

# Peninsula Township Fire Department

## Strategic Plan

### 2020-2030



**Peninsula Township Fire Dept.**

**14247 Center Road**

**Traverse City, Michigan 49686**

# **Peninsula Township Fire Department**

## **Strategic Plan**

**2020-2030**

**"It is the mission of the Peninsula Township Fire Department to provide the highest quality of Emergency response through fire suppression, rescue, emergency medical, fire prevention and public education to the residents and visitors of Peninsula Township".**

**We are a dedicated team of firefighters operating in Peninsula Township, Michigan, striving to eliminate loss of life and property due to fire, accident or disaster.**

**Peninsula Township Fire Dept.**

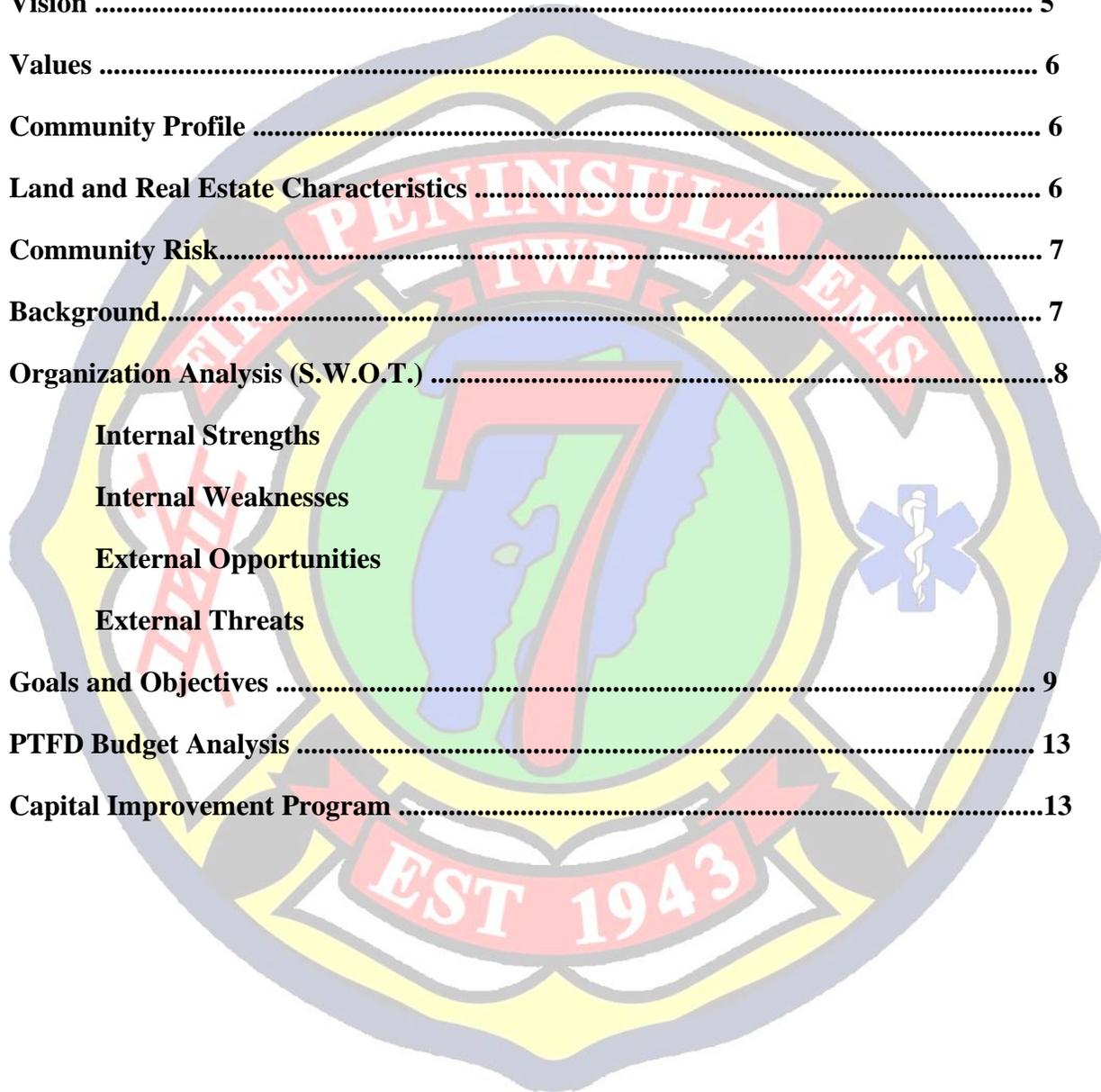
**14247 Center Rd.**

**Traverse City, Michigan 49686**

**Effective Date: January 1, 2020**

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## **EXECUTIVE SUMMARY**

### **The process of Developing and Working a Strategic Plan**

Strategic planning is about change. It is a dynamic process in which an organization honestly assesses its current state; identifies the areas on which it must focus (**develops a mission**); creates a vision of a future, better version of itself (**Creates a vision**); and defines targets it must hit to realize its vision (**defined goals and objectives**). The challenge then becomes having all members within the organization know the mission, operate in alignment with the organization's values, and focus energy and resource on achieving the goals and objectives. All this must be accomplished while being fiscally responsible and while continually adjusting to account for changes in the operating environment.

### **PTFD STRATEGIC PLAN 2020-2030**

In order to paint a realistic picture of what Peninsula Township Fire Department (hereafter referred to as PTFD) aspires to become, it is necessary to first understand the current state of PTFD. This will be discussed in the " Introduction/Background," "Community Profile" and "Land and Real Estate Characteristics" sections of this PTFD Strategic Plan 2020-2030. In the "Organizational Analysis" section of this document we will discuss strengths, weaknesses, opportunities and threats of the PTFD.

This PTFD Strategic Plan 2020-2030 outlines PTFD vision and values in those perspective sections. The "Goals and Objectives" section focuses on the activities necessary to meet our mission more effectively over the next ten years. The PTFD Strategic Plan 2020-2030 also addresses those activities that will better prepare us for the challenges beyond the horizon, into 2030 and beyond. It provides a foundation to meet our challenges, recognizing it is a living document that will be evaluated and updated as needed and rewritten every five years.

This document serves multiple functions. It is a planning tool to ensure that our department will provide emergency services to our community in a fiscally sound basis now and in the future. It serves to inform the members of the department of the necessary preparation and action to realize the vision. It serves to inform the Township board and to address the budget process.

This PTFD Strategic Plan 2020-2030 represents the efforts of all members of the PTFD to honestly evaluate our department, to anticipate future community needs and resources required to meet those needs, to develop the PTFD mission and vision, to formulate a plan to succeed in bringing superior and cost-effective services to our community.

## VISION

- **Be the best we can be.** (Strive for excellence in both emergency and non-emergency service).
- **Customer service is the focus.** (Work hard to provide quality services to our residents and non-resident customers).
- **Our most important assets are our employees.** (Strive to help employees reach their potential through training, mentoring, counseling, education and role model opportunities).
- **Be good guardians.** (Use fiscal and human resources in a responsible manner).
- **Teamwork is a vital part of our foundation.** (Develop partnerships and networks through active interagency and jurisdiction interface).
- **Integrity is always maintained.** (Maintain high ethics and standards).

## Values of the PTFD

**Accountability**- accept responsibility for our job performance, actions, behavior and the resources entrusted to us.

**Commitment** - individual and collective dedication of employees to their jobs, to the organization and to providing high quality services to meet client/customer needs.

**Equal Opportunity** - providing a work environment which is fair to all current and perspective employees through equal treatment in training, continuing education and daily responsibilities, as well as fair and equitable access for all citizens and consumers to PTFD services.

**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, co-workers, staff, other departments and administration.

**Professionalism** - the individual promoting honesty, 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 demonstrate a deep regard for the diversity, needs, feelings and beliefs of all people, and acknowledge ideas and opinions of every employee, citizen and customer.

## **CORE VALUES OF DEPARTMENT MEMBERS**

**Integrity** - Be honest, above board, and dedicated to serving others.

**Work Ethic** - Be proud, work hard and strive for excellence.

**Service** - Provide excellence, top quality and reliable service to our customers.

**Trust** - Build on the areas of common ground, "agree to disagree" but maintain trust, and have mutual respect for any diversity among each other.

**Caring** - Be safe, do no harm and be nice.

**Innovation** - "Get out of the box", ask why not, set the bar higher each year, and make it happen.

**Motto** - "Be the best we can be".

## **COMMUNITY PROFILE/LAND AND REAL ESTATE CHARACTERISTICS**

The Old Mission Peninsula is perhaps Michigan's most unique and scenic township. Unlike the typical six miles by six-mile square township, Old Mission Peninsula is finger-like in shape, projecting approximately 16 miles into Grand Traverse Bay. The township varies from one to three miles in width and contains approximately 42 miles of Great Lakes shoreline. The 2017 U.S. Census lists a population of 5713. Old Mission is a tourist attraction due to the beautiful bays that nearly surround the whole Peninsula. During the tourist season, the amount of people on the peninsula increases greatly. The primary industry on the Peninsula is farming and wineries. There are also small businesses scattered throughout the Peninsula. Single family homes make up the rest of the land usage with many being over 2000 sq. ft in size.

PTFD covers 24.3 square miles of land as well as a 200-acre island. The PTFD protects commercial property, farms and homes with a taxable value of nearly 702 million in 2018.

Hazards of the response area include:

- Hazardous Materials in buildings and on highway MI-37.
- Motor Vehicle accidents/fires
- Water Rescue/Ice Rescue
- Emergency medical advance and basic service
- Farm equipment emergencies
- Difficult access to some homes
- Wild land fires with challenging access
- Water supply for residential firefighting

The Peninsula has fire hydrants in a small portion of the south end. Water supply is a difficult challenge that the department struggles to correct, in 2019 the department was able to purchase a Vacuum type of tanker that will greatly enhance the ability to pull water from the bays as well as practicing a multitude of other tactics to gather water from the bays. PTFD typically relies on surrounding departments for support with water tankers and personnel.

## **COMMUNITY RISKS**

Although PTFD is a full-service emergency response department, the predominant risks faced are in the low and moderate risk category. EMS responses, which are considered to be a moderate risk, are the primary response types, followed by automobile accidents/fires, water rescue, residential fires and Haz-mat. The PTFD consist of currently two stations providing support through an auto-aid/mutual aid agreement to surrounding communities, most notably Traverse City. A third station is to be built in 2020 in the northern section of the township. Fire flow requirements are established in accordance with Insurance Services Organization (ISO) at 3500 gallons per minute. Currently, the Township is rated as a ten (10) in the far north, a seven (7) in the middle of the township and a five (5) in the southern portion where fire hydrants are located. A one (1) is the best score a municipality can receive and a ten is the worst. These ratings have an effect on the cost of property insurance for every resident and business owner. The fire department was inspected by ISO in November of 2019 and is currently waiting for their rating.

## **BACKGROUND**

Each year in the United States, fire kills thousands of people, injures hundreds of thousands and destroys billions of dollars in property. Heart attacks, car accidents, hazardous material spills, acts of terrorism and catastrophes such as flooding and avalanches are responsible for deaths, injuries and destruction. We are an all-hazard response and customer service agency that responds to all these emergencies.

## **MISSION, FOCUS AREAS & PRINCIPLES OF THE FIRE DEPARTMENT**

The PTFD mission statement is " Provide the highest quality of Emergency response services through fire suppression, EMS, fire prevention and public education". PTFD will provide programs designed to protect the lives and property of the inhabitants and visitors to Peninsula Township from the adverse effects of fires, medical emergencies and exposure to hazardous conditions created by man and nature. We will uphold our responsibility to employ our specialized knowledge and skills specific to protecting the township. Our efforts to minimize fire incidents will be achieved by an aggressive fire preventive inspections, public education and company-level inspections.

We are a dedicated team of firefighters, both careers, part-time and paid on call, acting in partnership with the community to accomplish our mission which results in a mitigation and reduction of loss of life and property due to fire, accident or disaster.

We are ready, willing and able to provide quality fire protection services through education, prevention, engineering and firefighting activities.

PTFD has three focus areas that serve as our general doctrine. These focus areas are listed in priority:

- Firefighter safety
- Efficient operations
- Professional Behavior

To support our mission and focus areas, PTFD has prioritized four key organizational principles:

- Support a safe, healthy and diverse workplace
- Establish and maintain the highest quality fire suppression and EMS programs
- Establish strong community relations programs
- Promote lifelong emphasis on high professional standards and higher education

## **ORGANIZATION SWOT ANALYSIS**

**(Strengths, Weaknesses, Opportunities and Threats)**

### **Internal Strengths**

Professionalism drives and defines our fire department. Our dedicated employees help to overcome deficiencies in other areas. An improved training program that will combine online and hands on training will vastly improve the skill of our firefighters. Fulltime time firefighters are all certified firefighters, paramedics, EMT-B, Haz-mat operations, CPR, Advanced Life Support, Basic Life Support, Ice and water rescue and safe driving. We have 9 paramedics in the ranks along with the fire chief. Part-time firefighters are all certified the same as the full-time firefighters with the exception of two, who are medical first responders. We currently have 6 paid on call firefighters who live on the Peninsula, they have varying certificates of training, but provide a valuable service when able to respond.

### **Internal Weaknesses**

Lack of staffing for the whole department especially firefighters who live in the township is of great concern. Aged fire apparatus reaching 20 years old and a 2000 ambulance that needs replaced within 4 years are of concern. An apparatus replacement plan has been created to deal with the replacement of apparatus in a timely and cost-effective manner. Lack of a command

structure is a growing concern. Presently the fire chief and two Lieutenants are the only officers. The location of the fire stations is hindering the ISO rating as well as a lack of appropriate facilities to house equipment and staff. Currently, a lack of a fire station in the north end hinders the ISO rating and gives that area a ten (10). There is no proper training facility located at our fire stations, decreasing the ability to train properly. Currently the fire department started a fire prevention inspection program to do life safety inspections in every business in the township. Fire department response times average 8 to 10 minutes, which is above the national standard (this is due to staffing and the location of the fire stations). A public education program needs to be increased to teach fire safety and CPR classes. Most importantly the department needs to be able to communicate with the public. A public relations program needs to be put into place to further enhance the public's ability to gather information and understand what services are provided by the fire department. The fire department has increased its ability in this area by having more media outlets such as Facebook to reach our residents.

### **External Opportunities**

Our department participates in training at the North West Regional Fire Training Center. The training center provides all the classes that our firefighters need for certification to work as a firefighter as well as specific skill classes that are vital to the fire service. On the EMS side of things, our department has Munson Hospital that puts on numerous EMS classes to train our firefighters. Increasing training time with surrounding communities is of great importance as the PTFD relies heavily on our neighbors with firefighting emergencies. All of these opportunities provide great resources for the PTFD to gain experience and knowledge at a reasonable cost.

### **External Threats**

PTFD faces constant threats every year such as wild land fires, EMS, auto and farm accidents, or people acting alone and considering arson of any buildings in the township. The PTFD recognizes these threats and train on a regular basis to address these situations. During these events the fire department uses multiple strategies and tactics to bring a positive solution to the emergency. The PTFD uses an incident management system to manage every emergency, what this means is someone is always in charge and responsible for everyone involved in the situation. Incident managers are trained through National Incident Management System to manage the event. PTFD has a few individuals who are trained to do this. A strong effort will be made to increase this number.

## **GOALS AND OBJECTIVE**

### **Goal #1 - Minimize death, injury and property loss in Peninsula Township.**

The primary PTFD priority is life safety. We expect the FD and its members to make every effort to prevent injury and the loss of life within the community. The fire department is organized, trained and equipped to provide aggressive, offensive (going into a structure) tactics. Furthermore, the endeavor will be accomplished by putting a sound and diverse fire prevention/education program in place that enhances safety by conveying a better understanding of fire prevention and safety techniques to the public.

### **Goal #2 - Provide an effective, timely and efficient emergency response capability to all PTFD first response areas.**

In regards to the delivery of emergency services, the Commission on Fire Accreditation International (CFAI) has determined that three key elements affect life safety and the economic impact to a community. They are: **1) distribution of responding personnel, 2) equipment and 3) proper staffing.** Distribution concerns the station and resource locations needed to assure rapid response deployment to minimize and terminate emergencies. Concentration is the spacing of multiple resources arranged so that an initial and effective response force can arrive on-scene within time frames to stop the escalation of an emergency. Staffing levels are the minimum number of personnel assigned to each company to initiate the critical tasks. The goal of the PTFD is to apply all three elements in our response objectives to all areas of Peninsula Township.

According to the National Fire Protection Agency (NFPA) 1720, a fire department that provides ALS ambulance service should strive to achieve an average response time of 8 minutes 90% of the time. This number is very important when knowing the brain can only last 4 to 6 minutes without oxygen. Currently, the PTFD has an 8:20 minute average response time. To improve our ability to respond in a timely fashion, the number 2 fire station has been staffed around the clock as well as placing a fire station in the north end of the township, which is in the works, for a total of three fire stations. For optimal decreased response times, station 3 should be staffed.

### **Goal #3 - Provide the absolute safest possible working environment for our firefighters.**

This organization is committed to our goal of eliminating all preventable firefighter injuries. The goal is achievable, and will be implemented through the use of personal and organizational operational risk management. Implementing sound business practices in everything we do. Taking advantage of the latest technology in the fire service. Firefighters will be provided with the latest safety equipment and apparatus. Safety will be our primary concern for firefighters and citizens alike.

**Goal #4 - To increase staff in all levels of the fire department- fulltime, part-time and paid on call.**

The PTFD is constantly seeking to increase its membership in the area of full time, part time and paid on call. Currently the total amount of firefighters is 25, up from 11 in December of 2017. The goal of the PTFD is to staff each station with 2 firefighters every day and have 10 to 15 paid on call members residing in the township to respond to emergencies throughout the day. A continued push to recruit and retain firefighters will be maintained. With an increased staffing level, the department will be able to handle 90 to 95 percent of its run volume without assistance from other communities. Adequate staffing will bring many advantages to the department such as, decreased response times, meeting OSHA- 2 in 2 out rule for firefighting operations, training, prevention, public education, pre-planning and vehicle and facility maintenance. Staffing is one of the keys to a successful fire department and a safer community. It is the goal of PTFD to hire 3 more fulltime Firefighter/Paramedics in the year 2020 to increase the number to 12 fulltime firefighters not including the chief. This will allow the department to become a full time ALS department and remove the Bennet Bill distinction. Placing a second ALS ambulance in service is also projected to be completed in early 2020.

**Goal #5 - Ensure employees are appropriately trained to meet our mission requirements.**

Providing world-class fire-fighting skills takes commitment and dedication, not only from the fire department, but also from the township to fund these endeavors. The fire department will provide its firefighters with hands on, lecture and on line training to full fill requirements set forth by the Michigan firefighter training council, OSHA and MIOSHA part 74. It is the mission of the fire department to provide the best training possible to give the firefighters the highest chance of success in any emergency. A major focus on training in topics of safety, company officer, communications and fire prevention has commenced in 2019. The department will look at bringing outside resources in to provide higher levels of training as well as a potential build of our own training tower.

**Goal #6 - Upgrade the current EMS service from Basic Life Support (BLS) to Advanced Life Support (ALS Paramedic).**

Peninsula Township is growing, the population is aging. When a population grows and ages it changes the dynamic that is needed to provide the highest level of emergency medical care. With upgrading to an ALS service in 2018, the department has provided our residents with a higher level of care, basically bringing the emergency room to their home. With ALS care, the fire department has been able to enhance the current service by having higher trained personnel to attended to the patient. The department continues to look at ways to improve ALS service. In 2020, the department will work towards licensing a second ALS vehicle, the ability to do this depends greatly on the number of paramedics the department has. Paramedics will be required to take many continuing education classes to maintain their licenses.

### **Goal #7- Implementation of an apparatus replacement schedule.**

The PTFD in 2018 created an apparatus replacement program. PTFD needs to set this program in place with correlation of the Township Board as to the funding mechanism to assure that the fire department has the proper equipment to provide emergency services to the residents. The current average age of all apparatus is 2002, making the average age of the vehicles 16 years old. With older apparatus we increase our chances of vehicle failure in a time of need as well as rising repair costs. Listed below is the proposed apparatus replacement plan:

- Replace Chief's Vehicle in 2018 at a cost of \$34,000.00 (Complete)
- Replace Utility 1 with a one-ton truck in 2018 at a cost of \$42000.00 (Complete)
- Replace Engine 1 in 2019 at an approximate cost of \$479,000.00 (Complete)
- Replace Tanker 2 in 2019 with a 3000-gallon tanker at a cost of \$350,000.00 (Complete)
- Replace Bravo 2 in 2023 at a cost of \$230,000.00
- Replace Engine 2 in 2024 at a cost of \$500,000.00
- Gator replaced in 2028 at a cost of \$35,000.00
- Replace Tanker 1 in 2030 with a 3000-gallon tanker at a cost of \$380,000.00
- Replace Alpha 1 in 2036 at a cost of \$260,000.00
- Replace Wildland 7 in 2032 at a cost of \$500,000.00

There are multiple options for paying for apparatus, the total cost can be paid at delivery or the vehicle can be financed up to 15 years. There is also financing for the smaller vehicles. Both tankers will be replaced with vacuum style tankers with 3000-gallon tanks. Rescue 7 and Water Supply will not be replaced in an effort to reconfigure the apparatus for a higher level of service and to limit maintenance cost on vehicles that are seldom used. The utility vehicle purchased in 2019 will be fitted with a pump unit to be a brush truck as well (The skid unit will be purchased in early 2020). While these replacements costs look expensive, the fire department will attempt to write grants and seek other funding mechanisms. All replaced vehicles will be sold by a bidding process.

### **Goal #8 - Provide timely and professional fire prevention program through inspection, education and plan review services to the community.**

It is the goal of the fire department to provide life safety inspections to all businesses within Peninsula Township along with plan review of all new or modified buildings that are presented to the Planning Commission. Public education classes will be offered to all ages with a focus consisting of fire safety, basic first aid and CPR. A major focus will be on educating the children of our community, with programs set up in conjunction with the school. These programs started in 2018 and will be worked on to improve every year.

The fire department will train all members to have the ability to perform life safety inspections. Two to three members will be sent to be certified to teach CPR and first aid classes. Classes will be offered to residents at a minimum cost.

**Goal #9- Maintain a positive relationship with surrounding communities to ensure continued cooperation during incidents that exceed our capability.**

The PTFD currently operates under the Grand Traverse Mutual aid agreement. PTFD has run cards set up with Grand Traverse County Central Dispatch that allows the dispatchers to send the appropriate surrounding departments when we need assistance. In 2020 the plan is for Grand Traverse County fire departments to use a proximity dispatch which will bring the closest resources to the departments having the incident, this will allow departments to receive help in a quicker response. PTFD uses Traverse City FD the majority of the time when we need help. As we build our department staffing, the need for assistance should decrease. However, PTFD will continue to train and work with the surrounding departments to provide seamless operations at the scene of an emergency.

**Goal#10 - Update all Standard Operating Procedures to current firefighting and emergency medical service standards.**

Complete a review of all SOP's and update where needed. Assure that all firefighters are familiar with and review the SOP's on an annual basis. Many SOP's have been updated, this is a continuous process to keep up with industry wide safety and operational standards.

**Goal #11 - Create an annual employee evaluation of all firefighters.**

- 1) Develop an evaluation that is consistent.
- 2) Conduct evaluations on an annual basis.
- 3) Develop and implement performance standards (FIRE & EMS)

As of July of 2018, this has been completed and employees are evaluated at 6-month intervals or as Union contract dictates.

**Goal#12 - Develop a physical fitness program**

The overall goal is to improve our firefighter's physical fitness. The PTFD will develop a plan that will set forth the goal of increasing the firefighter's cardiac health, endurance and muscle strength. A physically fit firefighter is a firefighter that is prepared to do his/her job and helps to decrease psychological stress. This is a proactive program aimed at taking care of our firefighters.

(Note: All of the above stated goals are important to the overall operation and well-being of the Peninsula Township Fire Department. This document has been sent out to all department members for review and suggestions for change or additional goals).

### **PTFD BUDGET ANALYSIS**

The fire department purposed budget for 2020-21 is \$ 1,598,00.00. Common expenditures are employee wages and benefits, new vehicle payments, training and reporting software, maintenance of stations, vehicles and equipment maintenance, supplies and training for firefighters.

This budget shows a substantial increase in cost due to the hiring of three more fulltime paramedic/firefighters. The budget is also in line with the fire departments goal of reducing response times (currently eight minutes and forty-five seconds on average), increasing members training, improved fire prevention program as well as increased public education. Fire station 3 is set to be completed in late summer 2020. This station will be staffed by the departments part time staff. Staffing is nearly 85% of the departments overall budget.

### **CAPITAL IMPROVEMENT PROGRAM**

Within this report is a vehicle replacement plan where the fire department projects to replace or remove vehicles over a fifteen-year period. Currently the average age of the vehicle is 16 years old, at the end of the fifteen-year period the average age will be 8 years old. The department in 2019, replaced Engine 1, Tanker 1, Chief's truck and the Utility truck. The positive behind getting current up to date vehicles is the department will have the most current technology available and safety features, increasing our ability to provide a high level of service consistently. This replacement plan will be fluid as to deal with current conditions of vehicles and other fire department equipment that will need replaced such as air packs, cascade system and turnout gear. The PTFD will actively pursue grants to replace this equipment as well.

It is the need of the PTFD that the Township Board start to look into a plan in 2020 to replace fire station 1 and renovate station 2. Station 3 will be built in 2020 for north end coverage. Stations 1 and 2 went through an evaluation process by an outside company which illustrated the great need for replacement and updating. Station 2 had many renovations done in 2018 but still needs further renovations going forward. The fire stations are approximately 40 years old and have many issues that affect the operation of the fire department. The ability to have an adequate training space is of great importance for the PTFD firefighters to learn and practice the skills that we are called to use on a regular basis. The living quarters at station 1 are not fit for fulltime firefighters who stay at the station for 24-hour periods. The department has out grown the apparatus bay area where trucks are placed very close together to fit all vehicles inside to keep from leaving a vehicle outside during the winter months. Both stations are not energy efficient

creating high heating and cooling bills. The PTFD will have a station to be located in the Northern end of the township to provide a quicker response to the citizens that reside in this area. The station would house a single fire truck for responses to fires and emergency medical runs. A detailed document from the evaluating company will be presented to the town board in 2020 showing cost for replacing fire station 1 and renovating station 2. These are estimates and are subject to change when actual planning occurs.

Once all information is obtained, a plan would be developed to find funding for the project of building station 3 in 2020, replacing fire station 1 in 2021, and renovating station 2 in 2022. The PTFD believes dealing with station issues will help the department achieve all the goals that have been listed in this strategic plan. Shown below are the current stations and some potential options for replacement, the potential new stations will be designed to reflect the community they will serve. When new stations are built, they will be planned for future growth as fire stations typically stay in operation for 50 plus years.

**Current Station 1**



**Replacement Option for Station 1**



**Replacement option for Station 1**



**Current Station 2**



## Replacement Option for Station 2



### NOTE:

This is a fluid strategic plan and may change from time to time due to the challenges that the fire department faces on a year to year basis.

Yours in Life Safety,

Fire Chief Fred Gilstorff

