires every day. Since January of 2016 CAFR has responded to **30 fires in structures** throughout the four townships.
- Commercial Structure Fires- All four townships have a risk of commercial structure fires. Solon and Kasson townships carry a higher risk due to the larger number of commercial buildings.
- Vehicle Fires - Since January of 2016 CAFR has responded to **4 vehicle fires.**
- Wildland Fires - Since January of 2016 CAFR has responded to **23 wildland fires.**
- Wildland Urban Interface Fires- When living in such a beautiful region and coinciding with nature, all our response areas including downtown Cedar and downtown Maple City are at a higher than normal risk for a Wildland Urban Interface Fire event. Although these types of fires are generally rare in Michigan, they happen every year nationwide and are trending toward an increase in

severity. The economic toll this type of fire would cause this community would be devastating.

- Emergency Medical Response- As with most Fire Departments nationwide, EMS response carries the majority of calls carried out by CAFR. As the townships grow and the population continues to age these calls for response will increase.
- Vehicle Extrication- Since January of 2016 CAFR has responded to **35 vehicle accidents with injuries.** Four of these responses required prolonged extrication with tools.
- Open Water Rescue- With 26 inland lakes and Lake Michigan Shoreline our department has a high possibility for a catastrophic water event.
- Ice Rescue- Winter months in our response area brings Ice fishing and snowmobiling onto our frozen waters. As CAFR grows all our members will be training to a level of Ice Rescue Technician.
- Search and Rescue- CAFR has an automatic aid agreement with the National Park Service to assist with rescues in the national park. CAFR does respond to these types of calls every year. There has already been two responses with the National Park Service 2018.
- Technical Rescue- With the Sleeping Bear Dunes National Lakeshore gaining popularity due to recent national recognition from major media outlets the risk of rope rescue has also increased. CAFR crews, with the assistance of four other agencies have already rescued three victims that became immobilized on the north face of the dune in February.

Strategic Plan 2018-2022

VISION

- To provide pinnacle care in every possible aspect of Emergency Services.
- To be a leader in the community by providing outreach and education to all citizens and business owners.
- To treat everyone in the community with compassion and respect.

- To create a safe community through fire prevention and public education.
- To be responsible stewards to the community.
- To reduce our current ISO rating which will reduce residential and commercial liability.
- Recognize that our employees are our most important assets.

STAFFING

The department is actively recruiting. Due to an ongoing nationwide trend of declining numbers of fire and EMS volunteers, there has been a reduction of fire and EMS personnel. This has resulted in paid staff becoming a necessity.

Twenty-four-hour staffing needs to be increased over the next year. Currently CAFR is staffing two full time Firefighter/EMT's twenty-four hours a day and a Chief from 9-5 Monday thru Friday who is on call for all major incidents. Not only does this staffing put a strain on the CAFR's four townships, but it also places responsibility onto other organizations when our crew is out on a call.

In order for our community to remain protected, staffing for 2018 should be increased as soon as possible to have 2 full time members and one-part time member on duty 24 hours a day. This will leave the four townships staffed when transports to Munson Medical Center occur. Even with the increase in staffing, the department will still need to consider further increases over the next three years to reduce response times and increase the safety of our current members and the community.

CAPITAL OUTLAY PLAN

In 2017, a Five-Year Budget Plan was approved by the Fire Board and all Four Townships. It was over a year after the CAFR was started, unfortunately. Within the budget plan the budget projection stated the following;

“The current operational budget and financial position is sound and has no projected shortfalls. The department will continue to operate within budget, with the operational budget expected to increase by less than 5% each year.

The capital position is less sound, with numerous aging vehicles and a capital improvement fund that was only initiated in 2016. The capital improvement fund will continue to be increased and used to replace necessary vehicles within the department. Without accounting for withdrawals from the account to fund equipment purchases, the capital improvement fund balance as of March 31st, 2021 is estimated to be \$339,984. However, an equipment needs assessment conducted in early 2017 pointed to the need to replace three major pieces of equipment within the next five years. These equipment purchases are unable to be funded solely through the existing capital improvement fund. Outside funding sources, including grants from local, state, and federal agencies, will be sought to cover the cost of some of the necessary equipment and other purchases.”

CAFR inherited many vital capital assets when the organization changed in 2016, but there is still a dire need in the immediate future due to the age of those acquired assets. These needed assets include equipment, apparatus, and a second building. In order to obtain this, CAFR’s board should consider the following recommendations.

1. A one-time capital improvement payment from each township split over two fiscal years to pay for immediately needed capital expenditures.
2. Increase the budget in 2020 to supplement needed staffing for a second station and move to full advanced life support.
3. Finance larger capital expenditures over a six-year period to not deplete the capital expenditure fund. This is common practice across the country to secure apparatus.

Equipment

Self-Contained Breathing Apparatus (S.C.B.A.)-

CAFR currently owns fourteen self-contained breathing apparatuses that we procured in 2006 from an assistance to firefighters grant. These were purchased used and were manufactured in 2002.

According to the 2018 edition of NFPA 1500 7.12.1.2 “*Open circuit SCBA that does not meet the 1997 or later editions of NFPA 1981 shall be removed from service use.*”

With the SCBA’s being 16 years old the department needs to begin a replacement plan in the next one to two years before they become obsolete.

Apparatus-

CAFR fleet consists 1 Engine, 1 Tanker, 2 Ambulances, 1 Wildfire Truck, 1 Kubota ATV, and 1 Snowmobile.

The following is a short description of the state of the front-line apparatus.

Engine 811- 2003

With this Engine being 15 years old it should be placed into reserve status. CAFR should acquire a new front-line Engine as soon as possible. This piece of equipment has also been the most used fire apparatus over the past ten years. The engine was just inspected, and the department should get a minimum of ten more years of reserve service from this piece of equipment.

Tanker 822- 2009

The tanker is in great condition and should be well maintained over the next five years. At year five CAFR should place this unit into reserve and replace with a new tanker/pumper.

Ambulance 891- 2011

Ambulance 891 was purchased and financed in 2011. This unit will remain the frontline ambulance until CAFR acquires a new ambulance. At that time 891 will be placed into reserve status.

Ambulance 892- 1997-

Being over 20 years old, this ambulance should be replaced as soon as possible. The new ambulance will be placed into front line status and 891 will then be placed into reserve status.

Wildfire 841-

The new wildfire truck has been ordered and has an estimated delivery of April 2018. This new Wildfire truck will run frontline for 10 years. At that time, the truck will be evaluated if replacement is necessary.

According to N.F.P.A standard 1901 Annex D Paragraph D.1 *“It is recommended that apparatus more than 15 years old that have been **properly maintained** and that are still in serviceable condition be placed into reserve status; be upgraded in accordance with NFPA 1912; and incorporate as many features as possible of the current fire apparatus standard”.*

Station #2 -

To reduce response time for the western part of the response area, it is necessary for Cleveland and Kasson Township to obtain property and build a second station that CAFR will staff similarly to Station #1. This added station and personnel will decrease response times and increase positive outcomes on both fire and emergency medical responses. This station will increase the department’s ability to save life and property.

TIMELINE

Needed Equipment

Within Three Years

Air-packs (year 1)

18 Packs

28 Bottles (\$113,400)

New Ambulance (year 2)

Ford F-450 4X4

(\$215,000)

Mini Pumper (Year 3)

Pierce F-550 4X4 Mini pumper

(\$290,000)

Advanced Life Support

Echo Unit (Year 1)

Ford F-150

(\$35,000)

\$663,700

Grant Funded

Within Five Years

Ladder/Pumper

Pierce 75' Quint

(\$775,000)

Recent grants for this type of equipment has been a 70/30 split (\$232,500) CAFR

Rescue Boat

15' sea-wolf

rescue boat

(\$25,000)

This would hopefully be a 2% Tribal funded grant with a 90/10 split

(\$2,500) CAFR

\$260,000

Total \$923,700

All Prices could have an annual increase of 3%