



This is the 2021 annual report for the department highlighting the department responses, staff, equipment, facilities, and accomplishments throughout calendar year 2021.

Jim Fisher
Fire and EMS Chief

**GERRISH TWP FIRE AND EMS
DEPARTMENT ANNUAL REPORT
2021**

Message from the Chief

Last year in my annual report message I said “I think we’re all glad to see 2020 come to an end and are hoping 2021 will bring good changes and renewed hope.” I think that the same can be said for the new year this year. But I do believe things have been and will continue improve this year and there are bright spots from last year that we can hold on to as we move into 2022.

Over the past two years we’ve learned a lot about how to continue to provide emergency services through these unusual times, to keep ourselves and our citizens safe, and also how to take care of ourselves as first responders both physically and mentally. I’ve watched our department members make the extra effort to make sure we have crews available and working, to check on each other when we’re not feeling well, and to assist our community and citizens during these unsettling times. As the world and our community have struggled to regain some normalcy in our lives, we’ve adjusted how we work and live. I am proud of how our department, our employees, the township staff and our citizens have responded to these unusual events this past year. We truly are a family and do our best to take care of each other and our community.

The department and emergency services across the nation continue to struggle with recruitment and retention of qualified staff and with stress management and behavioral health of our workers, both of which were much more evident these past two years while working under COVID-19 conditions. Many of the Fire and EMS services across northern Michigan are losing qualified staff and not able to fill behind them. Our roster saw 5 employees leave this past year and gained one new paid-on-call employee and hired one additional full-time employee. The Fire and EMS service organizations such as the State Fire Chief’s Association and the Michigan Rural EMS Network along with national groups are working hard to address these two critical concerns.

The department saw a huge increase in calls for service. 88 additional calls over any year in the past, that’s an increase of 16% over last year. Most of those were EMS related calls and many of those were non-transport calls where someone just needed to be helped up or evaluated and didn’t want to or need to go to the hospital. More details about our responses are in this report.

During this past year the department has started looking at long-range planning for facility needs. A committee of department staff, community members, planning commission and board members met several times, reviewed our current facilities and looked at future needs for the department. A report was provided to the township board that recommended a new Fire and EMS station be built to replace the current 50 plus year old facility. From that another similar committee was formed that began work on developing plans for a future station. Details of these meetings and plans are available at my office and are discussed at township board meetings.

Looking back over the year the department continued to improve in many ways. We supported and provided more advanced training, we applied for and received a number of grants, we continued to work towards improving technology, started developing a long-range plan for facility improvements, and got back into the community with hosting our open house and providing safety education training at the schools. Many of our department staff are also involved in local, state and national committees or teams. This extra effort to be involved with these groups helps to builds good working relationships, supports our department efforts and guides Fire and EMS service policy in northern Michigan.

The department and employees do our best to provide high quality advanced life support and fire/rescue services. The support from our community here in Gerrish Township has been amazing! We are very fortunate to have this relationship and we look forward to serving you through another year.

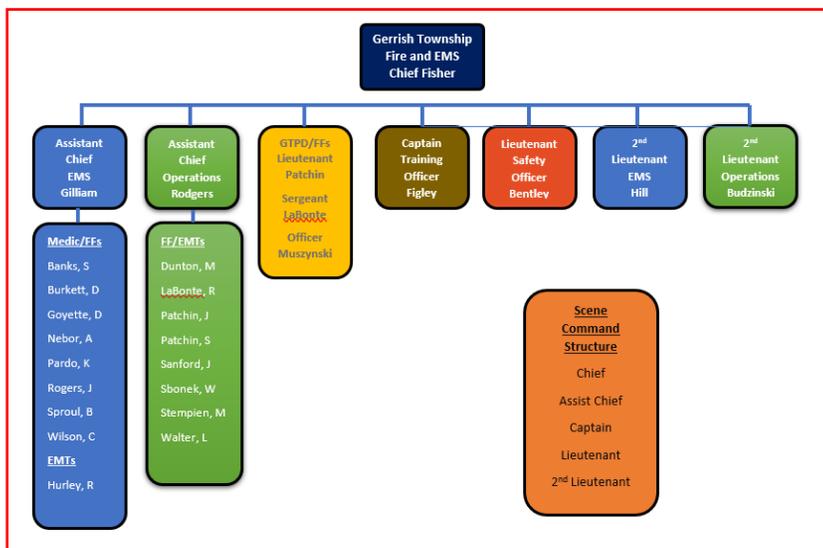
James I. Fisher, Chief

The History of the Gerrish Township Fire Department

- The Gerrish Township Fire Department was formed by a vote of the citizens on November 22, 1949.
- First fire truck was purchased on April 27, 1950 at a cost of \$6,305.70.
- Summer of 1950 property was obtained from the South Higgins Lake State Park on County Road 100 near Nibbles Ice Cream and a new fire hall was constructed.
- In 1960 Emergency Medical Services (EMS) were added to the department and a Cadillac Hearse was purchased as the first ambulance.
- The current municipal office and fire department facility was constructed in 1970.
- In the 1970s and 1980, the department added radios for better dispatch and communications and also added vehicle rescue extrication tools (Jaws of Life).
- In 1989 the department progressed from mostly volunteer and part-paid (paid-on-call) to a combination department and hired the first full-time Chief, Ralph Deslover.
- A full-time Firefighter/Emergency Medical Technician (EMT) was hired in 2006.
- Early 2000s the department started providing Advance Life Support services.
- In 2017 two full-time Firefighter/Paramedics were hired.
- 2019 department Mission, Vision and Goals developed, new department patch and updated uniforms for full-time and paid-on-call employees.
- 2021 a second full-time FF/EMT was hired. Bringing the department to 5 full-time, 8 part-time and 15 paid-on-call employees.
- 2021 the original fire station and property located adjacent to the state park is in the process of being returned to the State of Michigan if not used for emergency services as required by the original deed of 1949.

Additional department history is available on the department web site.

Department Organization



GTFD is a combination department in that we have employees who are full-time, part-time, and paid-on-call. GTFD provides a variety of services that includes fire prevention and suppression, ice rescue, water rescue, advanced and basic life support ambulances, hazardous materials response, public safety education, and mutual aid to our neighboring departments. The department is organized to provide both a qualified response and an opportunity for succession planning and mentorship.

GTFD Budget

The GTFD budget is funded through a special assessment of 2.53 Mills and through reimbursements from insurance for ambulance runs and some fire and rescue incidents. For fiscal year 2021/2022 (April 1st to March 30th) funding from the millage is \$792,717 and reimbursement for services (calendar year 2021) was \$115,753. The department also sold old Ambulance 232 for \$15,000. The millage revenue is up approximately \$14,200 from last year and the reimbursement for service is up approximately \$1,200. Service billing includes medical insurances for ambulance service, providing Advanced Life Support to adjacent communities when requested, Consumers Power Line standby, and billing automobile insurance companies for rescues. In 2021 Julie Hill who has been doing our ambulance billing for many years has moved to another role at the police department and is not available so FF/EMT Mike Stempien has stepped up and taken on the role of billing. We appreciate this effort by Mike.

The budget includes four separate line items for large capital equipment replacement, durable Fire and durable EMS equipment, and capital facilities projects. In February we received the ambulance we ordered the previous year (2020) which cost \$254,000. We are also paying approximately \$15,000 annually for the roof replacement and building abatement project from last year.

One of our department goals was to seek out alternative funding sources such as grants. In 2021 we were successfully awarded several grants as follows:

- We received an Assistance to Firefighters Grant (AFG) for \$43,000 to purchase and install a new ambulance cot power loading system for our second ambulance. This system is identical to the new system in the newer ambulance and will provide for safer moving and loading of the cot.
- The previous year 2020 the federal government supported first responders with a CARES Act Public Health Safety Payroll Reimbursement Grant (PHPSPR) and a First Responder Hazard Pay Premiums Program (FRHPP). The department applied for both and as of the end of year 2020 has received half of the RHPSPR Grant of \$77,328. Then in year 2021 the department received a partial payment of the second half for \$12,860.
- During the year the department applied for several grants to replace or refurbish the Safety Education Trailer and are working with the Grayling City and Township FD and the Richfield Township FD on this project. We expect each department will chip in on some of the cost but so far, we've been awarded the following grants for a total of \$9,414.00:
 - \$500 from Roscommon Rotary Club
 - \$5000 from Roscommon Community Foundation
 - \$2,840 from Weyerhaeuser
 - \$1000 from ACT NOW
 - \$74 from Open House donations

GTFD Facilities

The department maintains three facilities that are strategically located to best serve the needs of the township and provide reasonable response times to emergencies.



The original fire station (known as Station #2) near Nibbles, built in 1950, has been used for storage over the past several years. This station is built on State of Michigan, South Higgins Lake State Park property and will be returned to the state in 2022. This station holds a lot of history for the department and the township. In 1949 the Village of Roscommon and Higgins Township stopped providing fire protection for Gerrish Township. The station was built in 1950 as a single garage to house to the one fire engine that the department bought that year. Later the meeting room was added to the building. The volunteer firefighters would respond from here, train and meet at this building. Then in 1970 when the current Station 1 and Township offices were built the station was used for storage and then as the township police station. The township Police Department was housed in this building until 1998 when the current police station was built. As the fire department evolved during the late 90s and early 2000s to provide advanced life support EMS services the station was converted to house the ambulance and the on-duty medics 24hrs a day. This meant the storage room was converted to a bedroom and the medics slept there. Around 2008 an addition was put on Station 1 that included two bedrooms and showers so Station 2 was then used again only for storage. Today we've found that the maintenance and utility costs for the building outweigh the current use of the building and any storage has been moved to the West Side Station allowing us to turn the property back over to the state.

Station #1 is the current main response station that is part of the township municipal building located at 2997 E. Higgins Lake Drive near Robinson Lake Road. This station shares the 11,000sqft building which was built in 1970 with the township offices. It houses the full-time staff, the sleeping quarters, kitchen, showers, training room and garages in 5200sqft. A recent review of calls for service showed that nearly 75% of our incidents occur on the east side of the lake north of the South Higgins Lake State Park making this location a good location for providing a reasonable response time to most incidents. The facility has 3 drive through garage bays and holds two ambulances, main fire attack engine, rescue engine, and the tender/pumper.

Station #3 (West Side Station) was completed in 2005 to assist with reducing the Insurance Service Organization (ISO) rating for the township that would reduce the homeowner's insurance costs and to provide a fire response engine on the west side of the lake. The insurance rating was lowered from a 9 to a 6 for many areas of the township. This station currently houses the Safety Education trailer and Citizens Emergency Response Team (CERT) trailer, the 911 Dispatch backup communication trailer, and the rescue boat in the winter.

This year as part of our department vision and goals the department formed a Facilities Planning Committee to develop a short- and long-range plan for the department facilities. The 11-member committee consisted of 3 department members, 2 township board members, 1 planning commission member, the township Police Chief, and 4 citizens. The committee met several times during the early part of the year and provided a report to the township board on July 15th. The report recommended that the township move towards building a new station adjacent to the current police station, dispose of the original fire station (Station 2) near Nibbles, and form a building committee to start the process of conducting a space needs assessment, research and recommend a design firm to develop plans and cost estimates, and research funding options. A building committee was approved by the township board and has started that process. The building committee is an 8-person committee with 3 department members, the township Treasurer, the township Building Administrator, a planning commission member, and 2 citizens. The building committee has formed three subcommittees to look at funding, community education, and design process and firms.

Some facilities repairs or improvements that occurred in 2021 were:

- The flooring in the kitchen/meeting room was replaced. The old brown worn out carpet and tile were replaced with an industrial vinyl flooring.



- The department members also donated their time to paint the entire kitchen/meeting room, office and doors.
- The cement entryway pad at the south door and the front garage apron were becoming a safety hazard and were removed and replaced.

GTFD Equipment and Technology

GTFD maintains a fleet of five fire and rescue apparatus and two Advanced Life Support (ALS) ambulances.

The ambulances are Type III box type ambulances mounted on van or truck chassis. These ambulance types better fit our use here in northern Michigan considering the weather and rural areas that we need to access.

- Ambulance #231 is now our older ambulance and is a 2013 Chevrolet van chassis with approximately 118,000 miles.
- Ambulance #232 has been replaced this year and was a 2008 Chevrolet with approximately 110,000 miles. The new Ambulance is a 2021 Ford F350 truck chassis with an updated box design to better fit our operational needs. This truck also includes a cot power load system that will be safer for our crews and patients when we load and unload the cot. As mentioned above the replacement cost for this ambulance was \$254,000.



The fire fleet consists of the following equipment:

- Main Attack Fire Engine - #221 is a 2013 Spartan chassis with a 1000-gallon poly tank and a 1500-Gallon per Minute (GPM) pump.
- Rescue Engine - #220 is a 2019 Ford 750 chassis with a 750-gallon poly tank and body, and a 1500-GPM pump. This truck serves as our rescue engine and carries the vehicle extrication tools, rescue equipment as well as firefighting equipment.
- Tender/Pumper - #224 is a 2002 Kenworth chassis and carries 2000-gallons of water with a 750-GMP pump. This truck serves as our water supply truck.
- Brush Truck - #225 is a 1985 Chevrolet K3500 with a Compressed Air Foam System (CAFS) and 300-gallons of water.
- Rescue Boat - #229 is a DNR/USFS unit assigned to the department. It's an 18-ft Seawolf inflatable with a 40HP Honda engine.

One of our department goals is to improve our use of technology and over the past two years we have adapted and learned to use tools such as Zoom and Microsoft Teams to conduct meetings and training. We also utilized our training and inventory web-based tool Vector Solutions to provide training for our employees so that they could train remotely and not in groups.

Another department goal related to technology is to provide a better response to emergencies by preplanning our response to commercial and industrial properties in the township. Asst Chief Rodgers researched web-based applications that could assist us with preplanning but could also be used for other areas of our work. We recently signed an agreement with First Due an incident reporting and response application. <https://www.firstdue.com/> This product costs \$5,500 annually but will replace several of our current web-based tools. By combining these tools into one application the department will save money and will also have one site to go to instead of several. Along with preplanning this tool will replace our Patient Care Reports and our NIFRS – National Fire Reporting to the state that will be preloaded with response information from our dispatch center for every incident we respond to. This immediate uploading of response information will make our report writing easier and the data from these reports can be exported to provide information for future planning needs. We expect this tool to come on line in early 2022.

Personnel and Certifications

In December of 2021 the GTFD roster included 27 employees with varying certifications and qualifications. As mentioned previously GTFD has three classes of employees; full-time, part-time and paid-on-call. Five (5) full-time employees are the Chief, two (2) Paramedic (Medic)/FFs, and two (2) FF/Emergency Medical Technicians (EMT) that fill shifts throughout the week. The eight (8) Part-time employees are Medics, Medic/FFs, FF/EMTs and EMTs that fill part-time shifts throughout the week and weekend. The fifteen (15) Paid-on-call folks are a mix of Firefighters, EMTs, and Medics that live in the township or close by and respond from home or work for emergencies.

In February the department hired Josh Sanford as our second full-time Firefighter/EMT. Josh has been a part-time FF/EMT for us and also has worked part-time at Denton Twp EMS and paid-on-call at Denton Twp FD. We’re glad to have Josh on board full-time as he has helped fill holes in our schedule and will help move the department forward with some of our goals.

GTFD has been a leader in many areas of employee training and qualifications and has an excellent group of dedicated and caring emergency responders. All GTFD Employees have multiple qualifications and are cross-trained for many tasks. Below is a listing of many of those qualifications:

Paramedic/Firefighter	8
Paramedic	2
Emergency Medical Technician (EMT)	2
EMT/Firefighter	6
Firefighter II	7
Fire Officer III	3
EMS Instructor Coordinator	5
Firefighters Training Council Instructor	2
Ice Rescue Technician	10



Many of our department employees are involved in the community and serve on Fire and EMS related committees and groups such as: 911 Authority Board, 911 Technical Committee, Northern Michigan Fire Chief's Association, Medical Control Education and Advisory Committee, Local Emergency Planning Team, EMS Representative at the County Emergency Operation Center, Roscommon County Fire Training Coordinator, NW MI Peer Support Team, and teaching local and national Fire and EMS courses.

Training and Safety

GTFD strives to provide our employees with appropriate and high-quality training to meet or exceed state and national standards. Good training leads to effective Fire and EMS operations as well as encourages safety for both the emergency services providers and the patient or victim. One of the goals identified in our planning process was to provide higher level training opportunities for our employees either through bringing in specialized instructors or covering employee costs to register and travel to classes. In 2021 we were able to open up our in-person training more as CDC guidelines and vaccinations allowed.

During 2020, GTFD provided 52 in house training events during 110 classroom or practical hours and a total of 1121 hours of staff training time. This is an increase from last year but more in line with our historical training numbers. For 2021, EMS training consisted of 23 classes in 46 hours and 504 staff training hours. Classes covered a variety of state required EMS continuing education credits so staff can maintain their state EMS Licenses. Fire training consisted of 28 classes in 60 hours and 617 staff training hours. Training covered a variety of fire operations, equipment, safety, planning, and mutual aid. Below are two pictures of our training exercises, one using our new mannequin for airway management training and the other stretching a long water supply hose lay for pump and hose operations.



Asst Chief Brandon Rodgers as the Roscommon County Fire Training Coordinator appointed by the County Fire Chief's Association was able to bring some great higher-level training to the county. Brandon representing the county chiefs has managed the \$21,000 state funds awarded to the county for fire training. He facilitated the county Firefighter I+II course and the Hazardous Materials course for new firefighters. He also brought in instructors for 4 higher levels course. Many of those courses were hosted here at Gerrish Township which allowed our employees easy access to those classes. Those classes included:

- Hey are you OK – a mental health awareness class
- Pump Operator Challenge – an advanced pump operations course that runs students through scenarios to determine pump problems and how to correct them on scenes
- Peer Support Class – a family-oriented class that helps first responder and family members to communicate and work through the pressures of emergency response
- First Due in the First 5 minutes – teaches responders to consider what they should be thinking about in the first 5 minutes on a fire scene related to safety and operations

Again, aligning with our department goals, we have been making strides to improve our safety programs. Lieutenant Mike Bentley is our department safety officer and has worked to start a safety committee to review policy, review job related accidents and injuries, improve safety awareness, and address any safety concerns. Mike has worked with the officers' groups to develop the safety and driving policy and with Asst Chief Gilliam on the exposure control plan update. Three safety poster snap frames were installed in the station and are occasionally updated with new posters.

FF/EMT Josh Sanford attended the four-day Child Car Seat Safety training and is now certified as a seat inspector and emergency contact for hospital car seat needs.

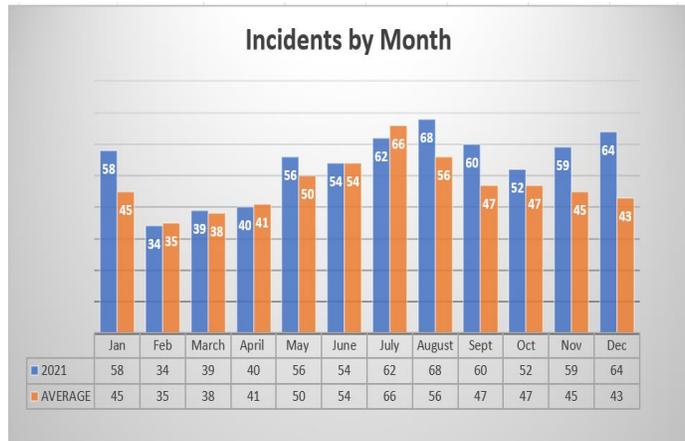
Many first responders across the nation have either developed behavioral health conditions or know a peer that has. We've seen many of our peers resign and move to other jobs, develop depression, anger, we've seen marriages fall apart, personal finances destroyed and worse take their own lives. Fortunately for us Asst Chief Kristi Gilliam has become an active member of the Northwest Michigan Peer Support Team. Through this team Kristi has taken many classes that assists in recognizing behavioral health issues, supporting individuals, and supporting agencies during a crisis. These classes include Peer Support Certification, Suicide RIT, CISM – Critical Incident Stress Management, and others. Kristi has been on-call during 8 weeks this past year and has assisted with 4 debriefings and 8 peer to peer support contacts. For many this topic is very difficult to talk about but has to be recognized and all of us need to speak up and support each other.

Response Data

2021 response numbers show a large increase over the previous year and is our highest year on record. Generally, our response volume is heavier during the summer months when the township population increases and there are more visitors to the area. However, in 2021 we saw a significant increase in the fall and in January. One of the factors that we believe has caused this increase is that Lyon Tw Fire Department that runs a Basic Life Support service has lost a number of qualified staff and have been unable to respond to many of their ambulance calls and their agreement with Houghton Lake Ambulance for Advanced Life Support intercepts has not been adequate.

We have responded as mutual aid and intercept into Lyon Twp much more in 2021 than in years past. The following charts demonstrate our response volume throughout the year and compared to the past four-year average:

	2018	2019	2020	2021	AVERAGE
MONTH	INCIDENTS	INCIDENTS	INCIDENTS	INCIDENTS	AVERAGE
Jan	42	44	38	58	45
Feb	33	35	37	34	35
March	30	30	54	39	38
April	35	41	53	40	41
May	48	39	57	56	50
June	57	49	56	54	54
July	67	72	64	62	66
August	51	64	42	68	56
Sept	47	47	33	60	47
Oct	37	49	52	52	47
Nov	49	33	38	59	45
Dec	50	39	34	64	43
Total	546	542	558	646	567



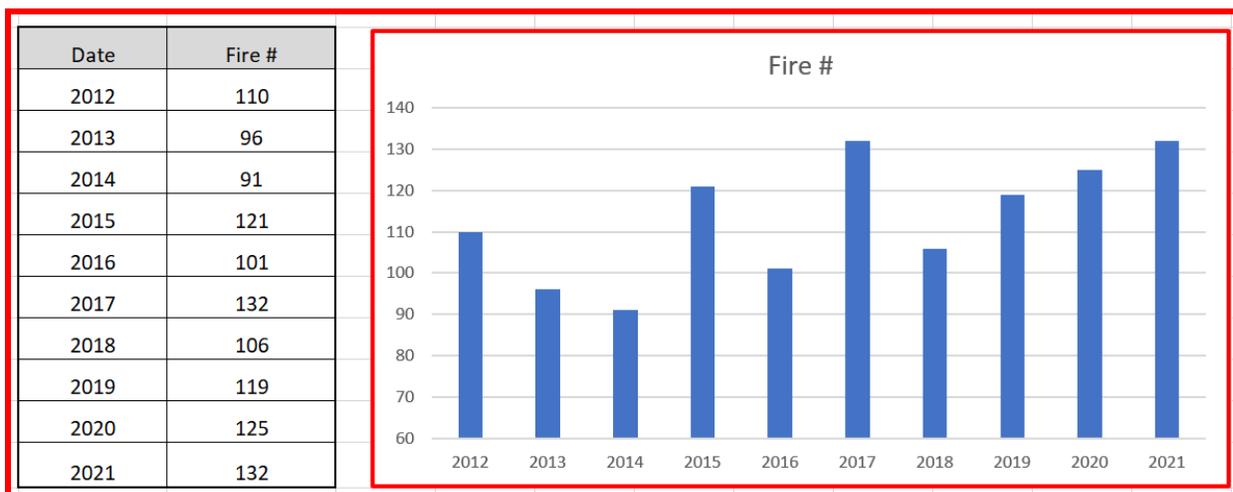
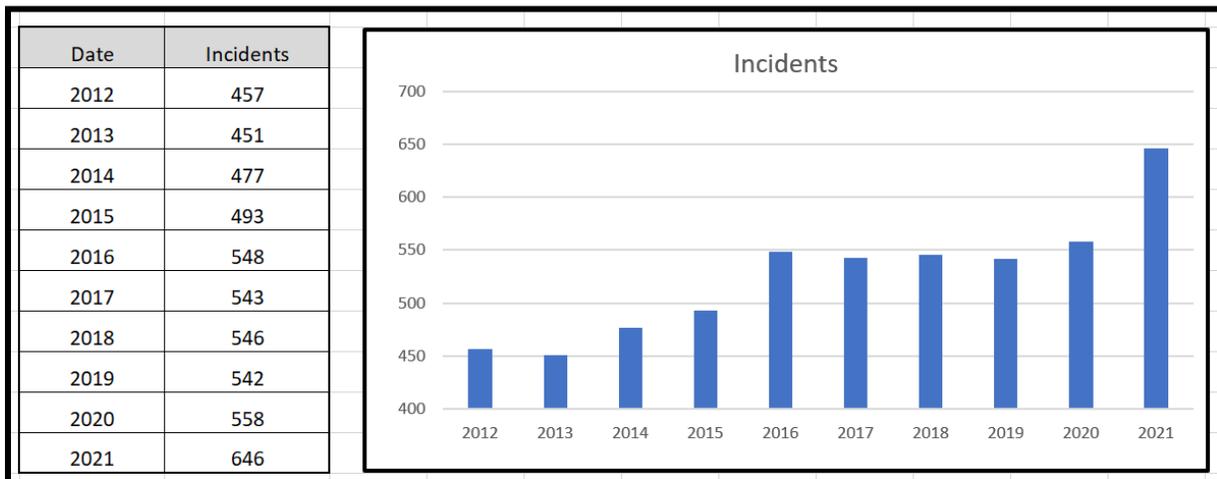
The department responded to 646 calls for service in 2021. This is an increase of 88 calls from 2020 and an increase of 16%. Below shows a listing of the types of incidents we respond to.

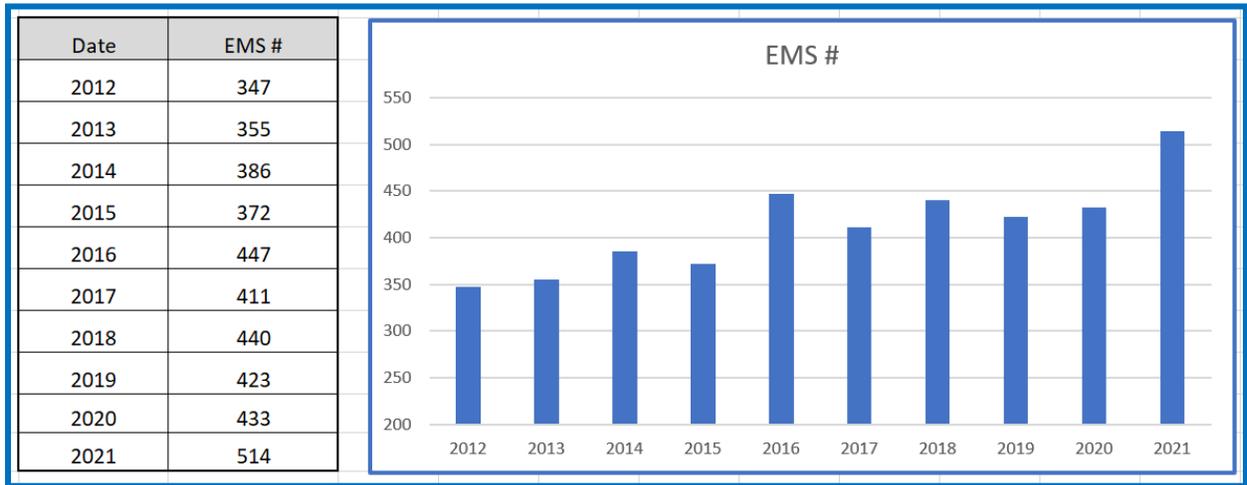
EMS and Fire Calls for Service			
Year:2021			
EMS		Fire	
Medical	318	Structure	6
Trauma/Accident	115	Wildland	5
Medical assist	49	Powerline	43
Standby	6	Vehicle Accident/Fire	27
Cancelled	18	Gas Leak	8
Alarms	8	Standby	10
Total:	514	Alarms/Good Intent	16
		Ice/Water/Other Rescue	4
Intercept	45	Public Education	8
Non-Transport	136	Assist EMS/Police	5
		Total:	132
Mutual Aid		76	

- Again, this year we have seen a large number of patients refusing (non-transport) to go to the hospital. We believe this is due to two things – with COVID-19 guidelines we are asked to conduct more treat in place so as not to overload the hospital. So, we often treated a patient’s breathing difficulties or low sugar on scene. Also, we found that patients wanted to be evaluated but not go to the hospital because they were afraid of COVID-19.

- We've also seen an increase in Assists. This is a call where we go to a home and help a person that has fallen and can't get up. These usually result in no injury just that someone is weak and unable to get back up. Often another family member is there but is unable to lift them.
- Our largest increase in requests for service was for EMS Medical calls. In 2021 we responded to 318 medical related calls where in 2020 there were 245. An increase of 23%. We believe the increase could be due to a combination of assisting Lyon Twp FD with ambulance calls, finding more patients that did not seek proper medical attention over the past year and half due to covid resulting in people suffering more severe illnesses, an increase in covid infections, and fatigue or stress due to covid and world events.

The charts below show incident trends for Total Incident, Fire, and EMS for the past 10 years. Fire incidents include structure fires, vehicle fires, vehicle accidents, down powerlines, rescues, safety education, and other similar incidents. EMS incidents include anytime we evaluated, treated, assisted, or transported a patient.





The department has been working closely with other fire departments from both Roscommon and Crawford Counties to improve mutual aid response through the MABAS program. Mutual Aid Box Alarm System (MABAS) is a national system whose mission is to “coordinate the effective and efficient intrastate and interstate mobilization and deployment of fire, emergency medical services, and special operations mutual aid resources, during natural and man-made emergencies and disasters”. By joining MABAS locally departments and dispatch centers are developing automatic response plans in an effort to standardize and improve response time.

Public Education

2021 again presented challenges related to providing in person safety education. Our normal prevention activities were reduced somewhat this year as we did not make person to person contact with some of the preschools and the middle and high schools. We were able to provide in person fire safety education to the Roscommon Elementary School and COOR/ROOC Intermediate School reaching 275 students and teachers by presenting our programs outside on the sidewalk and parking lots. We also provided the schools with safety education materials for teachers to use and to send home with the students for their families. This included on-line sites from the National Fire Prevention Association and the U.S. Fire Administration that provide interactive activities.

We utilized our web site and Facebook pages more this year as was planned and having both those sites greatly helped us reach our community when we were not able to speak directly to them. We often posted updated and seasonal fire and life safety information.

The department did host our annual open house this year after missing last year due to covid. It was very nice to welcome our community into the station, provide hot dogs and ice cream, do equipment demonstrations, and just enjoy the day. We also hosted a coffee with the crew day in the fall where we provide equipment demonstrations, station tours, coffee and donuts and talked about what services we provide, how we manage the department and what the future may hold.



Fire Prevention Training



Open House Activities

Department members also met with the home owners on Treasure Island and reviewed emergency procedures, updated contact lists and made plans for future safety education and emergency preparedness training.

Community Activities

Throughout the year, our department is involved in many community programs and events. As with last year numerous events were cancelled or postponed due to covid but we were able to actively participate in more events this year as things gradually opened up.

Listed below are many of the events that we hosted or participated in during 2021:

- ❖ Higgins Lake Sunrise Run
- ❖ 4th of July Parade in the Village
- ❖ 4th of July standby at South Higgins Lake State Park
- ❖ Gerrish Fire/EMS Department Open House
- ❖ Firemen's memorial Service, past chiefs John Patchin and Ralph Deslover names placed on wall
- ❖ EMS Stand-By at Roscommon High School Football Games
- ❖ Fire Prevention Week at area Schools
- ❖ Trunk or Treat
- ❖ Northern Michigan Children's Assessment Center (Christmas Tree Auction)
- ❖ 52 smoke detector and 24 carbon monoxide detectors were distributed and installed
- ❖ 2 CPR and AED training for local groups
- ❖ Assisted with Roscommon Area Food Distribution throughout the year
- ❖ Rotary downtown cleanup
- ❖ Attended several 20th Anniversary events for 911 remembrance
- ❖ Stuff the Ambulance (December) – Raised over \$800 and a large quantity of infant and child supplies for the Crawford-Roscommon Child Protection Council Baby Shower program

Mission Statement:

“Together...Proudly Serving Our Community Family”

Vision Statement:

We the Gerrish Township Fire/EMS Department, are committed to providing professional emergency services to our residents, visitors, and our neighboring communities through protection of life and preservation of property for future generations through:

- **Compassionately Caring** for those in need
 - **Technological** advancements
 - **Education** of our staff and the community
 - **Family** oriented work environments and community involvement
 - **Fiscal Responsibility** in our budget and necessary purchases to ensure the best quality of care, service, and safety of our staff
-

The above Mission and Vision statements for the department set the tone for our future. As we move forward with planning and decisions for the department the vision should be considered throughout the process. Defining ourselves as a community family, professional, planning for the future, and being fiscally responsible are all very strong and commendable visions to strive to achieve. The following Goals will help guide us in reaching that vision.

Goal #1: Support our staff so they can provide the highest level of professional and caring service to the community.

- Update policies and procedures, develop operational guidelines and performance plans
- Provide education and training opportunities
- Improve recruitment and retention of quality employees
- Develop a safety plan that addresses the needs of the department and employees
- Continue to provide a family-oriented atmosphere and opportunities

Goal #2: Develop a long-range plan for the department that includes facility improvements or replacement and assure it is aligned with the township plan.

- Coordinate planning with the township board
- Include budget planning and seek out other funding and grant opportunities
- Assure current and future facilities meet appropriate standards

Goal #3: Develop a long-range plan for the department that includes equipment improvements or replacement and considers new technology.

- Include budget planning and seek out other funding and grant opportunities
- Research and stay aware of new technology and equipment
- Assure current and future equipment meets appropriate standards

Goal #4: Develop a community education plan for both Fire and EMS that addresses the needs of our community.

- Research the needs of our community through local, state, national statistics
- Utilize technology and social media where appropriate
- Research new opportunities to care for our citizens
- Look for funding and grants to support programs
- Coordinate activities with partners and other agencies
- Develop a community outreach program

