



HOUSE of REPRESENTATIVES

STATE OF MICHIGAN

Appropriations Requests for Legislatively Directed Spending Items

1. The sponsoring representative's first name:
Betsy
2. The sponsoring representative's last name:
Coffia
3. The cosponsoring representatives' names. All cosponsors must be listed. If none, please type 'n/a.' A signed letter from the sponsor approving the co-sponsorship and a signed letter from the member wishing to co-sponsor are required. Attach letters at question #9 below.
n/a.
4. Name of the entity that the spending item is intended for:
Kasson Township Fire Station
5. Physical address of the entity that the spending item is intended for:
8907 Railroad Rd, Cedar, MI 49621
6. If there is not a specific recipient, the intended location of the project or activity:
n/a.
7. Name of the representative and the district number where the legislatively directed spending item is located:
Betsy Coffia - 103rd House District
8. Purpose of the legislatively directed spending item. Please include how it provides a public benefit and why it is an appropriate use of taxpayer funding. Please also demonstrate that the item does not violate Article IV, S 30 of the Michigan Constitution.
The new fire station will provide improved response time and services to the southwestern portion of the current four-township service area of Cedar Area Fire & Rescue. The department currently serves the largest land area of any department in the region, and operates out of only one station. This results in long travel times to reach outlying areas of the service area,

including

most of Kasson Township. This station will also improve response times for mutual aid provided

by Cedar Area Fire & Rescue to surrounding agencies, including those covering Almira and

Empire Townships. Cedar Area Fire & Rescue is owned by four townships under an interlocal agreement. This agreement specifies that the cost of construction of new stations is to be borne by the township in which the station will be located. With the increase in services requested in the southern and western portions of the service area, this places Kasson Township in the position of responsibility for the construction of the new station. While Kasson Township fully supports the need for a second station, the cost of construction places a substantial burden on the budget of a single rural township.

9. Attach documents here if needed:

Attachments added to the end of this file.

10. The amount of state funding requested for the legislatively directed spending item.

4959000

11. Has the legislatively directed spending item previously received any of the following types of funding? Check all that apply.

["Local", "Private"]

12. Please select one of the following groups that describes the entity requesting the legislatively directed spending item:

Local fire department

13. For a non-profit organization, has the organization been operating within Michigan for the preceding 36 months?

Not applicable

14. For a non-profit organization, has the entity had a physical office within Michigan for the preceding 12 months?

Not applicable

15. For a non-profit organization, does the organization have a board of directors?

Not applicable

16. For a non-profit organization, list all the active members on the organization's board of directors and any other officers. If this question is not applicable, please type 'n/a.'

n/a.

17. "I certify that neither the sponsoring representative nor the sponsoring representative's staff or immediate family has a direct or indirect pecuniary interest in the legislatively directed spending item."

Yes, this is correct

18. Anticipated start and end dates for the legislatively directed spending item:

ASAP

19. "I hereby certify that all information provided in this request is true and accurate."

Yes

2022-2026



STRATEGIC PLAN

8907 RAILROAD AVENUE, CEDAR , MICHIGAN 49621
PHONE: 231-228-5396 / FAX:231-228-5395



TABLE OF CONTENTS

2-3

OUR DEPARTMENT

Pages two and three include our department introduction and executive summary.

4-6

STAFF & APPARATUS

Pages four through six will highlight our staff and the equipment that they use to serve the community.

7-8

A SNAPSHOT OF OUR COMMUNITY

Pages seven and eight provide some insight on our community and its make up.

9-11

SURVEY INFORMATION

This section highlights the surveys that were conducted within our department and out in the community.

12-17

OUR FIVE PILLARS

Pages twelve through seventeen describe the pillars that we will work within to achieve our strategy's and goals over the next five years.

18-20

BUDGETARY CONSIDERATIONS

Any plan we create will have budgetary implications. We discuss the implications of our plan in pages eighteen through twenty.



INTRODUCTION

Cedar Area Fire & Rescue is located in the heart of beautiful Leelanau County. Our single fire station is situated next to Victoria Creek in the Polish historical town of Cedar. On April 1, 2016, the Solon/Centerville Fire Department, owned by Solon and Centerville Townships and serving Kasson and Cleveland townships by contract, was reorganized as Cedar Area Fire & Rescue. This new department is governed by an interlocal agreement that includes Solon, Centerville, Cleveland, and Kasson Townships as equal partners. This new inter-local agreement permits a five-member Fire Board to provide guidance to the department and includes one representative from each partner township and a citizen-at-large.

Cedar Area Fire & Rescue is a combination department with full-time and part-time staff that provide all levels of firefighting, emergency medical services and technical skills to our community twenty-four hours a day 365 days a year. With our two-person duty crew, we are able to provide Basic Life Support ambulance transport for EMS calls. For those calls that require a higher level of care than we can currently provide, we receive Advanced Life Support through contracts with Leland Township Fire & Rescue, Mobile Medical Response, and Glen Lake Fire & Rescue.

Fire responses in our jurisdiction are handled with a multitude of specialized equipment including a fire engine, water tanker, wildfire truck, and a Kubota UTV. These vehicles carry specialized equipment which allow us to handle incidents including structural and wildland fires, vehicle accidents, ice and water rescues, wilderness and other types of technical rescues and Hazardous Materials incidents. Our department has an International Organization for Standardization (ISO) rating of 9-10. This rating reflects a multitude of criteria that we use to better provide service to our community.

EXECUTIVE SUMMARY

Cedar Area Fire & Rescue is focused on consistent and sustainable improvement of the department. As part of this focus, five year strategic and budget plans are used to guide development choices over a multi-year timeline.

The 2018-2022 strategic plan focused heavily on staffing and capital equipment needs, and substantial progress has been made on those needs over the last five years. The 2022-2026 strategic plan looks to make improvements in the departments incident response capabilities, training, prevention activities, staff wellness, and support services.

During late 2021 and early 2022, surveys were distributed to members of the community, the Fire Board and department staff. The community surveys focused on gathering community perceptions of what the department was doing well, what could be improved, and what the biggest concerns were regarding the department for members of the public. The surveys of the Fire Board and department staff focused on identifying strengths, weaknesses, opportunities and threats for the department.

These surveys were then used to develop the five areas of focus for the 2022-2026 strategic and budget plan. In each of the five areas of focus, three main strategies were identified with sub-tasks to accomplish each of these strategies within the five-year time frame.

By 2026, the focus on these five strategic areas will allow Cedar Area Fire & Rescue to dramatically improve its ability to respond to incidents of all types throughout our coverage area, as well as improving the ability to respond to overlapping incidents and incidents where the department is called to assist neighboring departments through mutual aid contracts. These areas of focus will also help us to improve our staff training, improve staff health and physical ability, and improve the overall financial and administrative well-being of the department. And finally, the focus on prevention activities will allow the department to develop community preparedness programs and better disseminate information to the public.

OUR DEPARTMENT



The Fire Board

Board Chairman: Greg Julian - Kasson Township
Vice-Chair: Rick Royston - Cleveland Township
Treasurer: Ron Schaub - Centerville Township
Secretary: Chris Comeaux - Solon Township
Member-at-Large: John DePuy



Administration

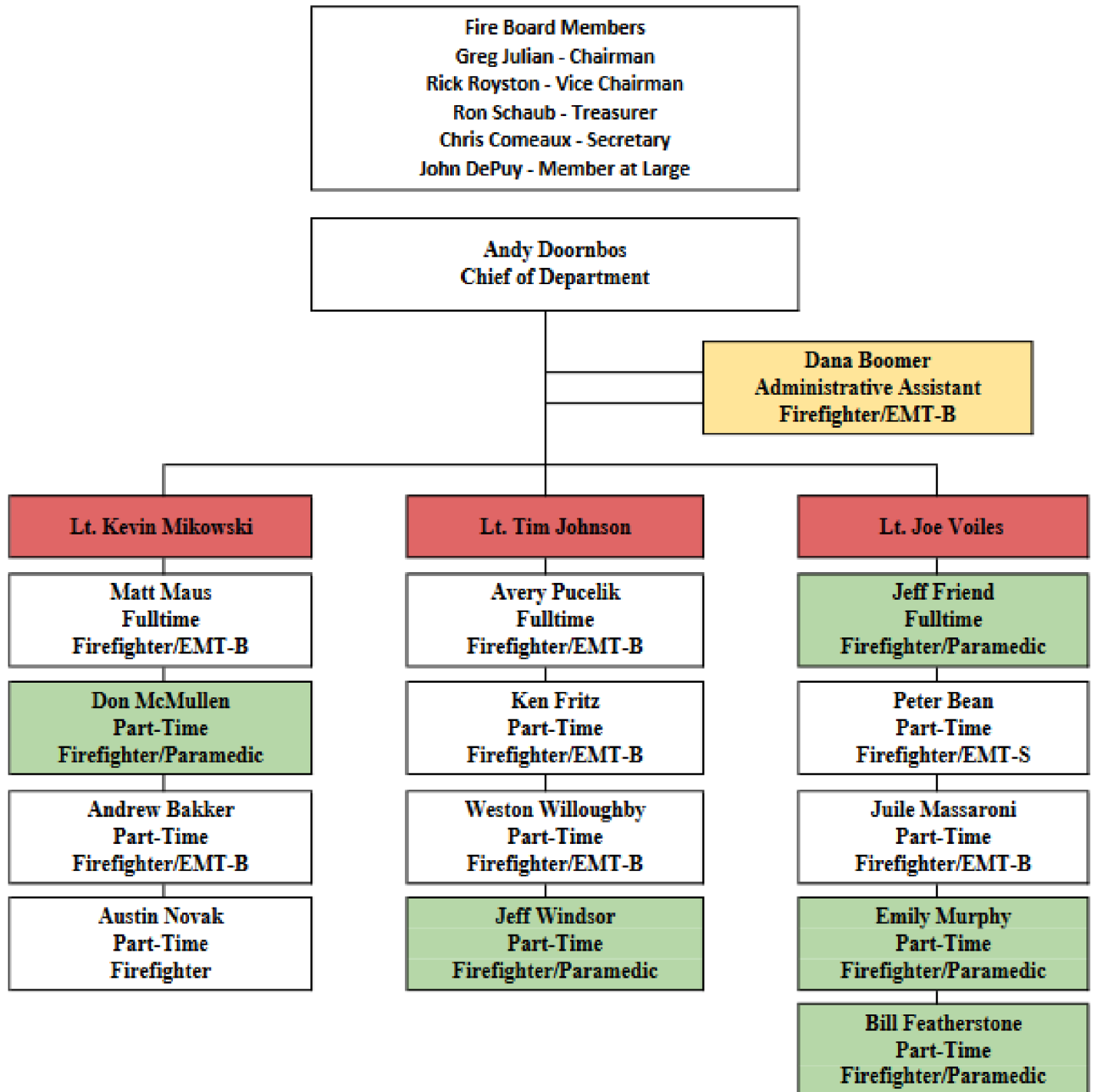
Our department administrators are Chief Doornbos and Administrative Assistant Dana Boomer. Together they handle all wages, benefits, budgetary, statutory and regulatory business for the department as well as responding to incidents.



Staff

Our dedicated team of Firefighter / EMTs and Paramedics are on duty 24 hours a day - 365 days a year. The Duty Crews are led by our 3 Lieutenants who oversee the daily required duties of each shift such as equipment checks, training, public education and serving as incident commanders for incidents. We have some part-time members that do not work many shifts at the station but respond from home when the need arises.

ORGANIZATION CHART



APPARATUS

Cedar Area Fire & Rescue has six main pieces of apparatus:

Engine 811 - A 2020 Pierce Sabre 4x4, the engine is the primary response apparatus for all structure fire calls within our response area. It carries water, firefighting equipment, and equipment for vehicle extrications and technical rescues.

Tanker 822 - A 2012 International, the tanker carries 2,000 gallons of water and some supplemental equipment for fire-related incidents. The tanker responds to all structure fire incidents in our response area.

Brush 841 - A 2018 Ford F-250, the brush truck is the primary response apparatus for all wildland fire calls within our response area, as well as serving as the tow vehicle for our UTV. The brush truck carries 200 gallons of water and specialized wildland fire fighting equipment.

Kubota 881 - A 2015 XT 900, the Kubota is equipped with tracks that allow us to navigate in rough and snow-covered terrain. The Kubota responds to all wildfire incidents and is equipped to remove medical patients from remote areas that other apparatus cannot access.

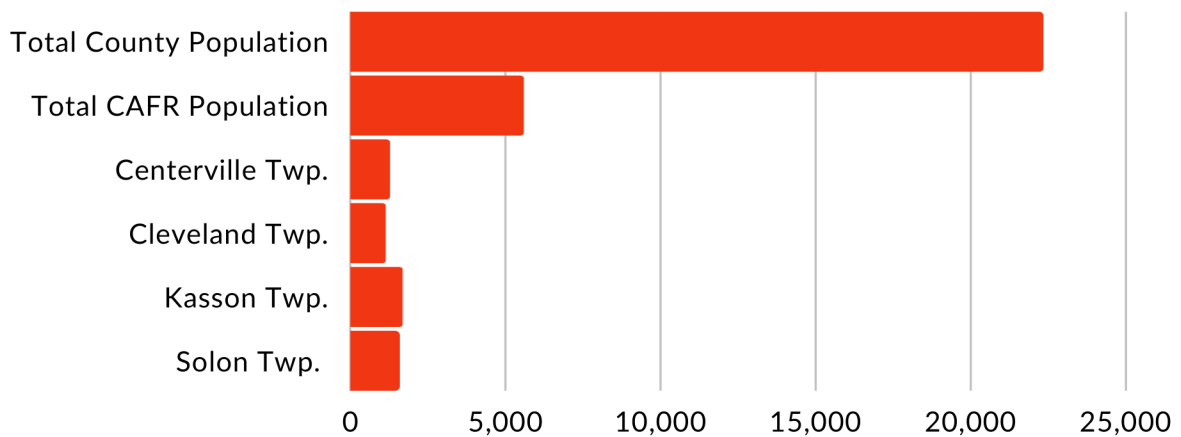
Ambulance 891 - A 2019 PL Custom F-450, Ambulance 891 is our primary ambulance and responds to all medical calls within our service area. It is equipped with medical equipment and light rescue equipment for smaller scale incidents.

Ambulance 892 - A 2012 American Rescue International, Ambulance 892 is our secondary ambulance. It responds to calls when overlapping medical calls are received, or when 891 is out of service.

All CAFR equipment is also able to respond to neighboring districts as part of the mutual aid system. Most of these calls are in neighboring districts, but Brush 841 has responded as far as Blair Township and Karlin to assist on large wildfires or to provide backup for neighboring counties when their units are sent to incidents further away.

COMMUNITY DEMOGRAPHICS

POPULATION



5,555 OUR POPULATION AS OF
THE 2020 CENSUS

35% TOTAL COUNTY LAND
MASS WE COVER

As of the 2020 Census Leelanau County is home to a population of 22,301 residents. Our four townships make up 5,555 residents which is an increase of 132 residents over the last ten years. These numbers don't truly represent our population, though, as we have many seasonal homes that add to our call volume but are not represented as year round residents. There are 4,815 residential properties in our primary response area and roughly half (49.75%) do not have a principal residence exemption according to the Leelanau County Equalization Department. This means that nearly half the homes in our area are second/vacation homes.

25% OF THE COUNTY
POPULATION ARE
OUR RESIDENTS

173 SQUARE MILES
COVERED IN OUR
FIRST DUE AREA

COMMUNITY DEMOGRAPHICS

STRUCTURES

As of April 2022, there are a total of 5,381 parcels in the four township area. Of these, 3,523 are considered "improved" by having at least one building on them. The improved parcels occupancy type breakdown is:

Class	Centerville	Cleveland	Kasson	Solon	Total
Agriculture	82	21	45	33	181
Commercial	12	13	34	83	142
Industrial	0	1	7	0	8
Residential	819	784	781	808	3192
Total	913	819	867	924	3523

Included in these numbers of improved and unimproved parcels are dozens of properties that pose special hazards to firefighting and EMS operations, have been shown to have higher call volumes, or have demonstrated the need for additional training and equipment. These include National Park Service and Leelanau Conservancy properties with histories of technical rescues and trauma injuries, Glen Lake Community Schools with its high population during the school year and sporting events, properties (including commercial, industrial and agricultural) where hazardous materials are stored and used, and numerous residential properties with driveways that are inaccessible to fire equipment in winter conditions.

SURVEYS

In late 2021 and early 2022, Cedar Area Fire & Rescue surveyed staff, board members, and community members regarding the direction of the department and the strengths, weaknesses, opportunities and threats facing the department currently and in the coming years.

While there were unfortunately a minimal number of community responses submitted, there was still good information received by the department. The community was in general agreement that CAFR was doing well at improving the department, decreasing response times, and helping the community.

Suggestions for improvement included continuing to decrease response times, growing the department, improving educational opportunities for the public, continuing to provide more information to residents (especially regarding costs and progress), and increasing employee pay.

The biggest concerns expressed by community members included response times, future costs, department stability, staffing for specific populations or incidents (including elderly populations and wildland fires), and accessibility to incidents during times of road closures (due to storms, powerlines down, or fires).

SURVEYS

Surveys solicited from staff and board members focused more specifically on a SWOT analysis of the department, looking for input on the strengths, weaknesses, opportunities and threats faced by the department for the five-year planning period.

SURVEY RESULTS - STRENGTHS

Continued Growth	Up-To-Date Equipment & Apparatus	Support From Local Community	Proactive Leadership	Willingness to Train Employees
Mutual Aid Relationships	High Departmental Standards for Staff	Relationship with Local Community	Culture	MABAS Participation
Competitive Union Contract	Excellent Staff	Ability to Do More With Less	Cooperation Between Admin and Staff	

SURVEY RESULTS - WEAKNESSES

No Fire Inspection Programs	Small Staff for a Large Service Area	Overwork of Full-Time Staff	No Citizen Friendly Area at the Station	Small Capital Reserve
Outdated Living Quarters	Small Budget/Lack of Long-Term Budget Planning	Lack of Comprehensive Hands-On Training	Over-Dependence on Mutual Aid	High Part-Time Member Turnover Rate
Outdated Station	Poor Retention of Staff	Lack of In-Person Communication	Lack of Second Station	

SURVEYS

Surveys solicited from staff and board members focused more specifically on a SWOT analysis of the department, looking for input on the strengths, weaknesses, opportunities and threats faced by the department for the five-year planning period.

SURVEY RESULTS - OPPORTUNITIES

Increase "Community Service" Aspect	Increasing Staff to Three Per Shift	Transition to Advanced Life Support	Community Paramedicine Program
Expand Mutual Aid Agreements	Request Increased Resources / Funding from the Community	Construction of New Station on West Side of Service Area	Seeking Additional Grant Funding
Increase Inter-Department Training	Improve Communication within the Department	High-Value Development Providing Increased Tax Funding	Bolster Relationships with Other Governmental Agencies

SURVEY RESULTS - THREATS

Growing Too Quickly	Ability to Stay Competitive with Wages and Benefits	Small Budgets	Rapid Influx of Population Leading to High Call Volume	Increased Major Weather Events
Expanding Service Types Beyond Department Capabilities	Lack of Communication	Large Coverage Area for One Station	Increased Wildland-Urban Interface	Increased Overlapping Calls for Service
Struggling to Secure Needed Funding	Staff Burnout Due to Mandatory Overtime	Lack of Affordable Housing for Staff	Nation Wide Personnel Shortage	

FIVE PILLARS

After analyzing the responses to the board, staff and community surveys, Cedar Area Fire & Rescue developed five pillars on which to focus during the 2022-2026 planning cycle.

These five pillars are:



- Response - Overall Improvement of Department Service Delivery
- Training - Increase Training Quality and Applicability
- Prevention - Heighten Operational Awareness and Community Preparedness
- Wellness - Improve Overall Department Wellness
- Support Services - Improve Department Efficiency and Long Term Viability

In each of these five areas, three main strategies were identified to guide improvement. Each strategy was then broken down into specific goals and then individual tasks which will be assigned to various department members.



RESPONSE

Under Response, CAFR will be focusing on the overall improvement of department service delivery. This will be completed through the implementation of three strategies:

Strategy 1 - Agency Upgrade to Full-Time Advanced Life Support Transport

This has been an ongoing project for CAFR since at least 2018, and is scheduled to be completed in April 2023, with ongoing monitoring thereafter. This strategy involves training current employees as Paramedics, hiring three new employees to bring daily staffing levels to three persons from the current two, upgrading the licensing level of the department as a whole, purchasing new equipment, and reviewing department probationary procedures.

Strategy 2 - Department Procedures and Policies Review

An ongoing project in 2022 and 2023, department staff will be conducting a full review of department policies and procedures, including those related to fire suppression, medical services, and human resources. Staff will work with outside advisors to ensure that all policies meet the requirements of state and federal law and guidelines, and to ensure that all policies promote the best interest of Cedar Area Fire & Rescue.

Strategy 3 - Reduce Average Response Times

This strategy focuses on both internal department actions and work at a broader Fire Board, Township Board, and community level. Departmental action will be focused on reducing the amount of time that elapses between when units are dispatched and when they leave the station. However, the majority of the response time to an incident is contained in the drive time to an incident scene - a major concern in our rural area. Therefore, a major focus of the Fire Board and Kasson and Cleveland Townships Boards in the 2022-2026 time frame will be the need for the construction of a second station. This second station, located in the western portion of the service area, will cause a substantial reduction in response times to Kasson and Cleveland Townships while also reducing response times to our overlapping calls in Centerville and Solon Townships.



TRAINING

Under Training, CAFR will be focusing on increasing training quality and applicability. This will be completed through the implementation of three strategies:

Strategy 1 - Increase Distance Learning

There are numerous programs in the state and country that have classes which would be beneficial to CAFR's training program. These include the National Fire Academy and the Illinois Fire Service Institute at the University of Illinois. Cedar will be exploring the department's ability to send members to these programs, as well as the department's ability to expand on-site training which would be open to our mutual aid partners.

Strategy 2 - Have Three Deployable Members on the MABAS 3701 Special Operations Team

The MABAS 3701 Special Operations Team is a group of first responder personnel from the Mutual Aid Box Alarm System (MABAS) northern Michigan region. The Special Operations Team is made up of firefighters with special training in technical rescue and hazardous material incidents, including. CAFR will be expanding the training of its members in these areas, including rope operations, confined space operations, and hazardous materials, in order to better serve both CAFR's service area and the region as a whole.

Strategy 3 - Improve Overall Department Level Training

Continued, varied training is of the utmost importance for a department like ours, where call types cover the range from standard EMS and structure fire calls to vehicle accidents, water rescues, technical rescues, and wildland fires. For this strategy, CAFR will be focusing on improving the quality of online training, updating the current probationary training process, and increasing the amount of training done with other departments in the county and region.



PREVENTION

Under Prevention, CAFR will be focusing on heightening operational awareness and community preparedness. This will be completed through the implementation of three strategies:

Strategy 1 - Increase Operational Awareness

Knowing your service area is an important tenet of the fire service. For this strategy, CAFR will be increasing the knowledge of the department about the large number of commercial and agricultural occupancies in the service area. By completing pre-plans of commercial buildings, gathering information about hazardous materials storage, and identifying properties with the potential for hazardous incidents, and then disseminating this information to department members, CAFR will be able to respond faster and more safely to incidents across the service area.

Strategy 2 - Review and Develop Community Preparedness Programs

Helping property owners make their properties safer has the potential to substantially decrease the number and severity of incidents to which CAFR is asked to respond. CAFR will be focusing on programs which assist with the installation of smoke detectors and advise property owners on making their properties more defensible in case of wildfire. In addition, CAFR will be researching the creation of a home safety assessment and evaluation program.

Strategy 3 - Increase Department's Online Presence

For this strategy, CAFR will be focusing on using the department's online presence to disseminate information to the public. This will include finalizing and launching a department website, developing a process for posting monthly department statistics, and improving the quality and regularity of safety messages regarding fire and EMS topics.



Under Wellness, CAFR will be focusing on improving overall department wellness. This will be completed through the implementation of three strategies:

Strategy 1 - Develop Yearly Occupational Physical Ability Assessment

Knowing the physical abilities of our members is a critical part of being able to respond quickly and safely to all incidents. CAFR will be focusing on researching and developing a yearly occupational physical ability assessment, as well as increasing the emphasis on daily exercise for members.

Strategy 2 - Provide Members with Resources to Improve Their Physical Fitness

While the emphasis on daily exercise for members is an excellent beginning for members looking to improve their overall physical fitness, other resources should be provided. For this strategy, CAFR will be focused on assessing and improving the current equipment provided for physical fitness. In addition, the department will be researching the ability of the department to offer dietary assistance to members and certify a member as a personal trainer to encourage members to follow safe, healthy regimens for daily exercise.

Strategy 3 - Increase Cancer Risk Reduction Efforts

Cancer risk reduction is a major initiative throughout the fire service. CAFR will be initially pursuing this initiative through providing extra sets of gear to allow primary gear to be properly cleaned after fires and hazardous materials incidents. In the longer-term planning horizon, the department will be working to improve exhaust ventilation in the equipment bays and researching the creation of a cancer screening program for employees in coordination with Munson Occupational Health.



SUPPORT SERVICES

Under Support Services, CAFR will be focusing on improving department efficiency and long-term viability. This will be completed through the implementation of three strategies:

Strategy 1 - Improve Incident Notification Technology

For this strategy, CAFR will be working with Leelanau County Dispatch and other local departments to improve our ability to notify members about incidents and convey important information as incidents are proceeding. This includes the expansion of current incident notification technology to allow the mapping of water points, pre-planned properties, and other important locations, and the sharing of that information between departments for mutual aid incidents.

Strategy 2 - Improve Statistics, Analytics and Maintenance Tracking Ability

Being able to accurately track call volumes, call types, and department assets allows the department to be able to better allocate resources and funding. Over the 2022-2023 period, CAFR will focus on improving the software that is used for these functions.

Strategy 3 - Create Facilities Plans for Current and Future Buildings

In order to appropriately allocate department resources, facilities plans for the maintenance and capital improvement of the current building and the needed second station must be completed. For this strategy, the fire board and administrative staff will focus on determining financial responsibility for capital improvements and developing a policy on capital projects criteria with input from outside experts. In addition, the Interlocal Agreement is open for renewal in 2025, and planning for this will likely involve extensive discussion regarding future facilities planning.

BUDGET OVERVIEW

Cedar Area Fire & Rescue is over 85% funded by contributions from Centerville, Cleveland, Kasson and Solon Townships. The 2022/23 Fiscal Year operating budget totals \$1,043,404.48. Of this, \$937,404.48 is contributed by the townships, while the remainder is funded through charges for ambulance transports, utility company standbys, and ambulance standbys at Glen Lake sporting events.

EXPENSES

Over 70% of the operating expenses for CAFR are personnel-related, including wages and benefits for the full- and part-time staff. Other expenses include training, uniforms and personal protective equipment, vehicle and equipment maintenance, medical supplies, fuel, and building maintenance and utilities.

CAPITAL BUDGET

The four townships will also contribute a total of \$88,370.91 to the department for capital expenses in the 2022/23 fiscal year. This money is used to pay for new capital equipment, such as apparatus, air packs, EMS equipment, and station equipment. In 2022, capital monies will be used for loan payments for the primary ambulance and engine, as well as any other capital needs as determined by the Fire Board.

CAFR maintains a replacement schedule for all capital equipment, including apparatus, medical equipment and in-station capital items such as air compressors and the station generator. Monitoring and responsibly utilizing the capital budget is a major function of the Fire Board and department administrative staff, as all equipment must be kept in usable condition to be able to properly respond to all incidents to which the department is called.

BUDGET IMPLICATIONS

Since 2016, CAFR's budget has increased on a yearly basis. Over the last six years, these increases have allowed the department to transition to a 24/7 staff, hire a full-time fire chief, begin the transition to Advanced Life Support (ALS) services, increase training, and generally improve the department.

While not all of the strategies and goals associated with the 2022-2026 planning horizon have major budget implications, most have associated costs that will need to be managed and accounted for.

Goals with more minor budget implications include:

- Cancer risk reduction initiatives - Buying additional sets of turnout gear to allow for time to clean gear between incidents is an important function of any cancer risk reduction initiative. The costs associated with this will need to be accounted for in future budget cycles.
- Training - Maintaining an adequate training budget is a necessity for the department to continue to improve. Training in all areas, including fire suppression, medical services, technical rescues, and community preparedness, will need to be funded over the course of the five-year plan.
- Improving department software - Software programs, including dispatch notifications, communications, asset tracking, payroll and human resources, and run reporting, are an important part of a fire and EMS industry that is rapidly moving to digital solutions. These programs are critical to department operations and planning and costs associated with them will need to be managed in future budget cycles.

BUDGET IMPLICATIONS

Continued increases in yearly funding provided by the townships to our department will be needed. Demand for department services continues to grow and we must expand our ability to meet the needs of our community.

Strategies and goals from this plan with major budget implications include:

- Transition to ALS service delivery, including increase of daily staff to three members per shift - This is on target to be completed by mid-2023, and the budget for the 2023/24 fiscal year has been approved by the four townships. Moving to ALS in 2023 necessitated a 15% increase in the budget over the 2022/23 fiscal year, an increase felt necessary by both the Fire Board and the township boards due to increasing call volumes.
- Development of a second station - Increasing demand for department services and extended response times to the western portion of the service area necessitate the development of a second station. While the construction of a second station is not the fiscal responsibility of the department the impact on the operations and capital budgets need to be researched and accounted for.
- Capital improvements to existing station - Major capital improvements are needed to the existing station in Cedar, as detailed in the 2021 Station Evaluation. As with the construction of a second station these improvements are not the fiscal responsibility of the department but Solon and Centerville Townships because they own the building. These improvements will allow the provision of services from the existing station to continue uninterrupted and maintain the value of the building.

FY 25-26 Appropriations Request

Date: April 23, 2025

Name of project: Kasson Township Fire Station
Project location: M-72 and Maple City Road, Kasson Township
Counties served: Leelanau
Funding recipient(s): Kasson Township
(include any associated lobbying, consulting, or public relations firms, if applicable)
Township Address: 10988 S. Newman Road, PO Box 62; Maple City, MI 49664
Requestor type of organization: Local Unit of Government (Kasson Township)
(nonprofit, local unit of government, etc.)

Amount of state funding requested: \$4,959,000
Total cost of project: \$5,435,000
Boilerplate section: _____
State department to disperse funds: _____

Primary contact: Greg Julian
Position/relationship to the project: Township Supervisor
Phone number: 231-883-2560
Email address: gregoryrjulian@gmail.com

Project description and funding proposal purpose:

The construction of a new fire station for Cedar Area Fire & Rescue by Kasson Township. The station will be owned by Kasson Township and operated by Cedar Area Fire & Rescue for the benefit of the four-township department and surrounding area. The new station will be staffed 24/7 to provide fire suppression, Advanced Life Support medical services, and other emergency services to the region.

Description of funding proposal's public benefit and the need for state funding:

The new fire station will provide improved response time and services to the southwestern portion of the current four-township service area of Cedar Area Fire & Rescue. The department currently serves the largest land area of any department in the region, and operates out of only one station. This results in long travel times to reach outlying areas of the service area, including most of Kasson Township. This station will also improve response times for mutual aid provided by Cedar Area Fire & Rescue to surrounding agencies, including those covering Almira and Empire Townships.

Cedar Area Fire & Rescue is owned by four townships under an interlocal agreement. This agreement specifies that the cost of construction of new stations is to be borne by the township in which the station will be located. With the increase in services requested in the southern and western portions of the service area, this places Kasson Township in the position of responsibility for the construction of the new station. While Kasson Township fully supports the need for a second station, the cost of construction places a substantial burden on the budget of a single rural township.

Please provide a description of any research or evidence backing the project's approach to its stated goal (include any attachments):

Please see attached for a service area assessment completed by Cedar Area Fire & Rescue staff in 2024. Please also see attached for the 2022-2026 Strategic Plan for Cedar Area Fire & Rescue, in which a new station was identified as a major point of development over the course of the strategic plan to reduce response times and serve the increasing need for department services in the western and southern regions of the service area.

Have you sought any community input on this project? If so, please provide a brief description:

Kasson Township has worked with architectural firm Environment Architects to develop conceptual drawings, which have been made available for public input. Kasson Township also intends to hold public open houses regarding the proposed station in the summer of 2025. Kasson Township has also been working with the Cedar Area Fire & Rescue Fire Board to receive input from the Township Boards of Centerville, Cleveland and Solon Townships - the other three owner townships of Cedar Area Fire & Rescue - who will be responsible for providing operating funds for the station. All four townships are in agreement with the operation of the new station by Cedar Area Fire & Rescue, and the development of the new station has been discussed at township meetings in all four townships.

In the development of the 2022-2026 Strategic Plan for Cedar Area Fire & Rescue, surveys were conducted of staff members, board members, and members of the public. Public responses heavily focused on a need to improve response times and increase the level of service provided by the department. Responses from staff and board members included several aspects that, together, affirmed the need for a new station, including concerns regarding the large service area for one station, the growing area population, the existing station not meeting the needs for staff space, and the lack of a citizen friendly area at the existing station.

Has this project or requesting entity received state funding in the past? If so, please provide a brief description, including previous state funding sources, fiscal years, and amounts:

Kasson Township has not received state funding in the past, for this project or other projects.

How long has funding been sought for this project? How long has state funding been sought for this project?

While discussions regarding a potential new fire station have been held in a general manner for several years, Kasson Township has been focusing on this project over the last year, and has been reviewing potential funding sources for that period. In April 2024, Kasson Township was provided with an outline of proposed steps by engineering firm Gourdie Fraser. This outline included:

- Stage 1: Initial reach out / engagement with Cedar Area Fire and Rescue participants
- Stage 2: Conceptual Renderings and Cost Estimate
- Stage 3: Community Engagement / Funding Options and Selection
- Stage 4: Final Design
- Stage 5: Construction

Kasson Township has completed the first two stages of this outline, and is now moving forward with Stage 3 - community engagement and funding options and selection. Kasson Township is also prepared to move forward with Stage 4 in the immediate future, but the outcome of the funding search will determine the timeline for Stage 5.

This is the first request for state funding for this project.

Will this project be receiving other funding? If so, how much and what are the funding sources?

Kasson Township is utilizing general fund monies to develop construction drawings and conduct site engineering work, in an amount of approximately \$312,000. The land on which the station will be located is being donated by a local landowner. While a formal appraisal of the land has not been completed, based on recent vacant land sales in the township, the land is valued at approximately \$164,000.

Operational funds for the station have been discussed and received a consensus for approval from the four owner townships of Cedar Area Fire & Rescue.

Kasson Township does not qualify for grants through the USDA Community Facilities Program, and construction projects are not funded through large grant programs such as the FEMA Assistance to Firefighter Grants. While smaller grants may be able to be utilized for small, discrete portions of this project, no large portion of this project appears eligible for available grant funding.

If the funding for this project is granted, will funds be matched? If so, how much and what are the funding sources?

The general fund and land donation contributions are expected to account for approximately \$476,000 of the approximately \$5,435,000 total cost of the project. This makes up approximately 9% of the total funding for the project.

Please describe any potential opposition, including organizations or arguments, to the project or funding proposal:

There has been no opposition received for this project during numerous public meetings and other discussions. There appears to be general public consensus that, due to the current long response times and growing residential and commercial population of the area, a new fully staffed station in this area is long-overdue.

Please list any other supporting organizations regarding this funding request (attach any letters of support):

In general conversation with regional entities, the general consensus has been that the construction of a new station would be beneficial both to the service area of Cedar Area Fire & Rescue and to the increased ability to assist numerous other agencies in the Leelanau, Benzie and Grand Traverse area.

Letters of support from multiple government agencies can be provided upon request.

Please list any other government officials that you have engaged with regarding this funding request:

Elected and appointed officials from Centerville, Cleveland and Solon Townships and Cedar Area Fire & Rescue have been heavily involved in the initial stages of the development of this station, and have been integral in granting approval for the operational funds for the station after construction is completed.

Kasson Township officials have also been in contact with State Senator John DaMoose, and Leelanau County Commissioner Steve Yoder has been in contact with federal representatives regarding this project.

Please share any information on your operations plan:

The completed station will be operated by Cedar Area Fire & Rescue as a fully-staffed second station for the department. The tentative budget for the increase in operational funds needed to operate a second station has been shared with the Fire Board and Township Boards of all four townships which govern the fire department. While the long-term budget for operating two stations has not been formally approved, there has been general approval and consensus for the operation of the second station by Cedar Area Fire & Rescue after construction.

Please share any information on similar projects:

Kasson Township is not aware of any similar projects ongoing in the region. There are no other new fire stations in process in Leelanau or Benzie Counties. Recent similar fire stations constructed in the region include:

- Long Lake Township Fire & Rescue Station - Final build cost, approximately \$4,500,000, finished in 2022
- Green Lake Township Emergency Services Station - Final build cost, approximately \$3,200,000, finished in 2023
- Blair Township Emergency Services Station - Final build cost, approximately \$6,400,000, finished in 2024

Please share any other relevant information that our office should know regarding this request:

Attachments:

- Conceptual Drawings
- Cost Estimate
- 2024 Service Area Assessment
- 2022-2026 Cedar Area Fire & Rescue Strategic Plan

CEDAR AREA FIRE STATION 2

3/25/2025

Description	\$/SF	Square Feet	Total	
Land Acquisition Cost			\$ -	\$ acre donation
SITEWORK				\$ 550,000.00
Earthwork, Site Concrete , Paving			\$ 400,000.00	
New Septic			\$ 40,000.00	
New Well			\$ 20,000.00	
Utilities			\$ 15,000.00	
Generator			\$ 75,000.00	
BUILDING				\$ 3,219,525.00
Masonry Fire Wall	\$ 150,000.00	1	\$ 150,000.00	
Apparatus Bay - PEMB	\$ 225.00	4472	\$ 1,006,200.00	
Training/Exercise Rm Areas - PEMB	\$ 275.00	1824	\$ 501,600.00	
Public Area/Office Support - Conventional Construction	\$ 400.00	1386	\$ 554,400.00	
Living Quarters - PEMB	\$ 425.00	1824	\$ 775,200.00	
Mezzanine	\$ 150.00	1400	\$ 210,000.00	
Exterior Patio - Grade Level	\$ 125.00	177	\$ 22,125.00	

CONSTRUCTION TOTAL	total sf	11083	\$	3,769,525.00
General Conditions	8%			\$301,562.00
Contractor Overhead & Profit	10%			\$376,952.50
Contractor Performance Bonds	1%			\$37,695.25
Design Contingency	5%			\$188,476.25
		OVERALL CONSTRUCTION TOTAL		\$4,674,211.00
		Average Cost Per Square Foot including sitework	\$	421.75
		Average Cost Per Square Foot excluding sitework	\$	372.12

A/E Fees - Building, Structural and Mechanical/Electrical/Plumbing Engineering	8.00%				\$257,562.00
Schematic Design Phase (20% of Overall Project)		\$51,512.40			
Design Development Phase (10% of Overall Project)		\$25,756.20			
Construction Document Phase (45% of Overall Project)		\$115,902.90			
Total for Building Engineering Bid Ready Documents			\$193,171.50		
Bidding Phase (5% of Overall Project)		\$12,878.10			
Construction Administration Phase (20% of Overall Project)		\$51,512.40			
TOTAL ARCHITECTURAL FEE		\$257,562.00			
A/E Fees - Site Engineering (Includes same Phases of Work as Indicated in Building)	10.00%				\$55,000.00
Total Architectural and Engineering Fee for Complete Project Scope/All Phases of Work		\$312,562.00			
Furnishings (Includes Office Furniture, Tables and Chairs)	3%				\$96,585.75
Construction Contingency - Buildings	5%				\$168,976.25
Construction Contingency - Site	5%				\$27,500.00
Hazardous Materials	BY OWNER				
			PROJECT TOTAL		\$5,271,835.00

Estimates are suggestions of Probable Costs but are not a substitute for actual bids received through competitive bidding process.

In no event will Environment Architects or its subcontractors be liable for any direct, indirect, consequential or incidental damages arising out of any decision or action made or taken in reliance on the information, processes and products provided, whether or not caused by negligence or error.

POTENTIAL ALTERNATES NOT INCLUDED					
Water Storage Tank for Fire Suppression	\$ 70.00	2000	\$ 140,000.00	not included at this time	
Fire Pump (per unit)	\$ 75,000.00	1	\$ 75,000.00	not included at this time	
SOLAR ARRAY	\$ 400,000.00	1	\$ 400,000.00	not included at this time	
IN FLOOR RADIANT HEAT AT APPARATUS BAY	\$ 50.00	5695	\$ 284,750.00	not included at this time	

PROPOSED SCHEDULE - TBD			
COMPLETE SCHEMATIC DESIGN	-		
SPECIAL LAND USE PERMIT SEQUENCE (SUP)	-	THRU	-
COMPLETE DESIGN DEVELOPMENT	-		
COMPLETE CONSTRUCTION DOCUMENTS FOR BIDDING/CONSTRUCTION	-		
BIDDING OF PROJECT	-		
CONSTRUCTION	-	THRU	-

Cedar Area Fire & Rescue
Service Area Assessment
May 30, 2024

Table of Contents

Executive Summary.....	2
Population.....	3
Housing	5
Commercial and Recreational Zoning.....	6
Non-Residential Occupancies	6
Centerville Township	6
Cleveland Township	7
Kasson Township.....	7
Solon Township.....	7
Growth Patterns.....	7
Traffic Considerations	9
Service Area Concerns	11
Response Times	11
Recommendations	12
Sources.....	13
Appendix 1 - Zoning Maps	14
Appendix 2 – Service Area Maps	18

Executive Summary

Cedar Area Fire & Rescue (CAFR) is a full-time fire department providing fire, Advanced Life Support (ALS) medical, and technical rescue services to a four-township area encompassing Cleveland, Centerville, Kasson and Solon Townships. From 2016 to 2024, the department has grown from a part-time Basic Life Support (BLS) transporting agency with three full-time medical/suppression staff to the current full-time ALS transporting agency with nine full-time medical/suppression staff, a full-time fire chief, and additional part-time and administrative support personnel.

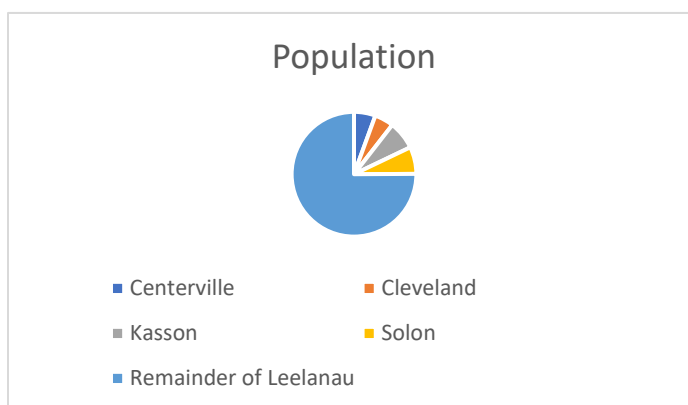
As part of the CAFR 2022-2026 Strategic Plan, the department determined that a second station on the western side of the service area (Kasson and Cleveland Townships) was needed. To quote the Strategic Plan, “Increasing demand for department services and extended response times to the western portion of the service area necessitate the development of a second station.” In addition, the major increase in staff between 2016 and 2024 is placing an increasingly unsustainable occupancy load on the existing Cedar station. Kasson Township has now begun to move forward with the initial stages of planning for a second station.

CAFR staff have developed this assessment document to summarize the current conditions and ongoing trends seen in the service area, including the full- and part-time populations, housing, non-residential occupancies, traffic considerations, service area concerns, and current response times. This assessment also provides recommendations for the development of a second station, including thoughts on the location, preferred utilities, and availability of land. The staff at CAFR hopes that this assessment document will assist Kasson Township with the development of a second station.

Population

As of the 2020 Census, the four townships that make up the CAFR service area had the following full-time populations:

- Centerville – 1,243
- Cleveland – 1,103
- Kasson – 1,647
- Solon – 1,562



Leelanau County overall had a population of 22,301 as of the 2020 census, meaning that 24.9% of Leelanau County's full-time population is in the service area of CAFR. (2020 US Census) Between 2010 and 2020, the population of Leelanau County increased by 2.7%; it was then estimated to decrease 0.1% between 2020 and 2022, and then projected to increase by 0.7% between 2022 and 2027. This is a slower growth rate than the region as a whole, which experienced 4.3% growth between 2010 and 2020, saw growth estimated at 0.3% between 2020 and 2022, and is projected to see growth of 0.5% between 2022 and 2027. The county saw faster growth than was seen state-wide, however, with the state population only growing 2.0% between 2010 and 2020, estimating no growth between 2020 and 2022, and projecting a 0.2% decrease in population between 2022 and 2027 (Housing North 2023 Housing Needs Assessment).

Population Change			
	2010 to 2020	2020 to 2022	2022 to 2027
Leelanau County	2.7%	-0.1%	0.7%
Region	4.3%	0.3%	0.5%
State	2.0%	0.0%	-0.2%

Between 2010 and 2020, the number of households in Leelanau County increased by 5.1%, but was then projected to flatten with an estimated increase of only 0.1% between 2020 and 2022, and a projected increase of another 1.0% between 2022 and 2027. This is slower growth than the region as a whole, which showed a 7.2% increase between 2010 and 2020, followed by an estimated increase of 0.6% between 2020 and 2022 and a projected increase of 1.0% between 2022 and 2027. It is, however, faster growth than has been shown statewide, with statewide households increasing 4.4% between 2010 and 2020, and having an estimated/projected increase of only 0.6% total between 2020 and 2027 (Housing North 2023 Housing Needs Assessment).

Household Change			
	2010 to 2020	2020 to 2022	2022 to 2027
Leelanau County	5.1%	0.1%	1.0%
Region	7.2%	0.6%	1.0%
State	4.4%	0.3%	0.3%

The median age of the Leelanau County population, already higher than the state average, is projected to continue to increase. Between 2010 and 2022, the median age of the Leelanau County population increased from 50.2 years to 54.2 years, and by 2027 is estimated to grow to 55.1. The population over the age of 75 is expected to increase by 18.9% between 2022 and 2027, with the 65 to 74 population increasing by 8.4%. The 35 to 44 age bracket is also projected to see an increase in population, while all other age brackets are expected to decline in population. By comparison, the region-wide population increased in median age from 44.0 to 46.7 between 2010 and 2022, and is expected to increase to 47.3 by 2027, while the state median age is substantially younger, increasing from 38.8 to 40.9 between 2010 and 2022 and projected to increase to 41.8 by 2027. This results in the average citizen of Leelanau County being over 13 years older than the average citizen of the state as a whole (Housing North 2023 Housing Needs Assessment).

Median Age			
	2010	2022	2027 (Est.)
Leelanau County	50.2	54.2	55.1
Region	44.0	46.7	47.3
State	38.8	40.9	41.8

In 2022, it was estimated that the population of Leelanau County grows by 126% between the population low in January and the population high in July, due to the major influx of tourists, seasonal home owners, and seasonal staff. Over 20% of the population of Leelanau County consists of part-time residents (those who own second homes in the county) during the peak months of June, July and August (Networks Northwest 2022 Seasonal Population Study).

Housing

As of 2022, it was estimated that 62.5% of homes in Leelanau County are considered to be occupied with a split of 88.4% of these being owner-occupied and 11.6% being renter-occupied. The remaining 37.5% of housing stock was considered vacant, the majority of which is generally found to be homes used for seasonal or recreational usage or homes vacant during sale or between rentals. In Northern Michigan, homes used for seasonal or recreational usage “play a significant role in the local housing market” and in 2022 were estimated to make up 79.5% of the vacant housing units and 33.0% of the overall housing units in the county (Housing North 2023 Housing Needs Assessment).

In 2023, it was projected that between 2022 and 2027, 382 rental units need to be constructed in Leelanau County to meet demand for rental housing. In 2023, it was also estimated that between 2022 and 2027, Leelanau County would need 1,953 for-sale housing units to meet the demand for full-time housing in the county. Between September 2022 and March 2023, 103 housing units sold in the county. As of February 28, 2023, there were only 33 housing units for sale in Leelanau County (Housing North 2023 Housing Needs Assessment). Given the low numbers of housing units sold and for sale during the period of the 2023 Housing Needs Assessment study, it can be argued that a substantial number of new housing units will need to be constructed and sold to meet the demand for housing in the county during the 2022-2027 time frame.

Given the share of the full-time population of Leelanau County that resides in the CAFR service area, it can be considered that approximately 95 rental units should be constructed in the service area between 2022 and 2027. To further break these down, the split between the four townships would be approximately 21 in Centerville, 19 in Cleveland, 28 in Kasson and 27 in Solon. In addition, it can be considered that approximately 486 units of housing will need to be for sale between 2022 and 2027 to meet the demand for full-time housing in the service area. This further breaks down into 109 units in Centerville Township, 96 in Cleveland, 144 in Kasson and 137 in Solon.

Needed Housing 2022-2027			
	New Rental Units	For-Sale Housing	Total
Centerville	21	109	130
Cleveland	19	96	115
Kasson	28	144	172
Solon	27	137	164
Leelanau County	382	1,953	2,335

Of the major regional housing projects ongoing as of 2023, one (Cedar Cove Estates in Solon Township) was located in the CAFR service area. This project is planned to add 30 housing units to the service area (Housing North 2023 Housing Needs Assessment).

Commercial and Recreational Zoning

The four-township CAFR service area contains multiple commercial zones, named as Business, Commercial Resort, Recreational, or other. These are scattered throughout the townships, although the majority of them center around villages or along major roadways. See Appendix A for the Zoning Maps for the four townships. The commercial zones in the four-township area include:

- Centerville – Centerville Township has several scattered parcels zoned for Business, in addition to two sections zoned for Commercial Resort along Lake Shore Drive.
- Cleveland – Cleveland Township has multiple Business and Commercial Resort zones along CR-667 (Maple City Road) and M-22. In addition, there is a smaller Business district at the intersection of Stachnik and Sullivan Woods Roads and a large area of Recreational zoned land in the eastern portion of the township. Cleveland Township also includes the largest portion of National Park Service-owned land in the four-township area, mostly in the northwestern portion of the township.
- Kasson – Kasson Township has two large sections and additional scattered parcels of Business zoning along M-72. In addition, there is a small section of Business zoning along Kasson Road, and the center of the village of Maple City is zoned for Mixed Use Commercial. Several square miles in the center of the township are zoned as Gravel and this area includes numerous open-pit mines owned by private companies and municipalities.
- Solon – Solon Township has Business zones in the village of Cedar and along M-72. In addition, there is a Resort/Recreational zone along the south-east edge of Lake Leelanau on the eastern edge of the township.

Many of these zones include numerous businesses, and most have the potential for additional growth. In addition, some commercial-type occupancies are allowed in the majority of generally non-commercial zoning districts in all townships through Special Use Permits approved by the Planning Commissions of each township.

Non-Residential Occupancies

Centerville Township

The majority of the commercial uses in Centerville Township are not considered high-risk occupancies. The recreational uses of the campgrounds/RV parks along Lake Shore Drive in Centerville Township have the potential for high volumes of calls, especially during the summer months. The Township Hall and Holy Rosary Church constitute the assembly-type occupancies for Centerville Township. Agricultural-adjacent uses also give rise to commercial uses, specifically the multiple wineries located in Centerville Township.

Cleveland Township

The majority of the commercial uses in Cleveland Township are not considered high-risk occupancies. The recreational uses in Cleveland Township of the Palmer Woods Recreation Area on Wheeler Road and Pyramid Point Hiking Trail and Camp Leelanau/Kohana north of M-22 have the potential for high-acuity calls. The Township Hall and Lutheran Church constitute the assembly-type occupancies for Cleveland Township.

Kasson Township

Kasson Township has more and larger commercial districts than the two northern townships but also has smaller areas zoned for recreation or owned by the National Park Service. One of the villages served by CAFR, Maple City, is located in Kasson Township. Kasson Township has numerous assembly- or institutional-type occupancies, including Glen Lake Community Schools, Maple Valley Nursing Home, churches, and the township hall. Kasson Township contains one gas station and one propane gas provider. Kasson Township also contains extensive industrial mining operations in the gravel zoning district and is home to the only landfill in the district, located on M-72.

Solon Township

Solon Township has more and larger commercial districts than the two northern townships and also includes a resort recreation area on the far eastern side of the service area. One of the villages served by CAFR, Cedar, is located in Solon Township. Assembly-type occupancies in Solon Township include West Side Community Church and the township hall. Solon Township is home to the largest gas station and the largest propane gas provider in the service area as well as one other gas station and one other propane gas provider.

In addition to its existing commercial areas, as of April 2024, Solon Township is in the process of reviewing and amending their Master Plan, including their Future Land Use maps. The April 2024 draft maps call for expansions to the business-zoned districts in Solon Township, both in the village of Cedar and along M-72, including the creation of a new business-zoned district at M-72 and Cedar Road. While these maps have not yet been approved or incorporated into the current Zoning Map, they have the potential to substantially expand commercial use along M-72 in Solon Township.

Growth Patterns

According to data from the Leelanau County Department of Building Safety, growth continues throughout the four-township area. Single family residential construction and residential accessory construction are relatively similar throughout the four townships. Commercial construction has been seen more heavily in Kasson and Solon Townships, and those are the only townships that have seen multi-family construction. All multi-family construction in the four-township area has happened since 2020.

New permits for residential and commercial construction in the four townships for the period from 2010 through 2023 are as follows:

Centerville Township			
	2010-2014	2015-2019	2020-2023
Residential - Single Family/Mobile Home	11	37	44
Residential - Garage/Accessory Structure	26	27	34
Commercial	1	3	1

Cleveland Township			
	2010-2014	2015-2019	2020-2023
Residential - Single Family/Mobile Home	15	40	39
Residential - Garage/Accessory Structure	10	20	27
Commercial	1	2	3

Kasson Township			
	2010-2014	2015-2019	2020-2023
Residential - Single Family/Mobile Home	29	50	31
Residential - Multi-Family	0	0	4
Residential - Garage/Accessory Structure	25	37	26
Commercial	12	7	13

Solon Township			
	2010-2014	2015-2019	2020-2023
Residential - Single Family/Mobile Home	15	22	39
Residential - Multi-Family	0	0	8
Residential - Garage/Accessory Structure	20	19	13
Commercial	5	4	1

Traffic Considerations

The CAFR service area is served by an extensive system of state, county, and private roads.

In 2020, RS Engineering, in partnership with the Michigan Department of Transportation and local jurisdictions, conducted a road safety audit on M-72 from Maple City Road to Lautner Road, an approximately 6.25 mile stretch, all of which is within the service area for CAFR. This study considered multiple aspects of traffic data in this area and showed that thousands of vehicles use this stretch of road daily, with traffic peaking at over 500 vehicles per direction per hour at the busiest times. Cedar Road was found to be the busiest intersection studied, with 8,800-11,000 vehicles per day traversing M-72 at this intersection, and while traffic decreased further west, an average of 6,200 vehicles per day

traversed M-72 at Partridge Run Road and an average of 2,400 vehicles per day were counted on Maple City Road north of M-72.

The survey identified four fatal crashes along M-72 between 2015 and 2019, two of which occurred at Cedar Road, one at Maple City Road, and one between intersections at a private driveway. The findings of the study led to the installation of a traffic light at M-72 and Cedar Road; since that installation, no fatal crashes have been recorded on M-72 in the surveyed area. The survey identified 68 overall crashes along M-72 between 2015 and 2019, an average of 13.6 crashes per year requiring some sort of emergency response. The study identified numerous areas for concern regarding safety along the 6.25 mile stretch of M-72. The largest areas of concern identified were “low areas” along the corridor unprotected by guardrails, the area of M-72 between Tilton and Solon Road, the Cedar Valley Run area, the Cedar Road intersection (since upgraded with traffic control device), and the Maple City Road intersection. While county and MDOT engineers will continue working to address these issues, first responders must be prepared to respond to accidents in known areas of concern.

In 2024, Leelanau County released PASER (Pavement Surface Evaluation and Rating) results from a survey conducted in 2023. The study found that county-wide, 51% of the 168.7 miles of primary roads are in good condition, 38% are in fair condition, and 11% are in poor condition. Out of 308.3 miles of local roads county-wide, 25% are in good condition, 50% in fair condition, and 25% in poor condition. However, in the southern part of the CAFR service area, these numbers look significantly different, with only 11% of local roads in Kasson and 15% of local roads in Solon being considered in good condition. See below for a full summary of PASER ratings in Leelanau County.

Mileage and PASER Ranking

	Good	Fair	Poor		
Primary Roads (mileage based)					
State Wide	27%	38%	35%	Miles	
Primary Roads	51%	38%	11%	168.7	
Local Roads (mileage based)					
State Wide	20%	35%	45%	13,049.0	
County Wide	25%	50%	25%	308.3	
				Miles	% of Total
Glen Arbor Twp	55%	40%	5%	15.658	5%
Leelanau Twp	34%	44%	22%	44.457	14%
Centerville Twp	32%	49%	19%	25.994	8%
Suttons Bay Twp	32%	55%	13%	38.671	13%
Bingham Twp	27%	58%	15%	27.509	9%
Cleveland Twp	25%	50%	25%	26.454	9%
Empire Twp	16%	65%	19%	18.323	6%
Leland Twp	15%	54%	31%	30.618	10%
Solon Twp	15%	40%	45%	15.896	5%
Elmwood Twp	12%	57%	31%	28.937	9%
Kasson Twp	11%	43%	46%	35.823	12%

While CAFR is not responsible for the maintenance and upgrades of infrastructure, the department is responsible for responding to incidents that are the likely outcome when that infrastructure is poorly

maintained. In addition, poorly maintained infrastructure can easily lead to extended response times as emergency apparatus must travel more slowly or take alternate routes to incidents.

Service Area Concerns

There are several general areas of the CAFR service area that present concern for emergency services response due to a variety of factors:

- Downtown Maple City – This area of older, closely-set buildings presents a challenge for firefighting operations and a potential for extensive fire spread.
- Downtown Cedar – This area of older, closely-set buildings presents a challenge for firefighting operations and a potential for extensive fire spread.
- Southeast Solon Township – Southeast Solon Township has the potential for extensive growth in both residential and non-residential occupancies, due to its proximity to the quickly-growing areas of Traverse City, Elmwood Township, and Garfield Township. Developers of both residential and commercial occupancies have shown ongoing interest in this region of the service area, and numerous potential developments and re-zonings are currently in the process of being requested in Solon Township. This potential growth is coupled with an extended travel distance from the existing Cedar station.
- Southwest Kasson Township – Southwest Kasson Township currently has the longest travel distance from both the Cedar station and 24/7 staffed mutual aid department stations. Commercial developments continue to be requested and built along M-72 in this region in addition to ongoing expansion of the gravel pits in the center of the township.
- Northwest Cleveland Township – Northwest Cleveland Township is another portion of the CAFR coverage area that has extended travel distances from both the Cedar station and 24/7 staffed mutual aid department stations. While this area is not heavily populated, it does generate a number of high-acuity calls due to the recreation areas located on Wheeler Road and in National Park Service lands.
- M-72 Corridor – The M-72 corridor has a history of both high call volumes and high acuity calls. This corridor overlaps with the areas of concern of both southeast Solon Township and southwest Kasson Township. The corridor includes a large portion of the commercial and industrial occupancies in the CAFR service area and sees increasingly large volumes of traffic (and associated incidents) from both residents and visitors.

Response Times

Response times vary greatly from the current station in Cedar to the outlying edges of the service area. While drive times to calls within Cedar can take only a minute or two, the average drive time for all calls in 2023 was just over 9 minutes. Some portions of the service area average drive times of 11 to 12 minutes and outlying areas along the north- and south-western corners of the service area saw drive times of 15 minutes or more. Responses to emergencies along M-72 frequently have a drive time of 10 minutes or more. When added to the time taken for dispatch and departure from the station, this means that calls along the outlying boundaries of the service area can see response times from 911 call to arrival on scene of almost 20 minutes. In southwestern Kasson Township this response time cannot be improved by mutual aid, as drive time from the closest full-time mutual aid station is just as long to

these areas. See Appendix 2 for maps of the current service coverage from the Cedar station and full-time mutual aid stations.

It must be noted that while emergency vehicles have the ability to drive with lights and sirens when needed, this only serves to request that traffic give the emergency vehicle the right-of-way on the road. Poor road conditions, including everything from inclement weather to road construction that makes roads impassable to the standard hills and curves of Leelanau County roads, lead to emergency vehicles having to travel at the same pace as (or slower than) other traffic, regardless of their ability to use lights and sirens. This means that in the event of a snow storm, a culvert replacement, or numerous other potential events, the response times discussed in the preceding paragraph could be even longer.

Recommendations

Based on the conditions examined for this assessment, the staff at Cedar Area Fire & Rescue recommend that a new station be constructed in Kasson Township. This station should be located to have the greatest impact possible on the highest number of current and future residents, businesses, and visitors.

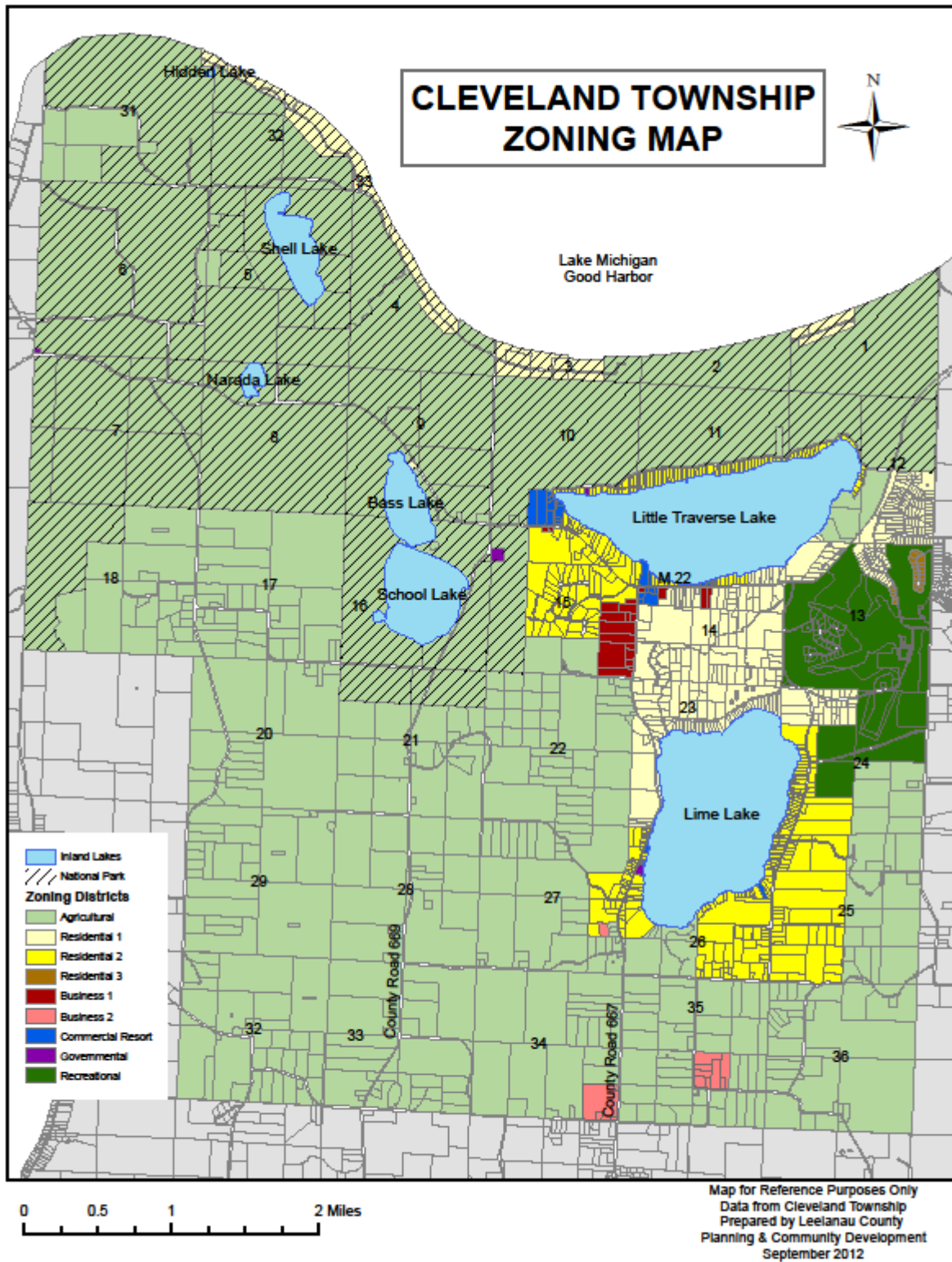
Due to the accelerating growth seen in residential and commercial growth in Kasson and Solon Townships, the large amount of traffic on M-72, and the current extended response times to numerous locations of concern, the current recommendation of the Cedar Area Fire & Rescue Fire Chief is that the station be located on or near M-72, specifically in the area between Coleman Road and Maple City Road. See Appendix 2 for maps of the proposed service coverage of a station in this area. A station in this location will fill a large service hole in western Kasson Township, provide improved service to almost the entire stretch of M-72 in the CAFR service area, and improve coverage of numerous occupancies and areas of concern in the service area.

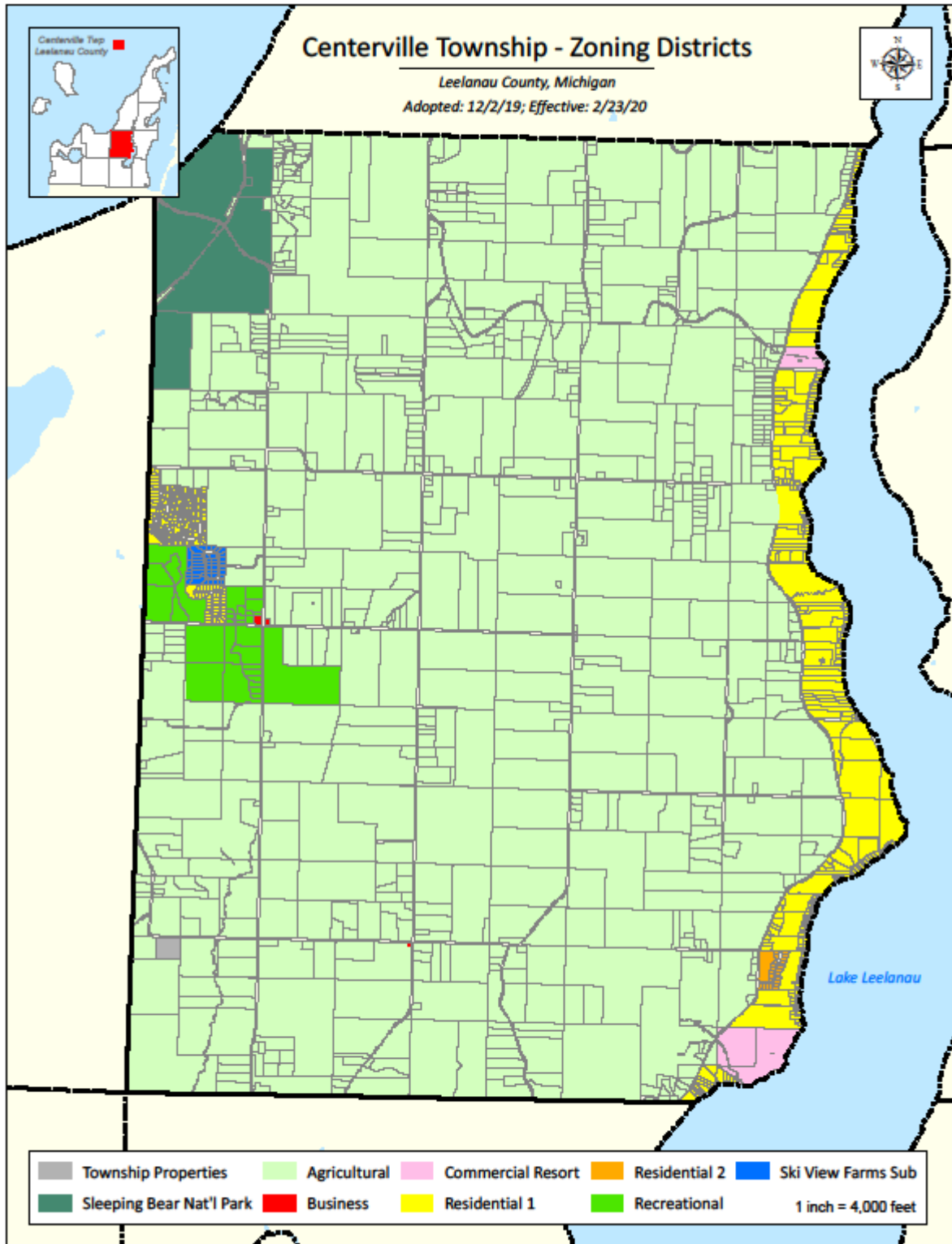
It is preferable that the station be placed on a parcel of property at least 5 acres in size, to allow for the greatest benefit for ISO (insurance) ratings. It is recommended to attempt to find a parcel that has easy access to three-phase power and natural gas to allow for appropriate utilities. The parcel should front on a Class-A Road with good visibility in both directions to allow for easy ingress and egress by emergency vehicles, staff, and community members. Availability of property may be a key factor in the decision-making process for the location of a new station, and private seller opportunities will need to be researched, given that as of May 29, 2024 there are no realtor-listed properties in Kasson Township which meet these criteria.

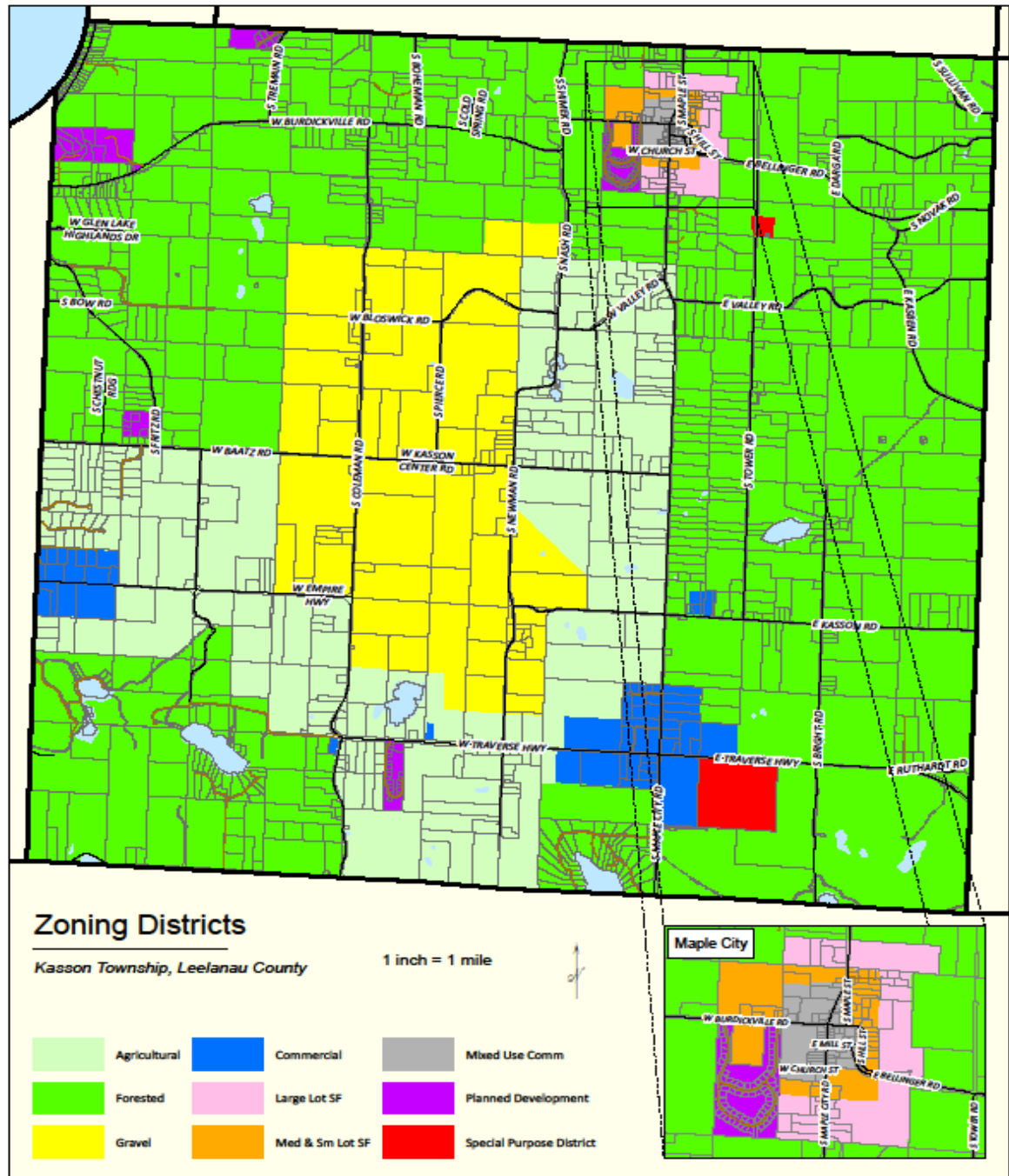
Sources

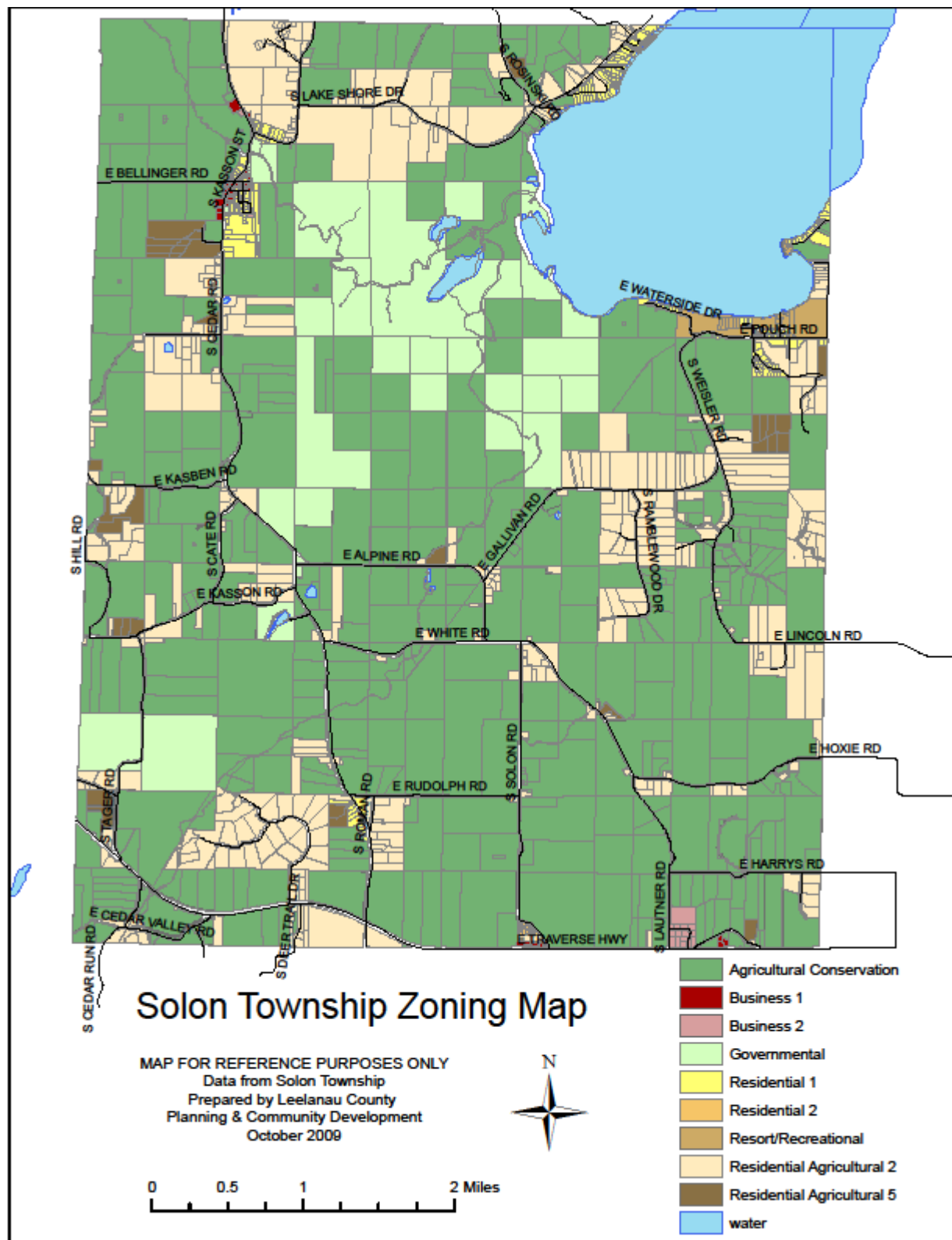
- 2020 United States Census
- Housing North 2023 Housing Needs Assessment
(<https://static1.squarespace.com/static/61768dc8a236c639b8fe44ec/t/649c3611a9ae9c791c30a16a/1687959077783/RS+Northern%2C+MI+22-463+%28Housing+Needs+Assessment%29.pdf>)
- Networks Northwest 2022 Seasonal Population Study for Northwest Lower Michigan
(<https://www.networksnorthwest.org/userfiles/filemanager/49nwypzbp28vz3voy6gk/>)
- Township Zoning Maps – Centerville, Cleveland, Kasson, Solon – As of 4/18/2024
- Solon Township Draft Future Land Use Maps – As of 4/18/2024
- Leelanau County PASER Summary, January 2024
- Road Safety Audit, M-72 (Traverse Hwy) from Maple City Road to Lautner Road (CS 45021, JN 203002)
- Leelanau County Department of Building Safety, 2024 Data

Appendix 1 - Zoning Maps





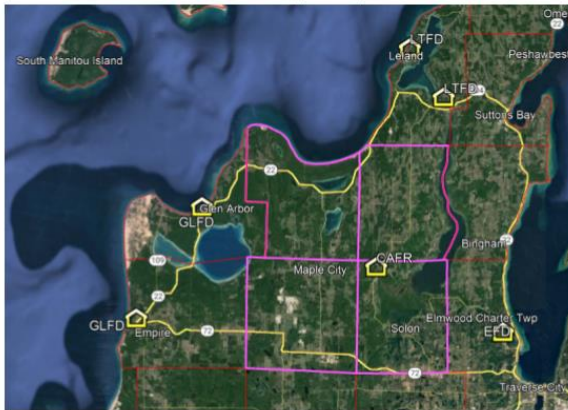




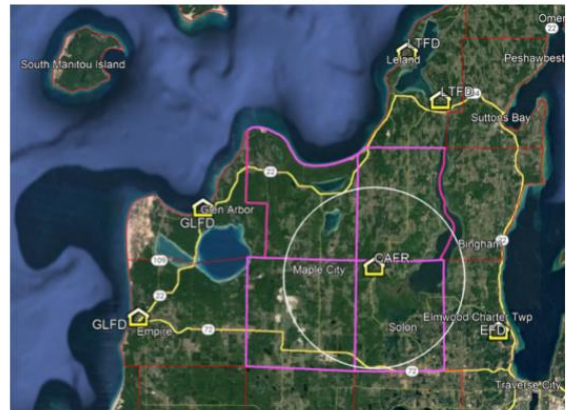
Appendix 2 – Service Area Maps

Existing County Fire Station Layout and Response Area

Existing Fire Station Shown With Other Leelanau County Departments

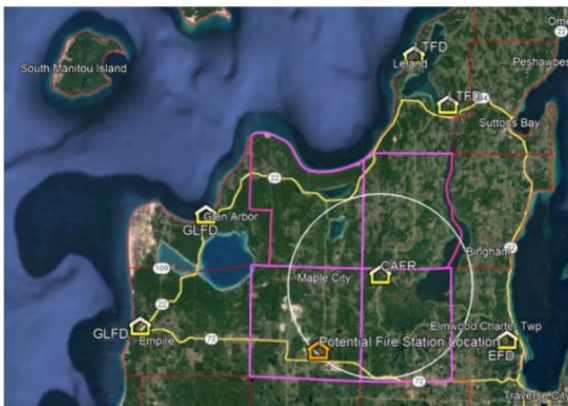


White Line Represents a 5-Mile Radius From The Existing Fire Station



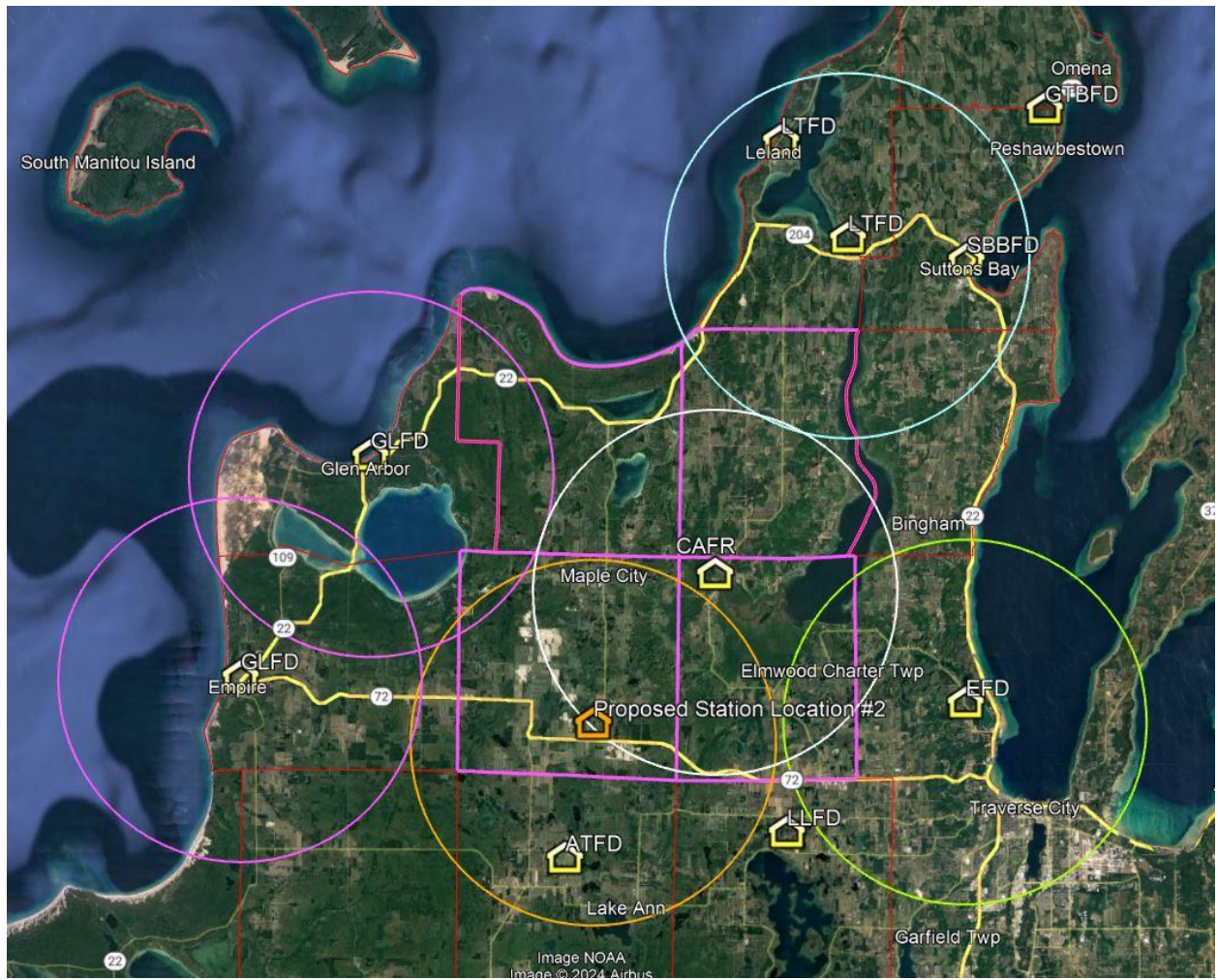
Potential Fire Station Area #1

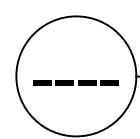
Potential Area For Additional Station – M-72 & Maple City Road



Orange Line Depicts A 5-Mile Radius From That Location

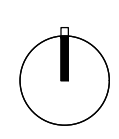






SITE DIAGRAM

SCALE: 1/32"=1'-0"



ISSUES:	
DATE:	DESCRIPTION:
3-25-25	Preliminary
####	####
####	####
####	####
####	####
####	####
####	####
####	####
####	####
3/25/25	

PRELIMINARY
NOT FOR CONSTRUCTION
Mar. 25, 25

New Facility
Cedar Area Fire Station

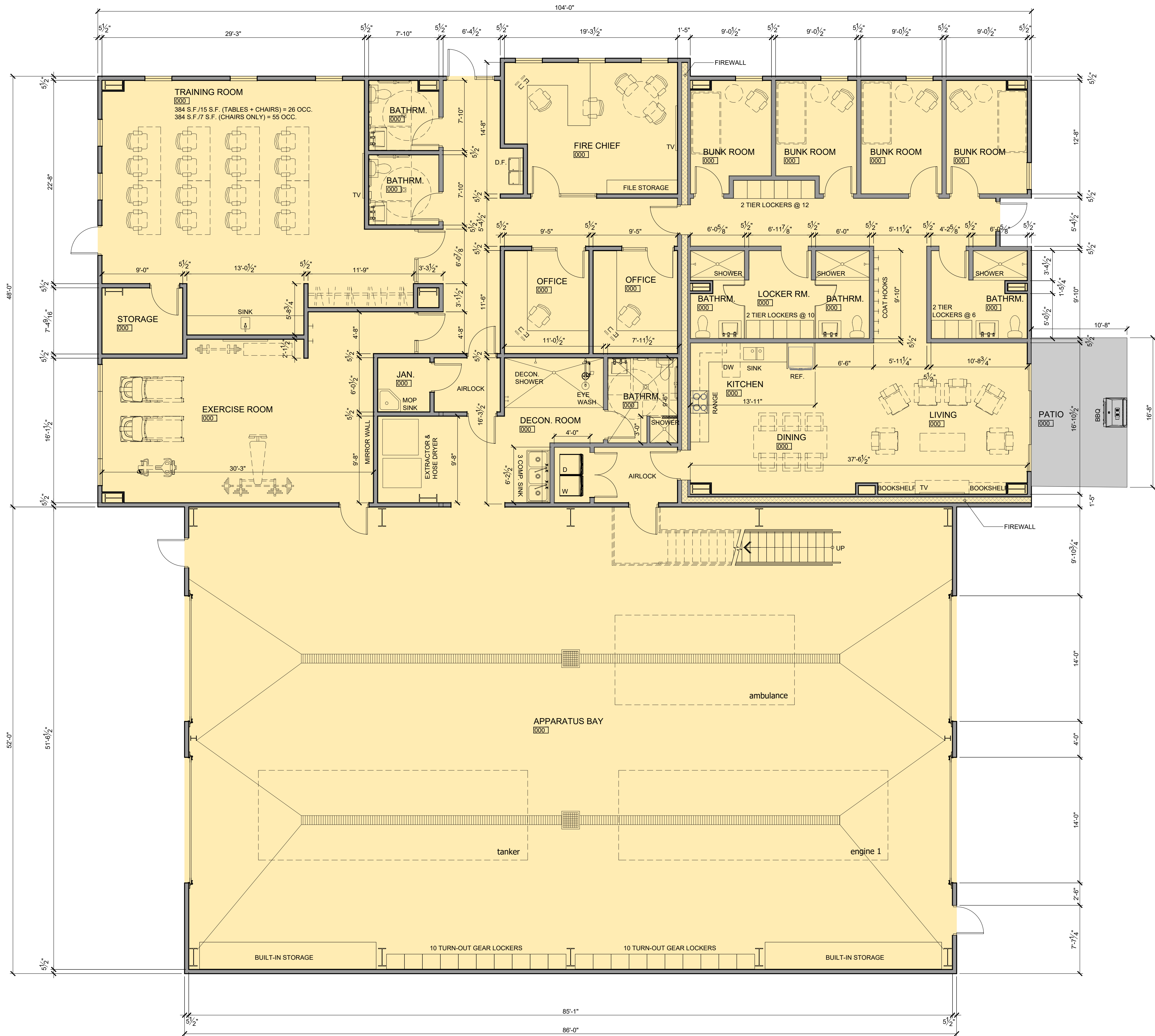
25-03

environmentarchitects

Site Diagram
####

call 320.960.1554
fax 320.491.5772
215 Washington Street Suite 1A
Lawrenceville, GA 30046
www.ea-arch.com

C1.1



FLOOR PLAN
SCALE: 3/16" = 1'-0"

ISSUES:	
DATE:	DESCRIPTION:
3-25-25	Preliminary
####	####
####	####
####	####
####	####
####	####
####	####
3/25/25	

PRELIMINARY
NOT FOR CONSTRUCTION
Mar. 25, 25

environmentalarchitects

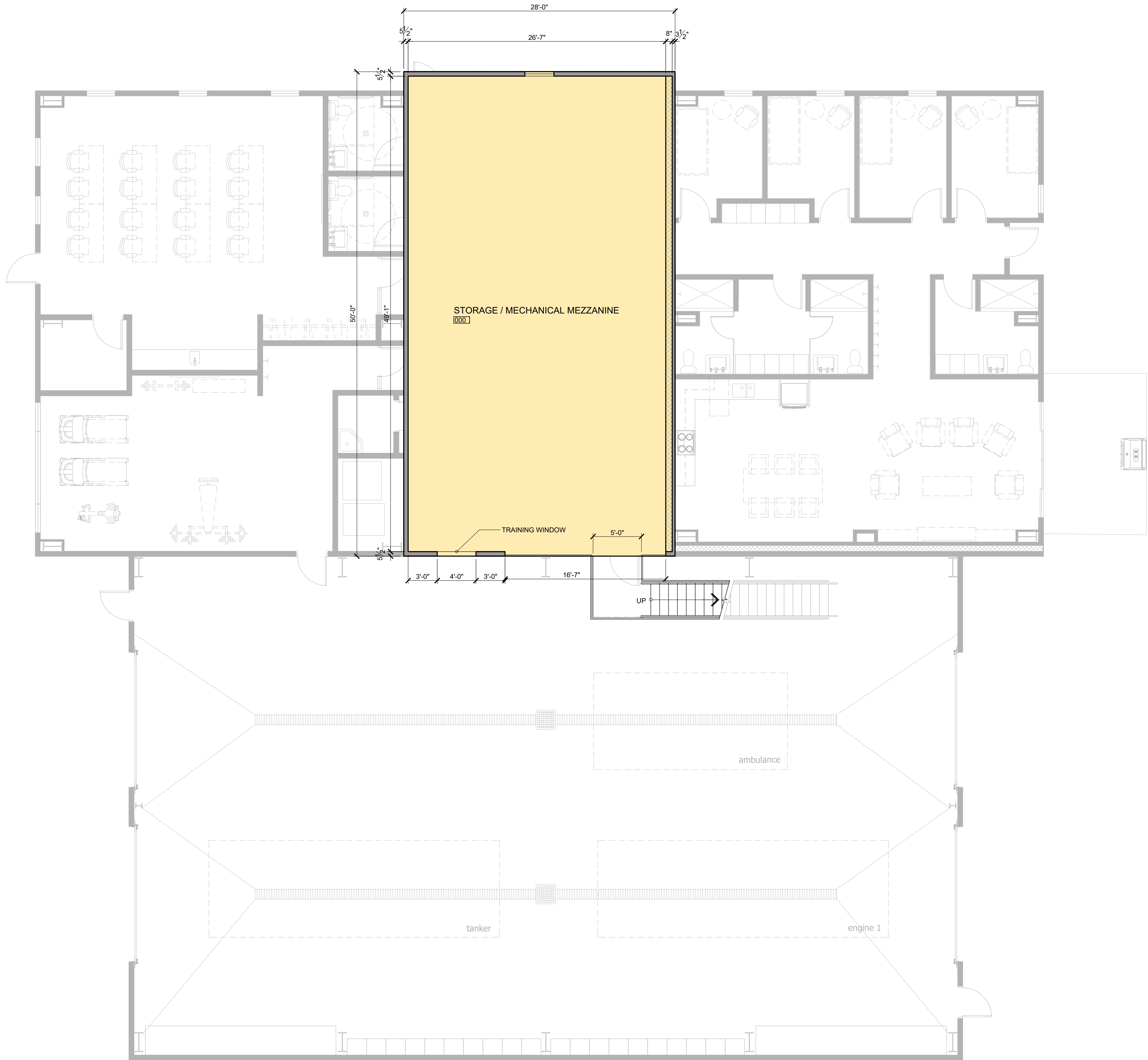
New Facility
Cedar Area Fire Station

25-03

Floor Plan

call 330.968.1916
fax 330.491.5772
10241 E CHERRY BEND
DENVER, CO 80231
www.ea-arch.com

A3.1



ISSUES:	
DATE:	DESCRIPTION:
3-25-25	Preliminary
###	###
###	###
###	###
###	###
###	###
###	###
###	###
###	###
3/25/25	

PRELIMINARY
NOT FOR CONSTRUCTION
Mar. 25, 25

environmentalarchitects

New Facility
Cedar Area Fire Station

25-03

Mezzanine Plan

call 503.460.1554
fax 503.461.5772
215 Washington Street Suite 1A
Seaside City, OR 97138
www.ea-arch.com

A3.2

MEZZANINE PLAN

SCALE: 3/16" = 1'-0"

NORTH ELEVATION 3D



NORTH EAST ELEVATION 3D



EAST ELEVATION 3D



ISSUES:	
DATE:	DESCRIPTION:
3-25-25	Preliminary
####	####
####	####
####	####
####	####
####	####
####	####
####	####
####	####
3/25/25	

PRELIMINARY
NOT FOR CONSTRUCTION
Mar. 25, 25

environmentalarchitects

New Facility
Cedar Area Fire Station

25-03

Exterior 3D
####

call 321.960.1554
fax 321.491.5772
215 Washington Street Suite 1A
Seaside City, CA 95684
www.ea-arch.com

A5.1

WEST ELEVATION 3D



SOUTH EAST ELEVATION 3D



BIRDS EYE VIEW 3D



ISSUES:	
DATE:	DESCRIPTION:
3-25-25	Preliminary
####	####
####	####
####	####
####	####
####	####
####	####
####	####
####	####
3/25/25	

PRELIMINARY
NOT FOR CONSTRUCTION
Mar. 25, 25

environmentarchitects

New Facility
Cedar Area Fire Station

25-03

Exterior 3D
####

call 331.960.1554
fax 331.491.5772
215 Washington Street, Suite 1A
Traverse City, MI 49684
www.ea-arch.com

A5.2