

Additional Check for Approval July 7, 2026

TDF II	\$1411.50
Western Washtenaw Recycling	\$600.00
DTE-electricity (May & June)	\$594.85
DTE-sirens (May & June)	\$109.56
Staples	\$209.51
DTE-BHLD	\$485.71
IVS	\$80.00
MRM Mowing	\$1760.00
Parhelion	\$424.00

Christina Smith

From: Hannah Firlit <Hannah.Firlit@ohm-advisors.com>
Sent: Tuesday, July 7, 2026 11:32 AM
To: Jacob Schaible; Christina Smith
Cc: MC Moritz; jojlaw@msn.com
Subject: C&S Lawncare - updated info

Hi Jacob and Christina,

C&S Lawncare has provided updated specs for the proposed lighting and they are in compliance with the ordinance. This was the only outstanding item for the special land use & minor site plan application and it has been resolved. Given this, item #2 on our recommended motion from the letter dated 6/24/26 can be removed.

In case it's helpful to have an updated recommended motion:

UPDATED RECOMMENDATION

Based on the above comments, we recommend that the Township Board approve the special use and minor site plan for C&S Lawncare, 3785 S Zeeb Road (parcel #M-13-10-300-014), based on the Planning Commission's recommendation of approval and findings of fact, and with the following conditions:

- 1. Township Board approval of existing vegetation on the south side of the existing driveway to serve as sufficient greenbelt for that portion for the property;*
- 2. Review and approval from all other applicable consultants, departments, and agencies.*

Let me know if you have any questions or need additional information.

Thank you,

HANNAH (SMITH) FIRLIT
SENIOR PLANNER

Lodi Township Board of Trustees

I hereby certify that the Lodi Township Board of Trustees
Policy to Appoint Members to Lodi Township Boards was
adopted by the Lodi Township Board of Trustees at its
Regular Meeting held on _____.

Christina M. Smith, Lodi Township Clerk

DATE

LODI TOWNSHIP

3755 PLEASANT LAKE ROAD ~ ANN ARBOR ~ MI 48103

Policy to Appoint Members to Township Boards

Purpose of Policy

This is a Board of Trustees (BOT) policy for making appointments so applicants are considered fairly, the township has the benefits from a diversity of perspectives with its committee members, the BOT has enough information to decide, and board/committee knowledge is retained through staggered terms.

Application of Policy

This policy applies to the following BOT appointments:

- Lodi Township Boards that are comprised entirely or primarily of members of the community.
- Nominees to new terms; re-appointments of appointed members to subsequent terms; and appointments to partial terms to fill vacancy created by resignation, BOT removal, or the member no longer meeting the requirements to hold the seat, or the death of a member.
- Township representatives to non-Lodi committees on which Lodi Township has one or more seats.

This policy does not apply to BOT appointments to Township committees that are comprised entirely of Township officers and/or staff members, e.g. Policy Committee.

Process for Appointment of Members to Township Committees

The Clerk or designee will:

- Keep the certificates of oaths, and other records of appointments to committee seats.
- Publish an open application form for the residents interested in applying to serve, while also keeping an updated list of current committees, members, and vacancies on the Township website that includes title and membership requirements, term length and start/end date, number of and requirements for filling seats and when to submit by to be considered.
- Distribute orientation materials with basic information about serving on the appointed board, to each new member.
- Issue and process the return of Township issued computers and processing all necessary paperwork, including any required for employment.

Information sharing: The Clerk or designee will first redact home address, email address, phone number or similar private information.

Expirations & Staggered Terms: Unless otherwise required or prohibited by statute, term or ordinance, the BOT shall standardize the expiration of all boards and committees to March 31. The current exception is the Board of Review which expires December 31 of even numbered

years. The BOT may establish initial terms that are less than the standard term as necessary to achieve and maintain this standardization. The BOT shall appoint (or approve for appointment) to staggered terms so that approximately the same number of seats expire each year. In the event of a vacancy, the opening shall be posted as described in Outreach below, applications shall be reviewed, and the appointment shall be placed on a BOT agenda in a timely manner.

For appointments to the Planning Commission:

The Supervisor shall appoint or re-appoint members to the Planning Commission (per section 125.3815 of the Michigan Planning Enabling Act 33 of 2008), subject to approval by majority vote of the BOT. The Supervisor shall provide the entire BOT with supporting information (applications, resumes etc) in advance.

For appointments to all other Boards and Committees: any BOT member may nominate a person for appointment or re-nominate a member to a subsequent term, that member should bring the appointment, including supporting information, to the BOT for action.

Notice to member whose term is expiring: At least 85 days prior to the expiration of each term, the Clerk or designee shall provide notice that the term is ending to the member whose term is expiring, the committee chairperson, and to the BOT. The Clerk or designee will ask that the committee member submit a letter of interest form, after submittal an acknowledgement will be sent to the applicant and to all BOT members. If an appointed member resigns prior to the end of their term, the member should notify the committee chairperson and the BOT as a whole in writing of their resignation, and the effective date of the resignation.

Engagement with member: The BOT encourages committee chairs to engage the member whose term is expiring in a discussion about the appointment. Current committee chairpersons are encouraged to provide the BOT information relevant to assist the BOT in making its decision, e.g. member attendance. If there are unaddressed issues with an incumbent committee member's performance, i.e., attendance, this is the time to communicate.

If the BOT does not approve the appointment of the nominee to the appointed Board, or if the candidate withdraws or is found to be ineligible, then the Township shall initiate the outreach as described below.

Outreach

At least 75 days prior to the expiration of each Board seat that's becoming vacant, the Clerk or designee will, at a minimum, post on Township website, door, and announce at regular BOT meetings, the upcoming openings of Appointed Board terms. The posting will include the deadline for submission, allowing at least 30 days from the date of posting for the public to apply.

All Township BOT members are encouraged to conduct outreach to encourage applications by volunteers to serve on Township committees.

Notification of appointments: As soon as practical after the appointment, the Clerk shall notify the selected person of their appointment, and schedule their swearing in (as applicable). The Clerk or designee shall also notify the people who were considered by the BOT, but not selected, of the BOT's decision; and the Clerk or designee may confirm their interests in future committee openings and share upcoming opportunities.

Policy Notes: If a committee charge created by motion or resolution conflicts with this policy, this policy shall control. This policy supersedes any existing policy to the extent it is inconsistent, incompatible, or contrary to this policy. This policy does not create a legal duty beyond the requirements of all applicable statutes and ordinances. A violation of this policy is a violation of Lodi Township only and does not create civil or criminal liability for the BOT or the Township.

**WASHTENAW COUNTY & LOCAL JURISDICTION
OBLIQUE IMAGERY AGREEMENT**

Local Jurisdiction Name: **Lodi Township**

This Agreement is entered into by and between Washtenaw County (the 'County') and the undersigned Township or City (the 'Participant'). The Participant agrees to purchase access to the EagleView Oblique Imagery product from the County for the period(s) below. Access is via Eagleview's ConnectExplorer web viewer. The product consists of the **April 2026 imagery** captured by Eagleview, as well as any earlier imagery displayed from Eagleview's inventory catalogue.

The Participant agrees to remit payment to the County in full within thirty (30) days of the issuance of an invoice. The invoice will be sent no earlier than April during each service period. Access requested during any of the four periods will incur the entire fee associated with that period.

The County is authorized to automatically bill the Participant for periods two (2) through four (4) of this Agreement, **unless** the Participant provides written notice to opt-out no less than sixty (60) days prior to the end date of the current period.

Service Period	Date Range	Imagery Resolution*	Annual Fee
Period 1	7/16/26 - 4/5/27	20.41% 3"	\$1,402.20
Period 2	4/6/27 - 4/5/28		\$1,797.05
Period 3	4/6/28 - 4/5/29	79.59% 6"	\$1,797.05
Period 4	4/6/29 - 4/6/30		\$1,797.05

Authorized Representative (Print): _____
Title

Participant Rep. Signature: _____

Date: _____

The above affirms that the local jurisdiction has approved funding for this product.

Please return this signed Agreement to:

Washtenaw County Equalization
 PO Box 8645
 Ann Arbor, MI 48107-8645

* The County's prorated cost for each Local Jurisdiction was determined with reference to two measurements: 1) the total area of that jurisdiction, and 2) the breakdown of imagery resolution within that area. The three-inch (3") resolution is a higher resolution, but Eagleview's cost to capture at that resolution is also greater. The County commissioned Eagleview to capture the totality of the *cities* at this higher resolution because of the density of their improvements (more buildings within a tighter area). By contrast, the cost to have captured the square *townships* at the same resolution would have been cost-prohibitive. Instead, for the (less dense) townships, we commissioned Eagleview to capture imagery using a lower six-inch (6") resolution, except where certain townships explicitly requested the higher resolution prior to the flight. Because of Eagleview's flight paths, limited portions of many townships were flown at the higher 3" resolution, where those areas directly abut the cities.



SALINE AREA FIRE AUTHORITY



10 YEAR STRATEGIC PLAN 2025-2035

As of July 1, 2026



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Mission and Vision

The vision of the Saline Area Fire Authority is to save lives and minimize property damage through the rapid response fire, medical, and rescue situations with well-trained and well-maintained personnel and equipment.

The mission of the Saline Area Fire Authority is to provide superior fire suppression, medical first response, rescue, and fire prevention services to the citizens and visitors of the Saline Area Fire Authority coverage area. The Authority will foster an environment that encourages employees to be their best through teamwork, training, and communications. We will also build public trust and support by engaging the community through education, outreach, and compassion.

Scope of Emergency Services

The services provided by the SAFA include fire response, emergency medical response in partnership with Huron Valley Ambulance (HVA), and rescue services as defined in X.

Strategic Planning Approach

This report is the combined work of the Saline Area Fire Authority (SAFA) staff and board.

Fundamental to this strategic plan is the incorporation of stakeholder input through engagement of the four (4) municipalities who are members of the Saline Area Fire Authority (as of DATE, the Saline Area Fire Authority), unwavering commitment to our mission and vision, and close attention to the impact this plan has on the communities we serve.

In developing the report, the SAFA relied upon data from various sources including insights from the SAFA's professional fire fighters (emergency responders) and Authority leadership, the SAFA's own 2024 risk assessment, the International Fire Code, ISO, the National Fire Protection Association (NFPA), and a 2025 fire service report commissioned by one of the SAFA members (City of Saline –Center for Public Safety Management (CPSM)).

Professional fire service members working on this report have well over 100 years combined service in public safety, with professional degrees in regional and national homeland security, fire science, and public safety. SAFA board members have extensive service in local government, risk management and mitigation, finance, entrepreneurship, human resources, manufacturing, farming, and other backgrounds.

The SAFA Board relies upon and appreciates the professional experience and judgment of the professional fire service members. Therefore, the initial draft strategic plan was developed by the Fire Chief in consultation with the board and the board's strategic planning committee.



Thereafter, the board met to review and finalize the strategic plan. The final version of this strategic plan was approved by the board on July 1, 2026.

References to “Saline Area Fire Authority” reflect the new entity established by the four (4) municipalities on April 28, 2026. References to “Saline Area Fire Department” reflect the prior form or organization prior to April 28, 2026.

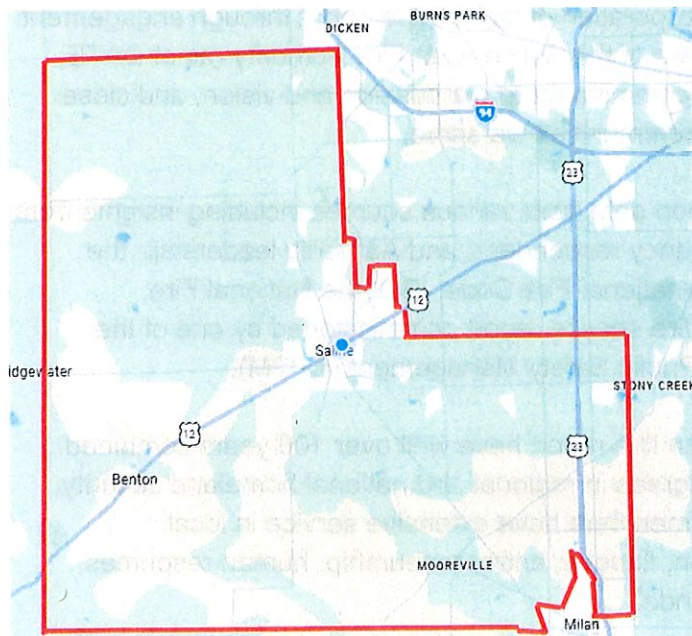
Form of Organization and Governance

The Board and Authority are governed by the Articles of Incorporation for the Authority, as adopted by the four (4) founding municipalities on April 28, 2026. The Authority’s Articles of Incorporation replace the previous Interlocal agreement that was established in 1976 with amendments in 1987, 2003, and restated agreement in April of 2024.

The Saline Area Fire Authority is governed by a nine (9) member board with two (2) representatives from each municipality and one (1) at-large member.

Service Territory and Demographics

The Saline Area Fire Authority covers approximately 109 square miles, serving the City of Saline, Saline Township, Lodi Township, York Township.



The 109 square miles consist of nearly 69,446 acres of land with around 27,000 residents in both urban and rural settings. Located within those 109 square miles are over 300 miles of road including a 2 lane U.S. highway, (US12), a four-lane divided highway (US23) a river, multiple



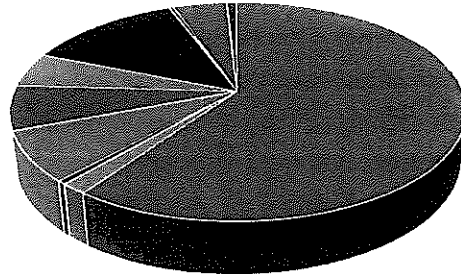
commercial and industrial complexes, government facilities, and multiple water storage and wastewater facilities.

The median age of the four municipalities is estimated to be 44.2 years old. The median household income of the four municipalities is estimated at \$102,570.25

The estimated real and personal (SEV) in the Fire District is \$2,143,327,154 with an estimated taxable value of \$1,670,213,825 (as of December 31, 2026)

The district is growing at a rapid pace with an addition of a hotel, multiple expansions of commercial and industrial buildings, and new construction of over a couple hundred homes in the last 3 years with a few more hundred planned in the next year or two.

Occupancy type



- 1-Family
- 2-Family
- 3-Family
- Apartments
- Mobile Homes
- Town Houses
- Condominiums
- Churches
- Schools
- Businesses
- Hospital/EVH/Legion
- Gov't/Misc. Exempt

2021 Department Assessment and Action Taken

Chief Jason Sperle was hired to lead SAFD in 2021. He conducted a preliminary analysis of the fire department and reported the following to the Board:

- Instances of unsafe working conditions, deferred equipment repair and maintenance, and equipment unsafe to operate. Among the findings were dry rotted tires; ripped, torn, and improperly sized turnout gear; improperly sized SCBA mask; broken or damaged ladders; and trucks that did not function properly. Required DOT inspections and ladder testing had not been completed in previous years.
- Issues with compensation practices. Members of the fire department were not typically paid to come back on calls or for attending training. Staff were being recruited by



neighboring departments leading to concerns that retention of employees was not sustainable under the pay structure in place at the time. In 2021 the Saline Area Fire Department was paying 26% less than the others in the county.

- Heavy reliance on mutual aid, resulting in inadequate staffing levels and equipment below levels needed to sustain regular operational capability.

Many of these concerns were addressed through increases to the budget, prioritization of safety concerns, and leadership. A turnout gear replacement plan was established to buy a few sets of turnouts every year to keep staff safe without having all of the gear expiring at the same time. Yearly DOT, ladder, and hose testing are completed annually. Maintenance is no longer deferred.

Significantly, starting in 2021 the SAFD leadership and board began a conversation about funding levels, funding models, and cost allocation with the goal of achieving a sustainable budget for the department consistent with its mission and operational footprint.

- The annual process of determining the budget and funding the budget has become more complicated over time and with higher operational and capital costs.
- The four (4) municipalities indicated their interest in finding a fair, stable, and equitable solution for both funding model and cost allocation.
- SAFD discussed the possibility of going for a millage and learned that under the current law at that time, the Saline Area Fire Department was unable to levy taxes due to its form of organization (interlocal agreement --- instead of an authority).
- The four (4) municipalities making up the SAFD indicated their interest in finding a way to raise a millage for the SAFD as an entity. This led to conversations about establishing an authority, and important advocacy for a change in Michigan law to enable an organization like the SAFD to become an authority.
- Additional benefits of becoming an authority include the ability to apply for certain grants and funding opportunities that SAFD is not eligible to pursue under its current form of organization (interlocal agreement).

Chief Sperle worked with legislators to write a bill, testified in the Michigan House and Senate, and worked with State Representative Brabec to ultimately get the bill passed, allowing the Saline Area Fire Department to become a Fire Authority. With the passing of Public Act 64 of 2024, the Saline Area Fire Department became eligible to convert to an Authority.

Creating the Saline Area Fire Authority

As of October of 2025, all four (4) municipalities agreed to pursue creation of a fire authority. The SAFD Board voted to become a fire authority and sent the Articles of Incorporation to the four (4) municipalities for their approval. The final municipality vote of approval occurred on April 28, 2026. This became the effective date of the creation of the Saline Area Fire Authority. Per statute, the process of converting to the Authority will be completed on October 25, 2026.



Considerations. A Fire Authority will:

- Enable the SAFA to qualify for more grant opportunities not available to it under the current interlocal agreement;
- Create a more stable governing structure reflecting the aligned interests of the four (4) municipalities, and simplifies structure, governance, and decision making;
- Simplify adoption and administration of a single fire code,
- Simplify communications with the public, and enables the public to provide direct feedback to the fire authority in the form of the millage proposal and vote,
- Expand options for funding model from to including the ability to levy bonds and taxes if needed;
- Preserve SAFA's ability to adjust allocation model (currently based on adjusted taxable value) if needed;
- Enhance SAFA's flexibility to adapt operations to meet local needs as the Saline area continues to grow and develop;
- Enhance long-term planning through mutual cooperation and aligned interest;
- Ensure continued local governance with appropriate checks and balances,
- Maintain operational footprint without disruption to day-to-day operations,
- Simplify the municipalities' books by removing fire Authority cost and pension (OPEB) off the municipal balance sheets,
- Enable adoption of most appropriate funding/allocation models,
- Preserve equal representation on the fire board,
- Maintain municipality control over appointment of fire board representatives.

After careful consideration, the SAFD Board determined that it is in the best interest of the fire service to become an authority. The SAFA was created on April 28, 2026, and the transition from department to authority will be completed on October 25, 2026.

It is important to remember that creation of an authority means the form of organization changes. However, decisions about the funding model (how funds are raised to meet Authority needs) and about the allocation model (how costs are allocated) remain the responsibility of the SAFA board, whose representatives are appointed by the municipalities.

- Funding models include the current state, where municipalities each determine their own method of funding their portion of the fire Authority's operational and capital budgets, as well as the possibility of fire Authority millage.
- Allocation models include the current method of allocating based on adjusted taxable value, but under if a millage is raised, that allocation approach will no longer be needed.



Funding Model

The four (4) municipalities could continue to fund the fire Authority as they do today (from a local emergency service millage and/or from general fund). This has been a cumbersome approach.

As an alternative, the four (4) municipalities have agreed to put a millage on their 2026 November ballots as a combined municipality millage, maintaining a schedule of renewal on an even year cycle during the November election only per Michigan tax law. The SAFA board and the four (4) municipalities agree this is a more stable funding model for the fire service, although it also presents challenges that will need to be recognized and managed. After careful consideration, the SAFA Board and four (4) member municipalities have agreed that a millage provides better insight into future funding, enables improved long-term planning, and enhances the stability of the Authority's operations. This in turn enhances the public's confidence in the Authority's ability to fulfill its mission.

After careful consideration, the SAFA Board has determined that it is in the best interest of the fire service to move to a millage as the main source of funding for the Authority.

Contingency Plans. If a millage is not achieved, then funding will be provided by the municipalities as they each see fit, and cost allocation will continue to be made using the current model where costs are allocated based on adjusted taxable value. Municipalities may be able to use Public Act 33 to establish a special fire district tax to provide fire protection to the district.

- To determine the amount each municipality would contribute under the adjusted taxable value, the Fire Board would approve a budget and that amount would be divided among the four (4) entities based on their percentage of the total adjusted taxable value of the area covered by the Saline Area Fire Authority.
- The adjusted taxable value of all four units will be added together to provide a total adjusted taxable value, then the adjusted taxable value of each entity will be divided into the total to determine their percentage of the budget.

It is also suggested that if a millage doesn't pass the board set a number of 2.98 taxable value to fund the Authority. By doing this it secures funding for the Authority and allows each municipality to decide how they want to fund their portion. (Act 33, Millage, General fund, Combination of multiple)

Donations and Gifts

In addition to traditional funding sources, the Authority welcomes financial support through donations, gifts, and grant contributions from community partners, organizations, and supporters. These contributions play a vital role in enhancing our capacity to deliver on strategic priorities and may accelerate the implementation of planned initiatives.



- Supplemental Funding Impact: Donations and gifts may allow for earlier execution of projects originally scheduled for later phases, particularly those related to equipment upgrades, facility improvements, training programs, or community outreach.
- Responsive Planning: The strategic plan remains flexible to accommodate opportunities that arise from unexpected or time-sensitive contributions. When appropriate, timelines and resource allocations will be adjusted to maximize the impact of these donations. Any such adjustments in timelines and resources will be reviewed with and approved by the SAFA board.
- Transparency and Stewardship: All community contributions will be acknowledged and managed with transparency, ensuring alignment with organizational values and strategic goals.
- Governance Process: Donations and gifts will be presented to the SAFA board for review and acceptance, and use of such donations and gifts will be reviewed and approved by the SAFA board.

In its June 3, 2026, SAFA meeting, the SAFA board accepted the following a donation of cash and equipment from Related Digital in the amount of \$7M and approved use of the funds and equipment as recommended by the Fire Chief. In the same meeting, the SAFA accepted the donation of equipment from Jupiter Power Company, with approximate value of \$500,000.

Please see Appendix a for the Operations and Capital Plan Multi-Year Financial Impact Assessment.



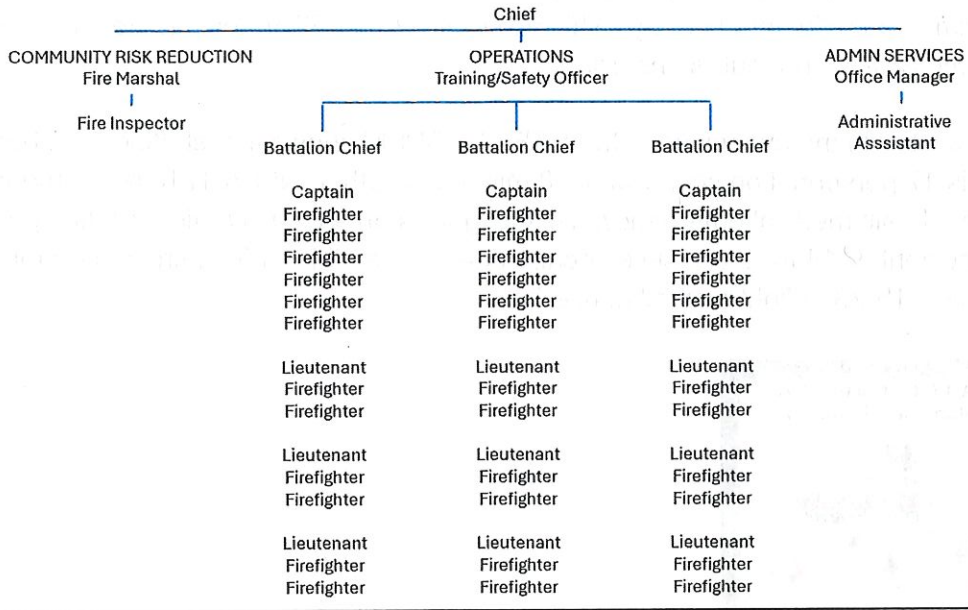
Strategic Pillars

This strategic plan addresses eight (8) Strategic Pillars necessary for current and future success of the fire Authority.





RECCOMENDED NFPA 1710 MIMIMUM STAFFING CHART



The above chart represents what an NFPA minimum staffing would look like for the Saline Area Fire Authority to meet industry recommended standards. While it is unlikely that the Authority will meet this goal in the next 10 years the Authority will add staff as adequately as possible providing fiscal responsibility and overall safety of its citizens and employees.

Staff Development and Retention Local fire Authorities are offering employment to candidates with no experience with a commitment to provide on-the-job training. Local fire Authorities are also offering lateral transfers. Neighboring Authorities in the area also offer pensions, tuition reimbursement, educational bonuses, free uniforms, promotional growth opportunities, and employee assistance programs. SAFA is not competitive in these areas. In addition, our lack of up-to-date equipment, training, and apparatus makes it difficult to retain employees in today's job climate.

If SAFA fails at employee retention, we can easily lose employees to neighboring Authorities. This will cost the Authority more money in the long run as recruitment and hiring takes a toll on the overtime and equipment budgets. The Authority needs to budget and provide a competitive wage, good healthcare, and retirement benefits for the competitive market.

After careful consideration, the SAFA Board determined in 2025 that it is in the best interest of the fire service to accept the fire chief's recommendation regarding a 16-person staffing level, with a minimum of 13, in order to support the Authority's mission and operational targets. This target was used to create the 2025-2026 operating budget and long-term funding plans.



Pillar Two: Mutual Aid

Mutual Aid is often the response to the staffing levels, but due to persistent use of this concept in staffing and capital (equipment) decisions across the region, there has been an over-reliance on the concept to support ordinary operations (vs. special “high risk” events requiring extensive support). The word “Mutual” is being overlooked. For mutual aid to work effectively, each municipality would have to have adequate equipment and personnel. Trends across the fire service, and specifically in Michigan, have been to supplement staffing through neighboring Authorities. The outcome has been to rely on neighboring Authorities to supplement staff when needed. This has left many Authorities short-staffed across the region and leaving large areas uncovered to respond to a small emergency that should be able to be handled by the local jurisdiction.

Mutual aid should be used when the incident elevates to a larger scale than that of what the Authority can handle. Based on NFPA 1710 numbers, at the present time, based on current staffing and equipment, the Saline Area Fire Authority must rely on mutual aid for every fire.

NFPA 1710 also states that a low hazard, small house fire should have 4 firefighters arrive on scene within 4 minutes of the emergency, with a full alarm of 17 firefighters on scene within 8 minutes. Not accounting for call time, dispatch time, or turnout time, SAFA cannot achieve that standard under the current conditions.

(Below example is If the call was at the fire station 205 E. Michigan Ave.)

Department	Address	Time	Miles	FF
Saline Area Fire Dept.	205 E. Michigan Ave. Saline, MI	0	0	3
Pittsfield Twp Sta. 1	6227 W. Michigan Ave. Ann Arbor, MI	8	4.4	2
Pittsfield Twp Sta. 3	705 W. Ellsworth Rd. Ann Arbor, MI	11	5.7	2
Ann Arbor Station 6	1881 Briarwood Cr. Ann Arbor, MI	13	6.7	3
Milan Area Fire Dept	45 Wabash St. Milan, MI	14	8	2
Pittsfield Twp. Sta. 2	4345 E. Ellsworth Rd. Ypsilanti, MI	15	8.1	2
Clinton	102 Jackson St. Clinton, MI	16	12.2	2
Ann Arbor Station 4	2415 S. Huron Pkwy. Ann Arbor, MI	16	8.3	3
Ypsilanti Township #3	20 S. Hewitt Rd. Ypsilanti, MI	17	8.7	2
Augusta Township	10093 Whittaker Rd. Ypsilanti, MI	19	11.1	2
Scio Township	1055 N. Zeeb Rd. Ann Arbor, MI	20	11.6	4
Ypsilanti City	525 W. Michigan Ave. Ypsilanti, MI	20	9.7	5
Ridgeway Township	103 W. Chicago Rd. Britton, MI	21	14.8	2
Manchester	275 S. Macomb St. Manchester, MI	22	14.6	2
Ann Arbor Downtown	111 N. 5th Ave. Ann Arbor, MI	22	9.4	5
Dexter Area Sta. 1	8140 Main St. Dexter, MI	26	14.7	2
Dexter Area Sta. 3	5775 Webster Church Rd. Dexter, MI	27	15.9	1
Dundee Fire Dept	820 Dundee Azalia Rd. Dundee, MI	27	20.3	2
Tecumseh Fire Dept.	101 E. Russell Rd. Tecumseh, MI	27	18.1	2
Raisin Township	5525 S. Occidental Hwy. Tecumseh, MI	29	21.4	2
Chelsea Area Fire	200 W. Middle St. Chelsea, MI	30	22.3	4
Dexter Area Sta. 2	12514 N. Territorial Dexter, MI	26	21.5	1

Red = At 8 mins SAFA achieves 4 min staffing but should have 15 firefighters at that mark.

Yellow = Only if all POC Authorities had 2 covering the station and not on other calls.



Green= Only if all full-time Authorities are not on other calls. (Highly unlikely)

After careful consideration, the SAFA Board has determined that it is in the best interest of the fire service to accept the fire chief's recommendation regarding how and when the SAFA should plan to use mutual aid to support the SAFA's operational needs. In addition, the SAFA Board agreed on June 3, 2026, that the SAFA should continue mutual aid practices in adjoining service areas including the portion of York Township that is presently served by the Milan Area Fire Department (but noticed to join the SAFA in July 2027).

Pillar Three: EMS

SAFA responds to many emergency calls providing medical care to its residents. Traditionally, the fire Authority arrives well before the transporting ambulance and provides emergency help quickly.

Washtenaw County Advanced Life Support (ALS) transport is provided by Huron Valley Ambulance (HVA). Currently, SAFA has a great working relationship with HVA and houses an Echo unit in the fire station. The Echo unit provides one (1) paramedic who can respond with the fire Authority to reduce response times and provide lifesaving medications when needed. In addition, the HVA Echo unit reduces SAFA call volumes by handling many non-high priority calls on their own. Also, the Echo paramedic can utilize SAFA to drive the ambulance to the hospital in critical situations, allowing for faster, more efficient care.

Currently, SAFA has had minimal issues with wait times for EMS services, largely due to the presence of the Echo unit in the SAFA fire station. Surrounding Authorities have experienced extensive wait times for EMS services. Countywide, the trend is towards Fire Authority based ambulance services in service areas that are close to hospitals.

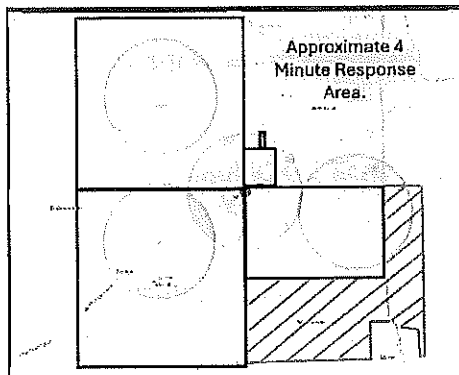
The SAFA Board has reviewed the current arrangement with Huron Valley Ambulance (HVA) who provides emergency medical services across the county. The SAFA board has determined that it is in the best interest of the fire service maintain the current arrangement, while monitoring the county and its relationship with HVA to plan for the future.



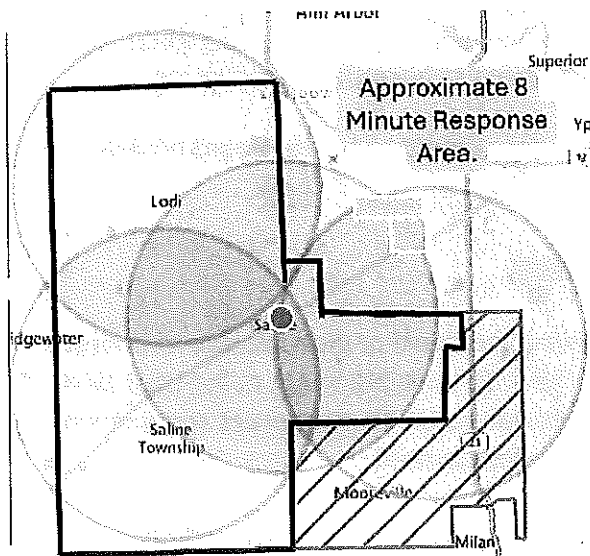
Pillar Four: Response Times

NFPA 1710 as well as ISO recommends four (4) firefighters arrive on scene within the first four (4) minutes after the call has been received at the fire station and firefighters leave the station.

The four (4) minute response map below is based on the minimum amount of time the firefighters require today to reach incident locations within the blue circles after leaving the fire station. It takes longer for the Fire Authority to reach locations outside the blue circles. (The red dashed area will be serviced by the Authority Starting July, 1 2027.



Realistically, SAFA operates under an eight (8) minute response time for much of the service territory today. This is double what ISO recommends for life safety and property protection.



Additional stations should be added to reduce response times to better align with NFPA and ISO recommendations. Currently, parts of the City do not meet this response time and only a small area within the townships are meeting this mark.



After considerable discussion and analysis, the SAFA Board has determined it is in the best interest of our community to establish a four (4) minute response time for the majority of the area serviced by the Authority. It will take several years to meet this goal and it will require the addition of sub-stations, equipment, and staff. Appendix X provides the implied financials associated with this strategic plan for the fiscal years FY2027-FY2046.

Pillar Five: Risk Mitigation

During the course of our risk mitigation and Steering Committee meetings, SAFA conducted a comprehensive evaluation of multiple organizational risks. Each identified risk was thoroughly assessed and will be addressed through targeted mitigation strategies.

The primary risks and risk mitigation actions identified by SAFA in 2024 and affirmed throughout 2025 and 2026 include:

- Development of a Capital Investment Plan to support long-term infrastructure and resource needs Implementation of robust financial management practices to ensure fiscal sustainability (ongoing)
- Transition to a revised funding model aligned with strategic objectives (adopted in 2025 for the 2025-2026 budget cycle)
- Enhancement of governance processes and practices to improve oversight and accountability (ongoing)
- Optimization of operational and budgetary processes for greater efficiency (ongoing)
- Assurance of full compliance with applicable policies and legal regulations (ongoing)
- Formal adoption of a strategic plan by the Fire Board to guide future initiatives

Please see Appendix B for the full 2024 risk mitigation plan (updated by the Board on July 1, 2026).

Pillar Six: Asset Management -- Revolving Fleet Fund

The Saline Area Fire Authority does not have a revolving fleet fund or plan in place to address aging equipment. The current budget does not allow for long-term planning. In the past, while the trucks aged with outdated technology, the SAFA did not adopt an equipment replacement plan nor set money aside to fund necessary equipment replacement.

During 2024-2025, the SAFD board recognized that Many of the apparatus are getting old and outdated and should be replaced; 6 of 10 are past due for replacement while 3 of 10 are due for replacement in the next 5 years. Currently the fleet status is as follows:

- All fleet included: Average life is 14.3
- Large Apparatus: Average life is 19.6
- Small Apparatus: Average life is 9 years



Apparatus	Year	Age	Years left	Replace year	Approx. cost
Engine 1	2021	05	15	2041	1.2 Million
Engine 2	2003	23	Past	Past Due	1.2 Million
Tanker 1	2010	16	04	2030	1.5 Million
Tanker 2	1997	29	Past	Past Due	1.5 Million
Rescue 1	2001	25	Past	Past Due	1.1 Million
Brush 1	2020	06	04	2030	75,000
Brush 2	2013	13	Past	Past Due	40,000
Utility 1	2015	11	Past	Past Due	65,000
Utility 2	2012	14	Past	Past Due	65,000
Utility 3	2025	01	04	2030	65,000
Tower 1	N/A	N/A	N/A	2027	2.5 Million

Removing the 2025 Traverse Makes the Whole fleet 17.1 and the small fleet 11
 A donation of a 2026 Tahoe has been accepted but is not yet in service awaiting upfitting. Expected in-service 4Q 2026

National Fire Protection Association (NFPA) recommends that front line trucks be used for no more than 20 years (10 years as a front line apparatus, 10 years as a reserve apparatus). NFPA recommends that any apparatus reaching the 25-year mark should be removed from service regardless of its condition.

The SAFA board recommends that the Saline Area Fire Authority establish a revolving fleet fund to replace existing frontline apparatus every 10 years for large apparatus and 5 years for the smaller apparatus. At the 10-year mark, a refurbishment should be done to address safety concerns or issues and then that apparatus should be put into reserve status. The smaller apparatus should be put into a motor pool from 5 to 10 years and sold after the 10-year mark.

As SAFA receives donated equipment in future, the revolving fleet fund amount should be adjusted to prepare for eventual replacement of these additional apparatus. The SAFA should seek to have this adjustment in the revolving fleet fund contributed by the donor of the equipment wherever possible.

The revolving fleet fund should be managed to address the entire fleet in a disciplined planned manner over time.

Pillar Seven: Financial Stewardship

The first priority for SAFA is to property fund operations (staffing, equipment, stations) at a level that supports the operational objectives of the Authority. This includes responsible financial management practices, competitive compensation, and a revolving fund for equipment and stations, including maintenance.

In addition, the SAFA’s OPEB or (“Other Post-Employment Benefits”) obligations are underfunded and remain a topic of concern for auditors. The funding requirement has increased in recent years. More money needs to be put into the fund to properly fund the account. While there is a state-approved plan in place to maintain current funding (effectively a “pass” on



funding the current gap) the Authority would benefit from increasing funding – thereby reducing the gap between current requirement and current funding amount.

Pillar Eight: Stations

The Saline Area Fire Authority currently operates out of one (1) fire station located at 205 E. Michigan Ave. in the City of Saline, Michigan.

Current Station. The building was originally built in 1969 at a time when the fire department was entirely volunteer operated and not staffed at all hours. Today's municipal and government buildings are typically built on a 50-year growth projection with the life expectancy being the same 50-year period. The building was expanded with the addition of 2 apparatus bays in 1991, and the department remodeled the designated kitchen area a few years ago. The current station has not been updated with the needs of the Authority today or for future growth. The budget does not provide the funding to properly repair all the issues needed with the current building.

- The roof has had multiple leaks and has multiple temporary fixes in the form of patches. A new roof is needed for the building in the very near future.
- Upgrades are needed for vehicle exhaust removal system replacement to ensure compliance with occupational health and safety standards
- Upgrades are needed for the emergency generator
- The concrete apron, concrete sidewalk, and the parking lot need to be replaced
- The HVAC system needs a complete overhaul to properly and equally heat and cool the building

Additional sub-stations and/or stations. As funding becomes available to add stations, the Authority should add sub-stations or stations at strategic locations chosen to maximize operational impact and effectiveness. As part of its decision-making process regarding building or renovating stations, SAFA Board will consider criteria such as the operational footprint in comparison to community need, population growth and shifts, mix of occupancy (residential, commercial, industrial, other) and other relevant considerations.



Summary of Recommendations

The SAFA board has already determined it is in the best interest of the fire service to become an authority. This brings operational, governance, and funding benefits as described earlier in this strategic plan.

Stabilize Funding

After careful consideration, the SAFA Board has also determined that it is in the best interest of the fire service to move to a millage as the main source of funding for the Authority. A millage will require one (1) vote throughout the fire district instead of having four (4) separate votes decisions at the municipality level. Further, if passed, the millage will replace the current individual funding by the four (4) municipalities thereby relieving each municipality's general fund and/or local tax requests through reduction or elimination of its local emergency service millage.

Millage

The SAFA Board has determined that a millage at a rate of 2.98 for 10 years should be established to fund the Authority. A larger amount is needed based on long-term funding models as some years would require close to or over 4 mills for funding. This funding does not bring the Authority to national standards, but it would start stabilizing the Authority financially.

Staffing and Stations

The SAFA Board has accepted the objective of seeking to meet NFPA 1710 as closely as possible within the funding target of 2.98 mills. This means the Authority will operate with a 16-person staffing level in an attempt to reach NFPA 1710 standards, eventually working out of four (4) stations with a minimum of 13 firefighters plus a fire marshal, a fire chief, and an office manager, all while trying to achieve the NFPA recommendation of a 17-person minimum staffing level.

In addition, to meet operational needs, each station should have two (2) fire apparatus along with a utility vehicle. The Authority should maintain flexibility in configuring the location of its and personnel based on changing community needs.

CPSM stated in their evaluation of the SAFD that staffing for a basic structure fire falls well below National Standards. NFPA recommends 17 personnel on scene within 8 minutes of a basic structure fire. With travel distances for mutual aid departments exceeding NFPA time standards in the majority of the Saline Area Fire Authority response district, staffing of 17 should be achieved whenever possible, with reliance on mutual aid for higher hazard calls such as medium and large home structure fires, and commercial and industrial properties.



The CPSM study recommends a substation or station be placed in the Western district soon, and that the current station has 6 staff per day. The CPSM study does not address stations in Lodi and York Townships as the study was geared towards the City of Saline's needs. With extended response times to those townships, additional stations should be added to both Lodi and York townships resulting in a sub-station or station in all four municipalities.

Based on current and forecasted needs, and the target to get as close to NFPA 1710 as we can with reasonable funding, it is envisioned that the Authority will operate as follows by 2034

- City Station= 4 Staff, 1 Tower, 1 Rescue, 1 Utility (EMS) 1 Battalion, 1 Brush, 1 Reserve Engine
- Sub Station= 2 Staff, 1 Engine, 1 Tanker, 1 Utility (EMS) 1 ATV (Ranger)
- Sub Station= 2 Staff, 1 Engine, 1 Tanker, 1 Utility (EMS) 1 ATV (Ranger)
- Sub Station= 2 Staff, 1 Engine, 1 Tanker, 1 Utility (EMS) 1 ATV (Ranger)
- (The above plan would require adding 1 Tower, 1 Reserve Engine, 3 Utilities, and 2 ATV)
- (The above equipment placement or need may change depending on when and where stations are built.)



Financial Model/Forecast

Next Steps.

It takes time to identify, assess, plan, and construct a fire station. Therefore, SAFA should plan for the future.

- Engineering cost -- Funds should be budgeted for in the next fiscal year to provide funding for the engineering of a future substation.
- Land acquisition -- The Saline Area Fire Authority should seek to acquire land in Lodi, York, and Saline townships for future stations. Land will only be more expensive as the area grows. Buying land now will save money in the future. Having a station planned in all 4 municipalities will reduce the response times. While the reality of building multiple stations may be many years away, land should be purchased soon for future planning.



Implementation

	Target	2026	2027	2028	2029	2030
NFPA 1710 Standards met	Yes	No	No	No	No	No
# Stations	3-4	1	1	2	2	2
Daily Staffing	17 (10)	5	5	5	6	6
Chief	1	1	1	1	1	1
Fire Marshal	1	1	1	1	1	1
Office Manager	1	1	1	1	1	1
Training Officer	1	Embedded	Embedded	1	1	1
Ave Rig Replacement	10 years large, 5 years small					
Mills		2.98				

Based on current and forecasted needs, and the target to get as close to NFPA 1710 as we can with reasonable funding, it is envisioned that the Authority will operate as follows by 2034:

- City Station= 4 Staff, 1 Tower, 1 Rescue, 1 Utility (EMS) 1 Battalion, 1 Brush, 1 Reserve Engine
- Sub Station= 2 Staff, 1 Engine, 1 Tanker, 1 Utility (EMS) 1 ATV (Ranger)
- Sub Station= 2 Staff, 1 Tanker, 1 Utility (EMS) 1 ATV (Ranger)
- Sub Station= 2 Staff, 1 Tanker, 1 Utility (EMS) 1 ATV (Ranger)
- (The above plan would require adding 1 Tower, 1 Reserve Engine, 3 Utilities, and 2 ATV)
- (The above equipment placement or need may change depending on when and where stations are built.)



APPENDIX A

SALA Operations and Capital Plan Multi-Year Financial Impact Assessment	Build Station 2		Staffing Station 2		Build Station 3		Renovate Station 1		Build Station 4		
	See note 9	See note 9	See note 10	See note 11	See note 12	See note 12	See note 12	See note 12	See note 12	See note 12	
FINANCIAL PROJECTIONS	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	
Total Asset Taxable Value	\$ 2,187,966,604	\$ 2,233,896,302	\$ 2,281,203,161	\$ 2,330,839,256	\$ 2,482,394,434	\$ 2,636,441,367	\$ 2,812,324,629	\$ 2,990,510,646	\$ 3,172,324,629	\$ 3,358,324,629	\$ 3,546,324,629
Millage Rate	2.98	2.98	2.98	2.98	2.98	2.98	2.98	2.98	2.98	2.98	2.98
Millage Revenue (Note 1)	\$ 6,520,110	\$ 6,715,713	\$ 6,917,185	\$ 7,124,700	\$ 7,338,441	\$ 7,558,934	\$ 7,785,392	\$ 8,018,913	\$ 8,259,490	\$ 8,507,265	\$ 8,762,144
Other Revenue (Note 2) Donation	\$ 2,000,000	\$ 4,529,426	\$ 1,912,143	\$ 3,885,041	\$ 5,911,253	\$ 2,861,985	\$ 3,916,438	\$ 270,594	\$ 919,565	\$ 3,594,833	\$ 3,594,833
Previous Year Balance Transfer	\$ 8,620,110	\$ 11,245,529	\$ 4,829,529	\$ 41,009,741	\$ 13,249,694	\$ 10,440,590	\$ 11,701,790	\$ 8,289,506	\$ 9,179,046	\$ 12,002,417	\$ 12,002,417
Total Annual Revenue	\$ 17,228,130	\$ 23,206,268	\$ 25,576,633	\$ 28,269,720	\$ 32,038,770	\$ 36,486,987	\$ 41,746,515	\$ 47,746,515	\$ 53,746,515	\$ 59,746,515	\$ 65,746,515
Operating Costs (Note 3)	\$ 3,284,613	\$ 3,284,613	\$ 3,518,773	\$ 3,641,630	\$ 3,769,388	\$ 3,901,327	\$ 4,037,673	\$ 4,179,199	\$ 4,325,471	\$ 4,475,622	\$ 4,629,652
Total Daily Staffing (Note 7)	5	5	6	6	6	6	6	6	6	6	6
Added Number of Staffing (Note 5)			3	0	0	0	0	0	0	0	0
New Staff Growth (Note 6)			360,000	0	0	0	0	0	0	0	0
New Staff 3.5% Increase Annually (Note 6)			\$ 372,600	\$ 386,641	\$ 396,922	\$ 403,929	\$ 412,674	\$ 422,191	\$ 431,500	\$ 440,714	\$ 450,748
Headline Rollback	\$ 5,671	\$ 12,366	\$ 19,665	\$ 27,723	\$ 36,625	\$ 46,392	\$ 57,029	\$ 68,657	\$ 81,286	\$ 95,021	\$ 109,874
OPRB Increases	\$ 5,671	\$ 12,366	\$ 19,665	\$ 27,723	\$ 36,625	\$ 46,392	\$ 57,029	\$ 68,657	\$ 81,286	\$ 95,021	\$ 109,874
Total Operating Expenditures	\$ 3,290,284	\$ 3,296,979	\$ 3,538,438	\$ 3,669,353	\$ 3,806,013	\$ 3,947,719	\$ 4,094,702	\$ 4,246,896	\$ 4,404,257	\$ 4,567,193	\$ 4,734,526
Renovating Fleet and Maintenance (4)	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Chief Capital	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Station 2 Build (Note 9)	\$ 5,000,000										
Station 3 Build (Note 10)											
Renovate to Station 1 (Note 11)											
Station 4 Build (Note 12)											
Total Capital Expenditures	\$ 700,000	\$ 5,700,000	\$ 700,000	\$ 700,000	\$ 5,700,000	\$ 4,700,000	\$ 5,700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000
Total Annual Expenditures	\$ 3,990,284	\$ 8,996,979	\$ 4,238,438	\$ 4,369,353	\$ 4,512,013	\$ 4,647,719	\$ 4,791,702	\$ 4,946,896	\$ 5,111,257	\$ 5,284,526	\$ 5,454,526
Overall Annual Balance - Over/Under (Note 8)	\$ 4,529,426	\$ 1,912,143	\$ 2,985,041	\$ 5,911,253	\$ 2,861,985	\$ 3,916,438	\$ 270,594	\$ 919,565	\$ 3,594,833	\$ 6,547,444	\$ 6,547,444

Notes and assumptions:

1. Assumes a 3% average increase to taxable value annually.
2. Donation from Related Digital towards future station.
3. Assumes 3.5% increase in operating cost.
4. To align with NFA vehicle replacement schedule of 10 years frontline with 10 years in reserve.
5. New staff cost of \$120,000 per employee added.
6. New staff 3.5% increase annually.
7. Daily staffing anticipated to be 4 and 2 out of 3 stations, and 4/2/2/2 out of 4 stations.
8. Overall Annual Balance - Over/Under is Total Annual Revenue minus Total Annual Expenditure.
9. Build station 2 in FY28 at a cost not to exceed \$5,000,000 and anticipate opening with staffing cost in FY29.
10. Build station 3 in FY31 at a cost not to exceed \$5,000,000 and anticipate opening with staffing cost in FY33.
11. Close station 1 for renovation and move staff to station 3. 2 stations remain operational during construction.
12. Build station 4 in FY32 at a cost not to exceed \$5,000,000 and anticipate opening with staffing cost in FY34.
13. Includes all of York Township effective 07/01/2027.

*The addition of three durable construction stations remains contingent upon maintaining overall project cost within acceptable limits.



APPENDIX B

2025 risk mitigation plan as of 12/19/2024		SAFD Working Group recommendations for 2025 (key risks only)	
Workstream	Action	Status/Progress	Comments
1	Capital Investment Plan Capital Plan: Develop a robust and fact-based capital plan based on SAFD's needs including a complete picture of each investment, how long it will last, and what it takes to maintain it.	Current Work	Updating 2022 plan for 2025 cycle
2	Financial Management Growth Forecast: Use Community growth forecast to forecast fire department funding needs. Annual Budget Process: Improve the budget process so the board feels comfortable that budget committee recommendations are made with confidence following in-depth review. Set budget based on operational target and plan. Use the plan to guide decision making. Intentional Planning: "Look forward, not behind" when it comes to budgeting. Use a fresh eyes or clean sheet analysis of how to best fulfill the mission - stop making incremental percentage changes to budget that may or may not align with what's needed.	Current Work	Priority for early 2025
3	Financial Management Funding Model: Agree on plan to modernize funding model. Funding model must be transparent, fact-based, consistently applied, manageable, and easy to understand by fire board, component boards, and public. Change funding model to grow with a growing community and staff needed to support the mission/geography. Board Education: Educate the board on mission, services, procedures, policy, governance model, their role and responsibilities. Conduct training for new SAFD board members and annual board training.	Current Work	Priority for early 2025
4	Funding Model Goals and Objectives: Establish clear goals for Chief through annual evaluation process.	Current Work	Working group to discuss in 12/19/2024 meeting Chief to embed in next budget cycle
5	Governance Professional Development: Support funding for staff professional development.	Current Work	Implement during Q1-2025
6	Governance Operational Target: Determine appropriate standard to measure current operational readiness. Identify gaps to that standard.	Current Work	Develop by Q2-2025
7	Operations/Budget Conflict of Interest: Update policy on conflict of interest and include social media/communications. Ensure bylaws include a clear way to respond to violations of these policies.	Current Work	Develop by Q2-2025
8	Operations/Budget Strategic Plan: Develop a robust and fact-based strategic plan that includes growth forecast (new construction, demographics) 5-10-20 years out. Use the plan to guide decisions. Keep the plan fresh through periodic updates. Analysis. Create a service "map" that shows the geography, number and types of calls and services provided (expected) vs. NPPA and/or other benchmarks - use this to support strategic planning, growth planning, board education, community education. Determine appropriate standard	Current Work	Build operational target and budget first, then build strategic plan. 2025 deliverable.
9	Operations/Budget Grants and Loans: Pursue grants and loans for capital costs. Seek grants actively, put needs on the radar and state and federal elected officials.	Later in 2025	Develop specific plan by Q2-2025
10	Policy/ Legal Compliance Form of Organization: Consider options for how the SAFD is organized and incorporated. Explore risks and opportunities associated with becoming an authority.	Later in 2025	Deferred through mid-2025

SALINE AREA FIRE AUTHORITY
WASHTENAW COUNTY

Fire Millage Resolution

Minutes of a meeting of the Board of the Saline Area Fire Authority, Washtenaw County, Michigan, held at the offices of the Saline Fire Department in the City of Saline, on _____, 2026, at ____:00 p.m.

PRESENT: _____

ABSENT: _____

The following resolution is offered by _____ and supported by _____.

WHEREAS, the Saline Area Fire Authority is authorized by PA 57 of 1988 and its Articles of Incorporation to levy a millage for the purpose of operating fire and rescue services for the municipalities served by the Authority, such millage to be used to operate, maintain, upgrade and acquire fire equipment and to hire, train and pay for fire personnel.

NOW, THEREFORE, BE IT RESOLVED the following proposition shall be submitted to the qualified electors of Saline Area Fire Authority at an election to be held on Tuesday, November 3, 2026:

Shall millage **2.980 mills (\$2.98 per \$1,000 of taxable value)** be levied for 10 years, 2026 through 2036 inclusive, for the purpose of operating fire and rescue services for the municipalities served by the Authority, such millage to be used to operate, maintain, upgrade and acquire fire equipment and to hire, train and pay for fire personnel, raising an estimated \$6,520,112 in the first year the millage is levied.

[] Yes

[] No

Ayes: _____

Nays: _____

Absent: _____

RESOLUTION DECLARED ADOPTED

I, _____, certify that the foregoing is a true and complete copy of the Resolution adopted by the Board for the Saline Area Fire Authority, County of Washtenaw, State of Michigan, at a meeting held on _____, 2026, and that public notice of said meeting was given pursuant to Act No. 267, Public Acts of Michigan, 1976, as amended.

Saline Area Fire Authority