CITY OF WOOSTER

DIVISION OF FIRE

Annual Report

2019

Executive Summary

Honorable Mayor Breneman, City Council, and the Citizens of Wooster:

I am honored to submit the 2019 Annual Report for the City of Wooster, Division of Fire. This document provides a snapshot of last year's accomplishments and provides an overview of the all-hazard emergency service organization that serves our great City.

2019 provided the opportunity to address gaps in service levels, as identified by a 360-degree review of our operations and strategic planning, which were validated by our data collection process. The most noticeable enhancement was the functional reorganization of the Fire Division, which resulted in the addition of a second assistant chief position and assuming the responsibilities of the city's safety coordinator. The 360-degree review identified deficiencies in the Fire Prevention & Training Bureaus. The functional reorganization allowed the Division to redistribute workloads, address span of control, and improve the efficiency of the Fire Division. While the functional reorganization resulted in the creation of the Community Risk Reduction Division, the redistribution of tasks has allowed the transfer of workloads back to the administrative staff so that the operational staff can focus on emergency response.

The Fire Division's staff worked very hard in 2019 to meet our goal of continuous improvement, both professionally and as an organization. Below is a summary of the successful projects and programs that were completed throughout the year.

The Fire Division, with the support of City Administration and City Council:

- Designed and ordered a 2019 Sutphen SL75 fire engine w/ a 75 ft. aerial ladder.
- Finalized the Standard of Cover, Strategic Plan, and Professional Development Plan.
- Conducted promotional testing.- Asst. Chief, Captain, Lieutenant, and entry-level.
- Finalized the Insurance Services Office (ISO) review for the Fire Division.
- Coordinated administrative support to the WAR COG Dispatch center.
- Developed and Coordinated Safety initiatives & training for the City.
- Finalized and applied for Ohio Fire Officer Credentials for all line officers.
- Acquired $5,000 in Walmart Grant funding for advanced technology for search and rescue.
- Acquired a second round of Bureau of Workers Comp. Firefighter Exposure to Environmental Elements Grant (FEEEG) funding to reduce cancer exposures.
- Completed advanced training for staff development and succession planning.

As we look forward to 2020, the Fire Division is committed to continuous improvement. This includes investment in our staff's professional development, finalizing the accreditation process, and utilizing data to analyze operational & demographic trends that may impact emergency services and staffing needs. The fire division personnel and I look forward to the opportunity to serve Wooster and provide the highest level of service with the resources provided.

Thank you and be safe,

Barry Saley-Fire Chief

WFD MISSION AND MOTTO

The Mission of the Wooster Division of Fire is:

To prepare for, respond to, and mitigate all calls for duty, in an efficient and cost-effective manner. This will occur by providing an all-hazards approach to emergency services requested by the citizens, businesses, and visitors of the City of Wooster.

To meet this mission, we will aggressively provide fire suppression, emergency medical services, rescue operations, training activities, emergency preparedness, and community risk reduction.

Fire Division Motto:

"SAVE LIVES - FIGHT FIRES"

WFD CORE VALUES AND VISION

Core Values:

In conjunction with the core values of the City of Wooster: *Accountability, Continuous Improvement, Leadership & Management, Respect & Communication, Honesty & Integrity, Stewardship & Trust, and Safety*, the Division of Fire applies the following additional core values:

Professionalism
Service Excellence
Customer Service
Hard Work
Trust
Tradition
Valor

Vision Statement:

The Wooster Division of Fire strives to be a professional, efficient, community-oriented, all-hazards emergency service provider, which preserves tradition as part of its future, by learning from those that served before us; as we embrace technology, research, data and innovation to become a nationally recognized leader in the fire service.

THE FIRE DIVISION

The Wooster Division of Fire is a career fire department staffed 24 hours a day/365 days a year with forty-six (46) uniformed and one (1) civilian personnel.

The Wooster Division of Fire provides emergency services to the City of Wooster and a portion of Wayne Twp., via a contractual agreement with Central Fire. Our primary services include fire suppression, emergency medical services, rescue operations, training, emergency preparedness, and community risk reduction.

For effective management, the division is broken down into divisions, subdivisions, and specialty units that are managed by fire officers and firefighters. The three functional divisions are the: Administration Division, Operations & Training Division, and the Community Risk Reduction Division. Administrative functions are carried out by the Fire Chief and the civilian office coordinator. An Asst. Fire Chief oversees Community Risk Reduction functions in conjunction with the Fire Inspector. An Asst. Chief oversees the Operations and Training Division. The Operations Division is the largest functional area and is divided into three (3) shifts. Each shift consists of one (1) Captain, three (3) Lieutenants, and ten (10) firefighters, for a total of forty-two (42) operational personnel. Each captain is assigned a subdivision to coordinate operations, which include: Fire, EMS, and Logistics.

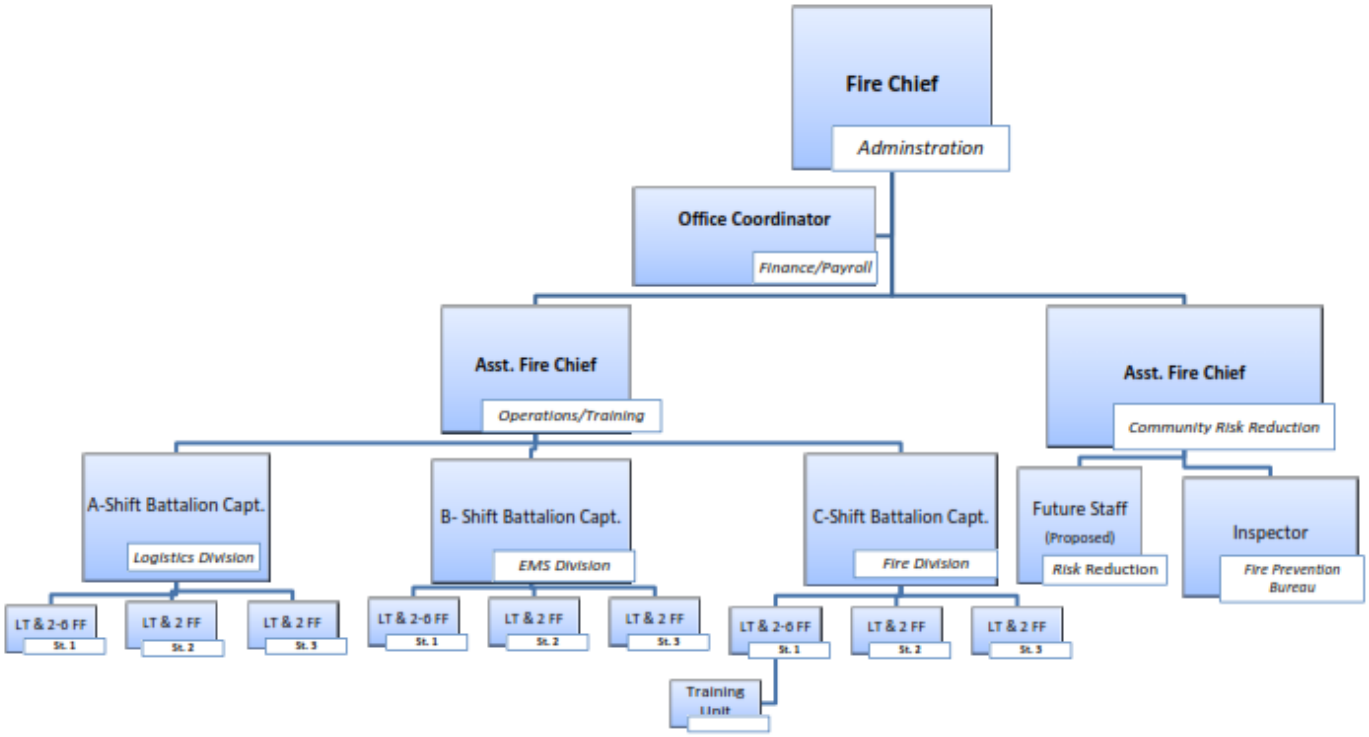
The Fire Division currently operates out of three fire stations. Fire St. 1 is located at 510 N. Market St., Fire St. 2 is located at 3333 Burbank Rd. (aka Wooster Safety Center, including FD Administration), and Fire St. 3 is located at 2255 Gateway Dr.

The Fire Division is the primary emergency service responder to all emergency incidents within the City of Wooster. As the scope of the fire service has changed, so has the fire division. We have transformed into an all-hazards emergency service organization.

What does this mean? It means that the fire division does more than respond to fire and medical incidents. Our scope of responsibilities to the community and citizens include:

- Fire Suppression
- Emergency Medical Service
- Community Risk Reduction
- Special Rescue (Confined Space, Water, Ice, Industrial)
- Terrorism / Civil Unrest
- Severe Weather
- Emergency Preparedness
- Radiological
- Health / Infectious Disease

THE FIRE DIVISION



ADMINISTRATION

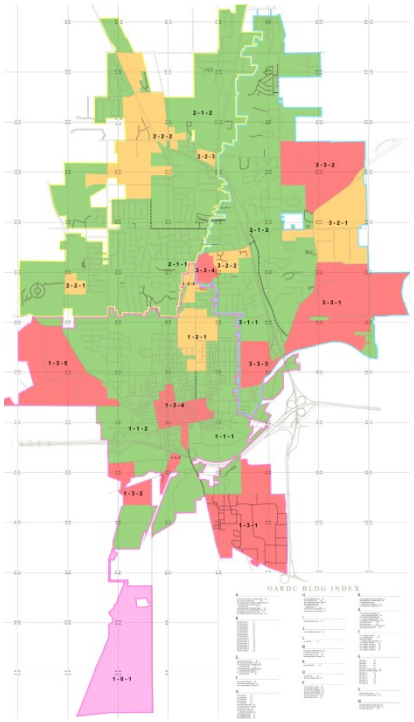
The Administrative Division is led by the Fire Chief and supported by the Division's Office Coordinator. The Administrative Division provides general oversight of the Fire Division by defining and providing divisional direction, planning for the future, monitoring the effectiveness of current programs, and developing plans of action to achieve Divisional goals and objectives.

The day to day activities includes personnel management, financial management & accountability, labor relations, policy & procedure creation and approval, purchasing, strategic planning, and carrying out the general business plan of the Division.

The Fire Chief provides direct oversight of the Asst. Chiefs and their respective functional divisions. Every month the Command Staff (Chief, Asst. Chiefs, and Captains) meet to discuss, collaborate, and address Divisional concerns.

In 2019, the Fire Chief was appointed by the Director of Administration as the city's safety coordinator. This responsibility will provide the City with a single point of contact to facilitate any safety-related issue. Additionally, working directly with our other division managers and our insurance risk manager, we will be able to evaluate, mitigate, and prevent any potential safety concerns and meet our PERRP requirements.

OPERATIONS



The Operations Division is the largest functional area within the Fire Division. It encompasses all emergency operations and the management of three fire stations and 42 staff members. Assistant Fire Chief Murphy provides direct report to three fire captains, who are responsible for the effective supervision and leadership of their respective shifts.

The Operations Division is the "boots on the ground," providing emergency services to every call for duty. The Fire Division responds to any call for duty from one of the City's three fire stations. Each fire station is strategically positioned to provide the most efficient and effective response by its crews. To facilitate the emergency response, the Operations Division utilizes a run card system to send its emergency response staff and apparatus to calls for duty. This system is based on the call type, location, and hazard of the incident. This method keeps more emergency response crews in-service by sending the appropriate resources to the emergency, based on its potential hazard and historical data.

A partner to the Fire Divisions emergency response is our emergency communication dispatch center. The Wooster-Ashland Regional Council of Governments (WAR COG) provides dispatching services to the Fire Division since 2016. As a partner in the Council of Government, the City has a voice at the executive and operational levels. This governance structure has allowed the safety services leaders to provide input and directly impact the service quality that the dispatch center provides to the Fire Division and the Citizens of Wooster.

The computer-aided dispatch (CAD) system, which is integrated into our record management system (IMS), has enabled the Fire Division to conduct more specific data analytics on our emergency response system, which has allowed the fire administration to evaluate the performance of the Operations Division. The Fire Administration evaluates the time of call, time of tone, travel times, total response times, and committed time. These evaluations have provided baseline standards and have helped us identify areas of improvement.

To facilitate effective operations, the Operations Division is further broken down into specialty units. These special units include: Special Operations, Breathing Air Maintenance, Quartermaster, Communications, Fuel Powered Equipment Maintenance, EMS Supplies, and Occupational Safety & Health.

The response data (as demonstrated by the below graphs) indicates that the fire division is providing an efficient and effective service to the community. The fire division continuously monitors opportunities and challenges that might affect service delivery and conveys those concerns to the City Administration. This open dialog and ability to document service delivery needs, based on objective data, has allowed the Fire Division to plan for the future strategically.

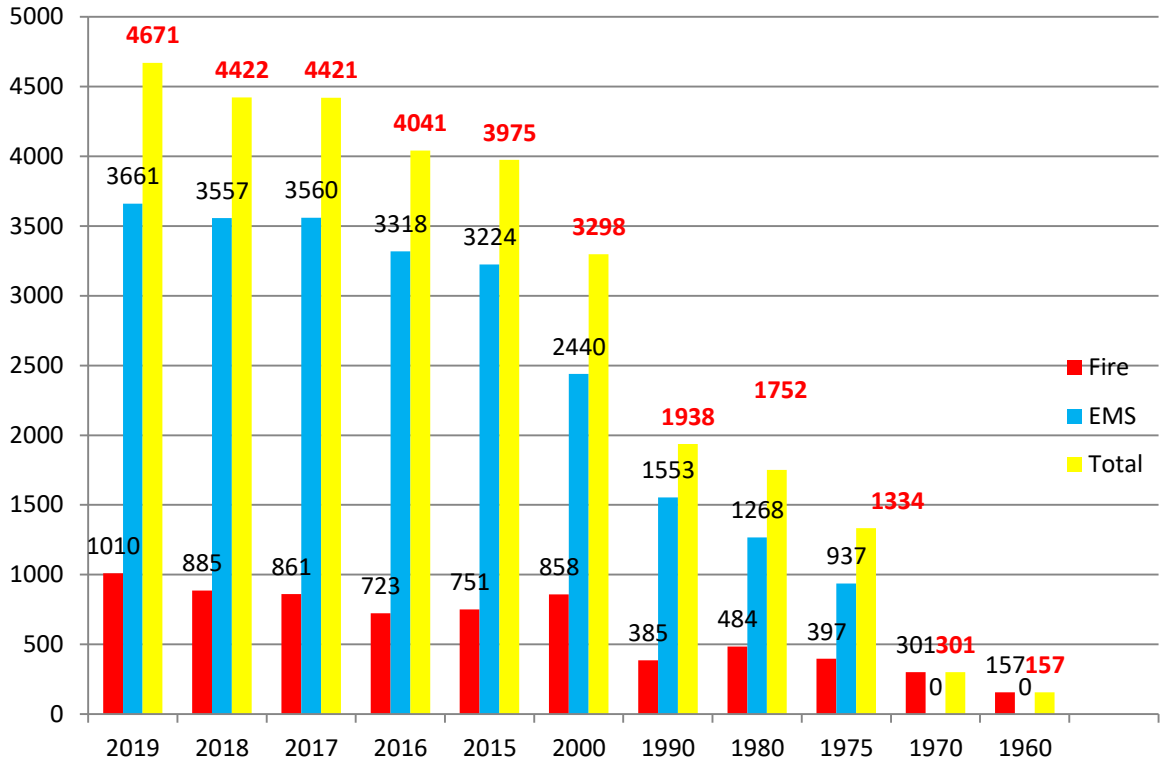
OPERATIONS

**The below tables & charts provide a detailed visual representation of WFD Operations and the diversity of services provided to the community.*

The Fire Division breaks down our incidents into EMS and Non-EMS (FIRE) calls.

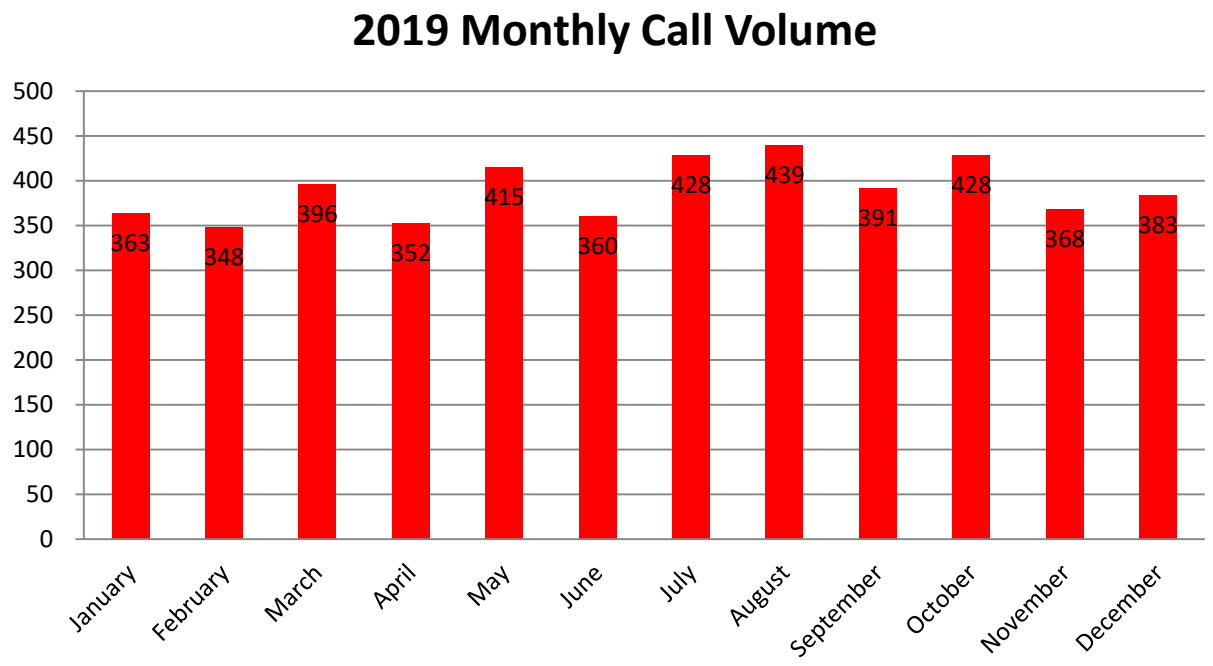
Each call represented a specific request for service and ran through our dispatch center.

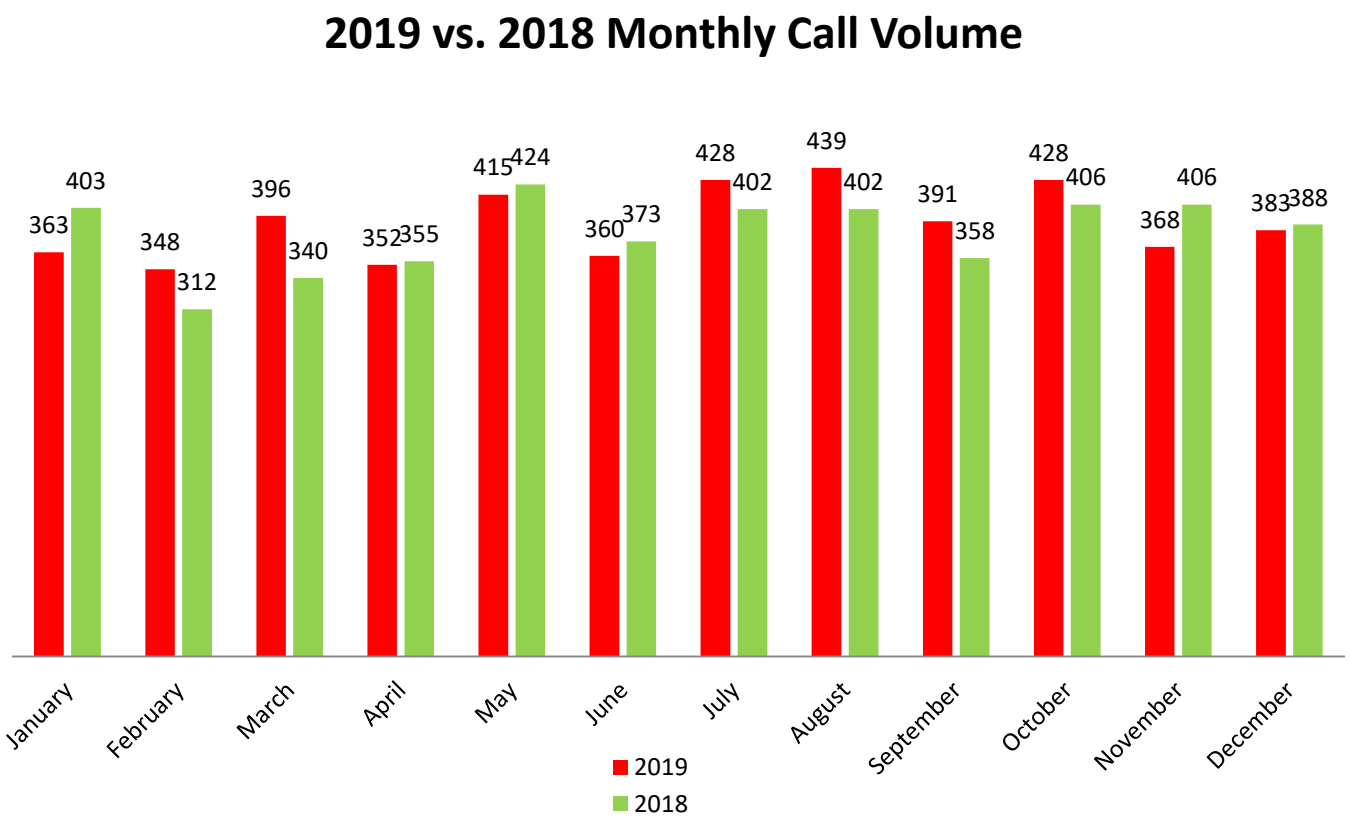
In 2019, the Division's call volume increased to 4671 calls annually.



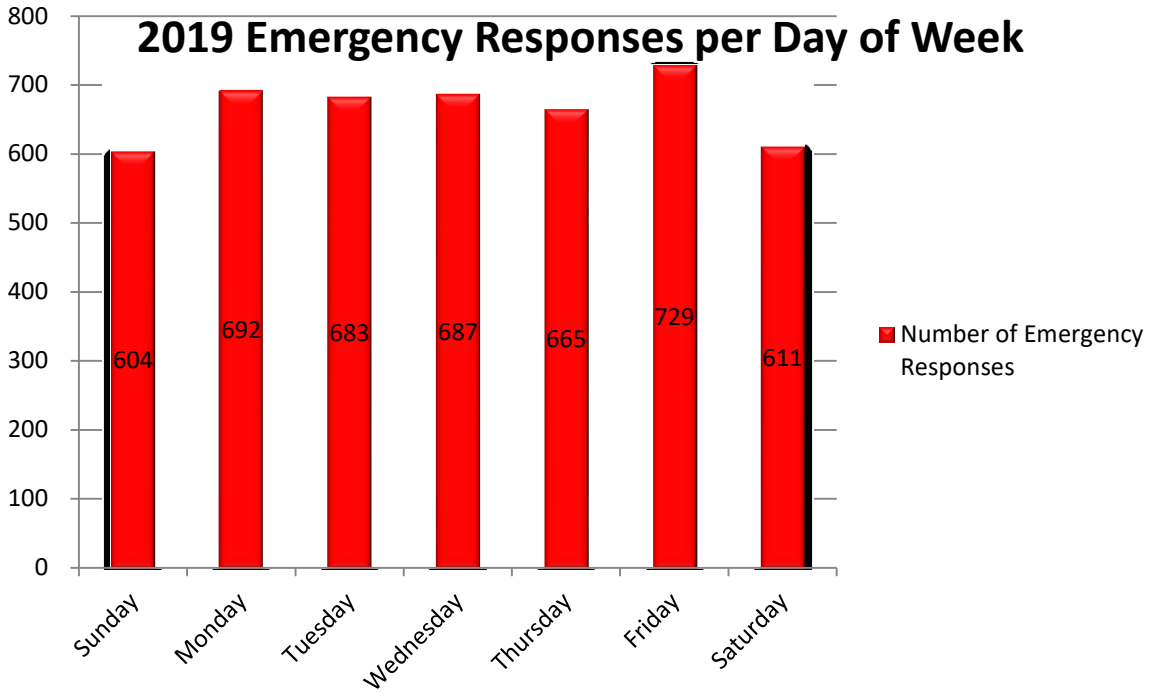
The number of EMS incidents in 2019 was 3661 (78%). The number of non-EMS incidents was 1010 (22%). The trend line shows a slight increase in EMS incidents and a more gradual increase in non-EMS alarms. A more detailed view of calls for service is below and is continuously reviewed by our Operations and CRR Divisions for operational effectiveness and opportunities to minimize gaps in service levels.

OPERATIONS

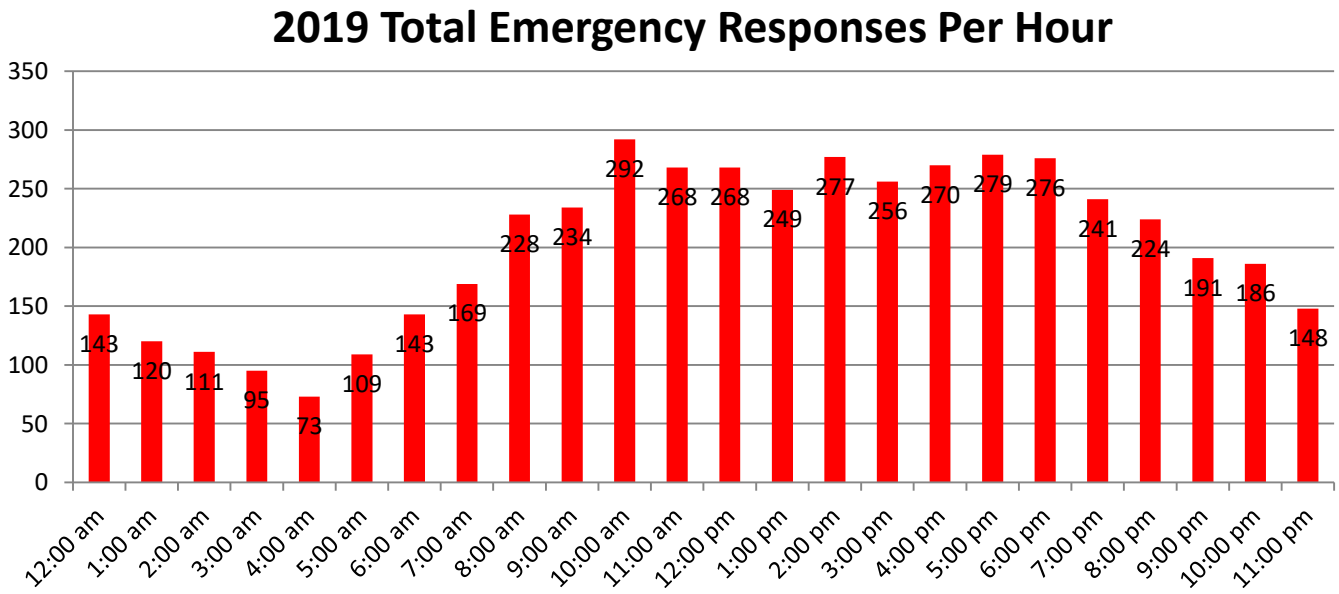

2019 Monthly Call Volume
500
450
400
350
300
250
200
150
100
50
0
363
348
396
352
415
360
428
439
391
428
368
383
January
February
March
April
May
June
July
August
September
October
November
December


2019 vs. 2018 Monthly Call Volume
363
403
348
312
396
340
352
355
415
424
360
373
428
402
439
402
391
358
428
406
368
406
383
388
January
February
March
April
May
June
July
August
September
October
November
December
2019
2018

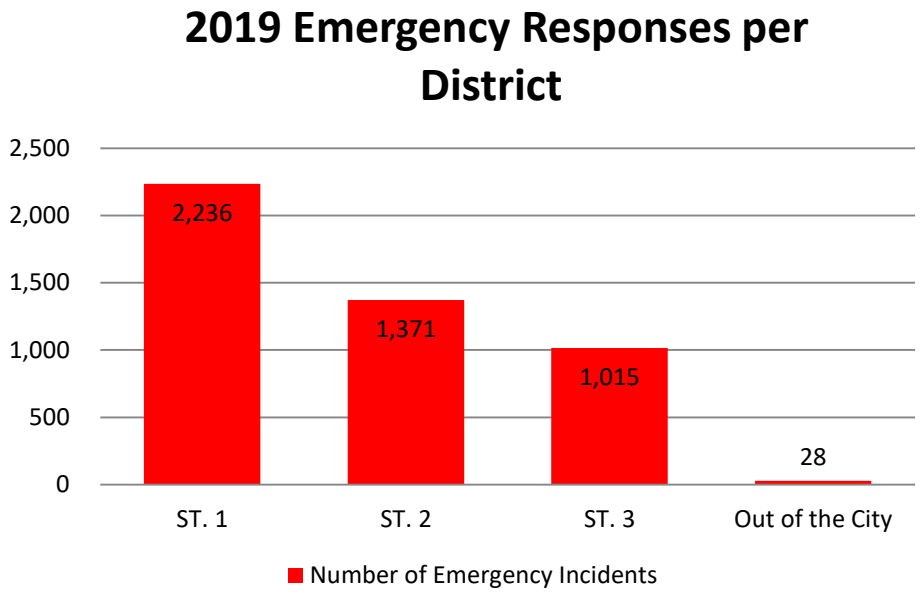
OPERATIONS

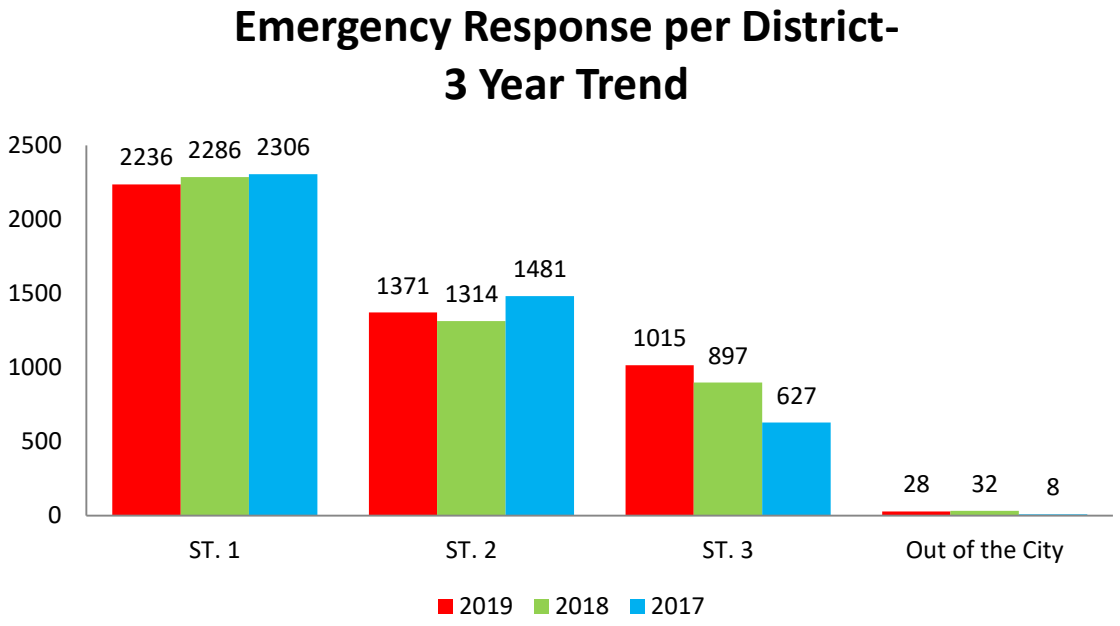

2019 Emergency Responses per Day of Week
800
700
600
500
400
300
200
100
0
604
692
683
687
665
729
611
Sunday
Monday
Tuesday
Wednesday
Thursday
Friday
Saturday
Number of Emergency Responses

WOOSTER
FIRE
RESCUE
SAVE LIVES • FIGHT FIRE
OHIO

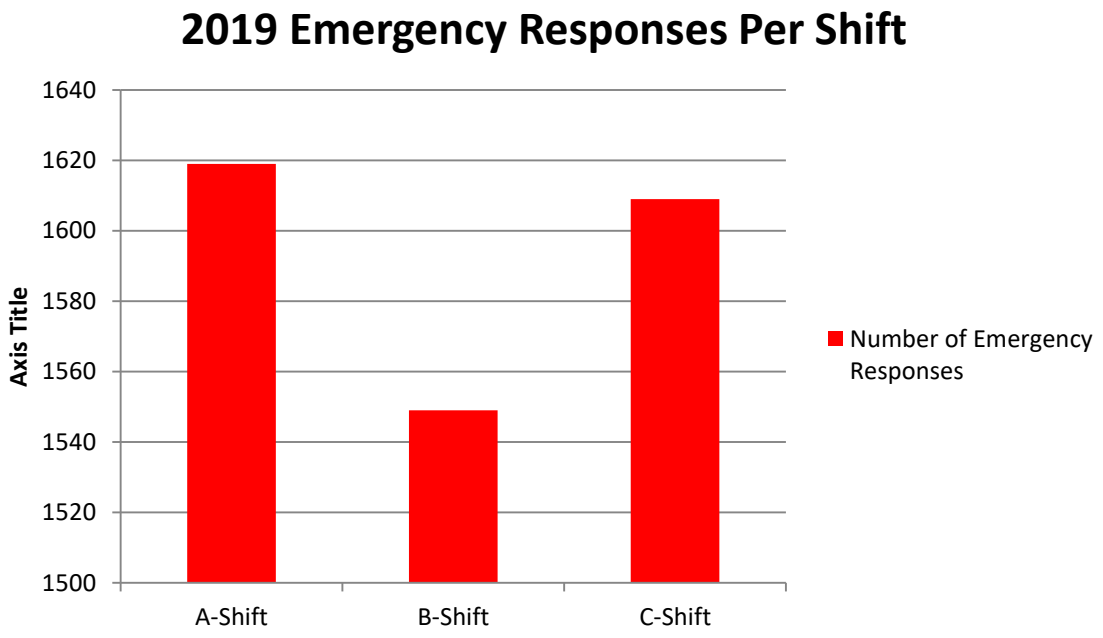

2019 Total Emergency Responses Per Hour
350
300
250
200
150
100
50
0
143
120
111
95
73
109
143
169
228
234
292
268
268
249
277
256
270
279
276
241
224
191
186
148
12:00 am
1:00 am
2:00 am
3:00 am
4:00 am
5:00 am
6:00 am
7:00 am
8:00 am
9:00 am
10:00 am
11:00 am
12:00 pm
1:00 pm
2:00 pm
3:00 pm
4:00 pm
5:00 pm
6:00 pm
7:00 pm
8:00 pm
9:00 pm
10:00 pm
11:00 pm

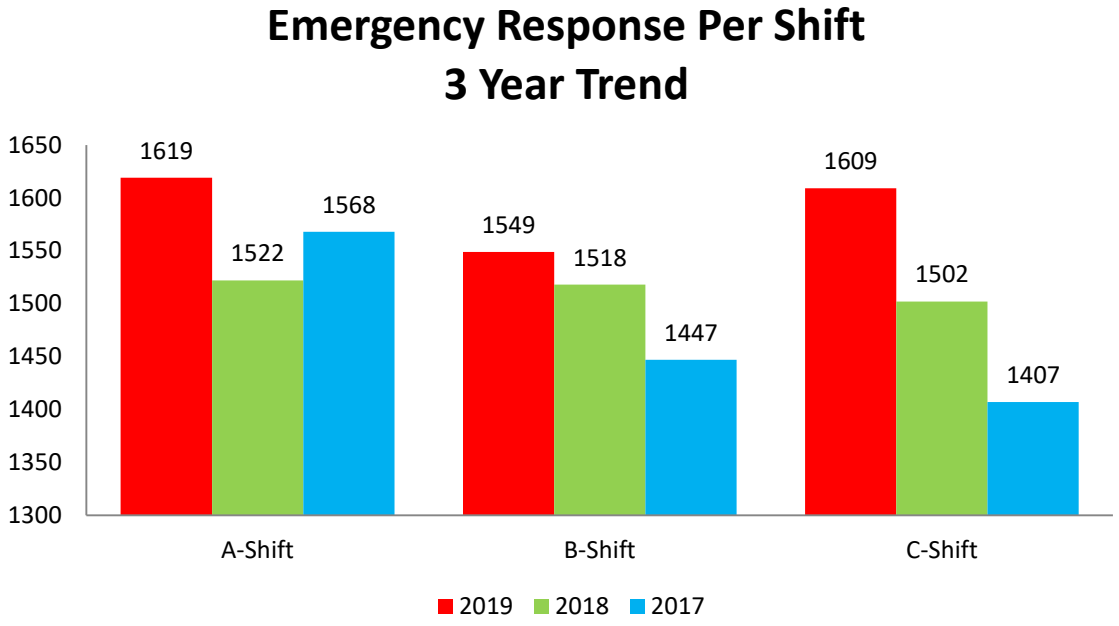
OPERATIONS


2019 Emergency Responses per District
2,500
2,000
1,500
1,000
500
0
2,236
1,371
1,015
28
ST. 1
ST. 2
ST. 3
Out of the City
Number of Emergency Incidents


Emergency Response per District- 3 Year Trend
2500
2000
1500
1000
500
0
2236
2286
2306
1371
1314
1481
1015
897
627
28
32
8
ST. 1
ST. 2
ST. 3
Out of the City
2019
2018
2017

OPERATIONS


2019 Emergency Responses Per Shift
1640
1620
1600
1580
1560
1540
1520
1500
Axis Title
A-Shift
B-Shift
C-Shift
Number of Emergency Responses


Emergency Response Per Shift
3 Year Trend
1650
1600
1550
1500
1450
1400
1350
1300
1619
1522
1568
1549
1518
1447
1609
1502
1407
A-Shift
B-Shift
C-Shift
2019
2018
2017

OPERATIONS

Column1	Column2	Column3
EMS	EMS Call Non-MVA	3,677
Non-EMS	Public service	447
	Dispatched & canceled en route	155
	Smoke detector activation, no fire - unintentional	67
	Alarm system sounded due to malfunction	50
	Alarm system activation, no fire - unintentional	41
	Unauthorized burning	31
	Unintentional transmission of alarm, other	25
	Carbon monoxide incident	16
	Building fire	17
	Gas leak (natural gas or LPG)	14
	Good intent call, other	12
	Medical assist, assist EMS crew	13
	Passenger vehicle fire	11
	Motor vehicle accident with no injuries.	24
	Motor vehicle accident with injuries	53
	No incident found on arrival at dispatch address	9
	Electrical wiring/equipment problem, other	15
	Sprinkler activation, no fire - unintentional	8
	CO detector activation due to malfunction	8
	Cooking fire, confined to container	8
	Hazardous condition, other	6
	Smoke scare, odor of smoke	5
	Police matter	7
	Arcing, shorted electrical equipment	5
	Oil or other combustible liquid spill	5
	Carbon monoxide detector activation, no CO	3
	Steam, other gas mistaken for smoke, other	4
	Smoke or odor removal	3
	Overheated motor	3
	Trash or rubbish fire, contained	3
	Authorized controlled burning	2
	Water problem, other	2
	Gasoline or other flammable liquid spill	3
	Rescue, EMS incident, other	12
	Dumpster or other outside trash receptacle fire	2
	Natural vegetation fire, other	2
	Animal problem	1
	Fire- Other	4

OPERATIONS

The Fire Division collaborates with our CAD provider (Sundance) and records management provider (IPad Mobile Solutions) to create an interface between the two technologies. This new interface has allowed the Fire Division crews to import the CAD run data and times into the electronic run reporting software. This solution has provided efficiencies to the crews and provided more accurate data for the fire administration to run statistical analyses at a more detailed level. This enhanced data analytic capability will assist in our goal of becoming an accredited agency through the Center for Public Safety Excellence.

2019 WFD Emergency Incident Response Times

2019 Total Incidents	Time of Tone	Turnout Time	Travel Time	Response Time	Committed Time
Lower	0:00:01	0:00:01	0:00:01	0:01:00	0:01:00
Upper	0:05:00	0:05:00	0:15:00	0:20:00	6:00:00
Count	4639	4476	4525	4512	4590
Average	0:01:02	0:01:49	0:03:38	0:06:29	0:31:36
Max	0:04:59	0:04:59	0:14:18	0:19:58	3:34:53
Min	0:00:02	0:00:01	0:00:01	0:01:00	0:01:02
Range	0:04:57	0:04:58	0:14:17	0:18:58	3:33:51
Stdev	0:00:40	0:00:51	0:02:00	0:02:20	0:17:00

2019 EMS Incidents	Time of Tone	Turnout Time	Travel Time	Response Time	Committed Time
Lower	0:00:01	0:00:01	0:00:01	0:01:00	0:01:00
Upper	0:05:00	0:05:00	0:15:00	0:20:00	6:00:00
Count	3685	3605	3704	3690	3672
Average	0:01:00	0:01:52	0:03:30	0:06:21	0:34:04
Max	0:04:57	0:04:59	0:14:11	0:18:41	3:09:56
Min	0:00:03	0:00:01	0:00:01	0:01:00	0:01:41
Range	0:04:54	0:04:58	0:14:10	0:17:41	3:08:15
Stdev	0:00:36	0:00:49	0:01:51	0:02:09	0:13:51

2019 Structure Fires	Time of Tone	Turnout Time	Travel Time	Response Time	Committed Time
Lower	0:00:01	0:00:01	0:00:01	0:01:00	0:01:00
Upper	0:05:00	0:05:00	0:15:00	0:20:00	6:00:00
Count	18	18	18	18	17
Average	0:01:05	0:01:14	0:03:35	0:05:54	1:40:49
Max	0:04:24	0:02:38	0:06:39	0:10:55	3:34:53
Min	0:00:09	0:00:04	0:01:19	0:02:52	0:20:18
Range	0:04:15	0:02:34	0:05:20	0:08:03	3:14:35
Stdev	0:00:59	0:00:48	0:01:27	0:01:56	1:02:29

OPERATIONS

Wooster Fire

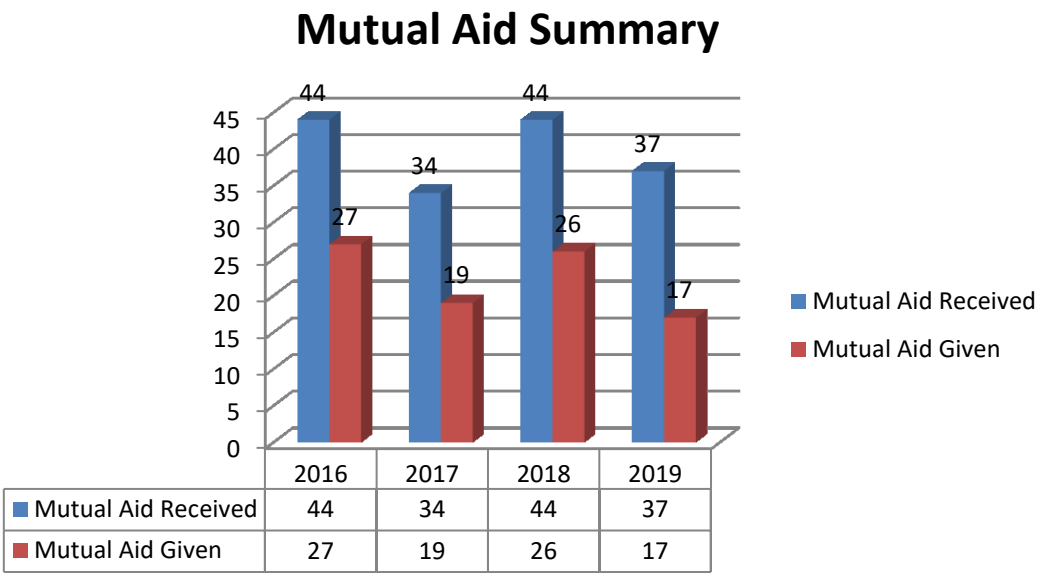
Apparatus Call Volume

1/1/2019 - 12/31/2019

MEDIC 1	1,808
MEDIC 2	1,403
BATTALION 1	1,158
MEDIC 3	1,022
ENGINE 2	226
ENGINE 3	222
ENGINE 1	147
LADDER 1	134
UTILITY 4	45
CHIEF 2	38
UTILITY 1	25
UTILITY 2	22
CHIEF 1	17
UTILITY 3	14
MEDIC 4	14
Chief 3	8
ENGINE 4	4
FIRE	1
BRUSH 1	1
	0
Total	**6,309**

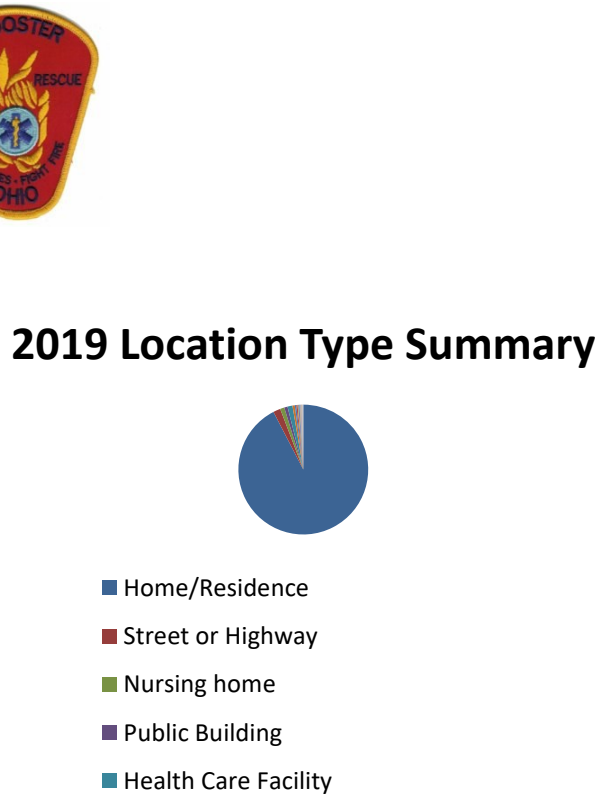
** Apparatus Call Volume represents a unit that responds to a call. The increase compared to annual call volume, is due to a multi-unit response to an incident**

OPERATIONS



	2016	2017	2018	2019
Mutual Aid Received	44	34	44	37
Mutual Aid Given	27	19	26	17

Home/Residence	4,482
Street or Highway	88
Nursing home	51
Public Building	40
Health Care Facility	60
Private commercial establish	28
Residential Institution	18
Industrial Place or Premises	16
Other specified public buildi	9
College	12
Factory	6
Religious institution	6
Place of Recreation	9
Trade or Service	5
Public park	4
School	5
Farm	4
Daycare center	3
Athletic court	2
Service areas	1
Movie house or cinema	1
Prison	1



OPERATIONS

Emergency Responses Per Fire Management Zones

Fire Management Zones	Column1	Column2	Totals
112	EMS	629	759
	Non-EMS	130	
111	EMS	471	582
	Non-EMS	111	
212	EMS	396	494
	Non-EMS	98	
312	EMS	362	484
	Non-EMS	122	
134	EMS	398	475
	Non-EMS	77	
211	EMS	366	436
	Non-EMS	70	
222	EMS	255	311
	Non-EMS	56	
121	EMS	88	187
	Non-EMS	99	
322	EMS	108	122
	Non-EMS	14	
122	EMS	104	122
	Non-EMS	18	
321	EMS	80	121
	Non-EMS	41	
311	EMS	97	112
	Non-EMS	15	
221	EMS	106	111
	Non-EMS	5	
331	EMS	46	63
	Non-EMS	17	
334	EMS	39	57
	Non-EMS	18	
135	EMS	29	46
	Non-EMS	17	
131	EMS	20	42
	Non-EMS	22	
333	EMS	24	35
	Non-EMS	11	
332	EMS	19	33
	Non-EMS	14	
122	EMS	30	33
	Non-EMS	3	
223	EMS	19	24
	Non-EMS	5	
133	EMS	5	9
	Non-EMS	4	
101	EMS	1	2
	Non-EMS	1	

OPERATIONS

EMS Division

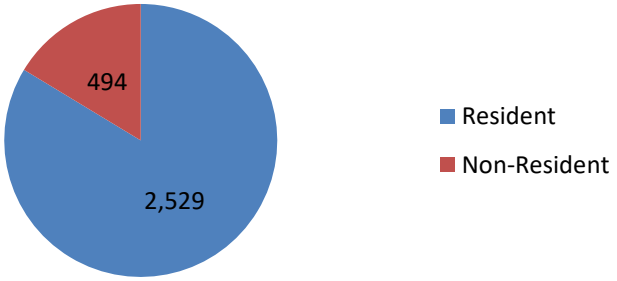
Wooster Fire

EMS Level of Service Summary

1/1/2019 - 12/31/2019

BLS Emergency	2,632
ALS Level I Emergency	1,120
ALS Level II	25
Paramedic Intercept	1
Specialty Care Transport	3
Total:	**3,781**

2019 Patient Resident vs. Non-Resident



* EMS Levels of service totals represent all patients served, which include multiple patients per incident.

OPERATIONS

Medicount Management Inc. is the Fire Division's third-party EMS transport billing company. The graphs below provide a snapshot of the Division's account. EMS transport billing is a cost recovery system that more equitably disperses the cost of providing EMS to its users. The data shows an increasing trend in collection rates and revenue, which can be contributed to effective report writing, daily quality assurance reviews by the Bat. Captains and the electronic interfaces with our EPCR software and Wooster Community Hospital's medical records software.

CITY OF WOOSTER - 102

1/1/2018 to 12/31/2018 & 1/1/2019 to 12/31/2019

1/1/2018 to 12/31/2018

Charges	$2,137,104.03
Payments	$781,057.51
Adjustments	$1,218,023.94
WriteOffs	$191,902.19
Collection Rate	93.5%
Net Rev/Run	**$271.11**

1/1/2019 to 12/31/2019

Charges	$2,230,708.23
Payments	$805,986.85
Adjustments	$1,258,047.61
WriteOffs	$239,920.28
Collection Rate	92.5%
Net Rev/Run	**$269.92**

Charge Detail

ALS	$811,881.00	1,029	35.7%
ALS 2	$18,464.00	16	0.6%
BLS	$1,231,956.00	1,836	63.7%
Mileage	$74,803.03	1.8	
Total	**$2,137,104.03**	**2,881**	

Charge Detail

ALS	$927,864.00	1,176	39.4%
ALS 2	$21,926.00	19	0.6%
BLS	$1,201,761.00	1,791	60.0%
Mileage	$79,157.23	1.9	
Total	**$2,230,708.23**	**2,986**	

Payment Detail

Medicaid	$6,721.96	0.9%
Medicare	$245,215.05	31.4%
Other	$149,181.13	19.1%
Primary Ins.	$379,939.37	48.6%
Total	**$781,057.51**	

Payment Detail

Medicaid	$7,000.32	0.9%
Medicare	$241,639.57	30.0%
Other	$94,430.39	11.7%
Primary Ins.	$462,916.57	57.4%
Total	**$805,986.85**	

Adjustment Detail

Medicaid	$59,534.46	4.9%
Medicare	$286,418.13	23.5%
Other	$1,348.46	0.1%
Primary	$870,722.89	71.5%
Total	**$1,218,023.94**	

Adjustment Detail

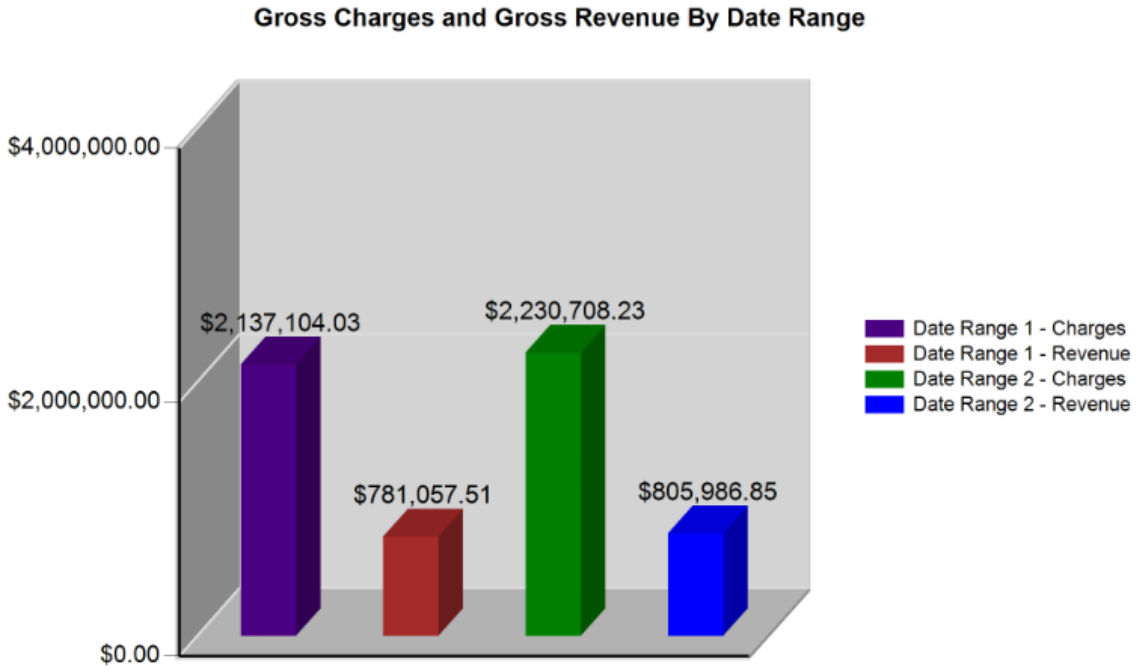
Medicaid	$58,024.42	4.6%
Medicare	$267,851.01	21.3%
Other	$0.00	0.0%
Primary	$932,172.18	74.1%
Total	**$1,258,047.61**	

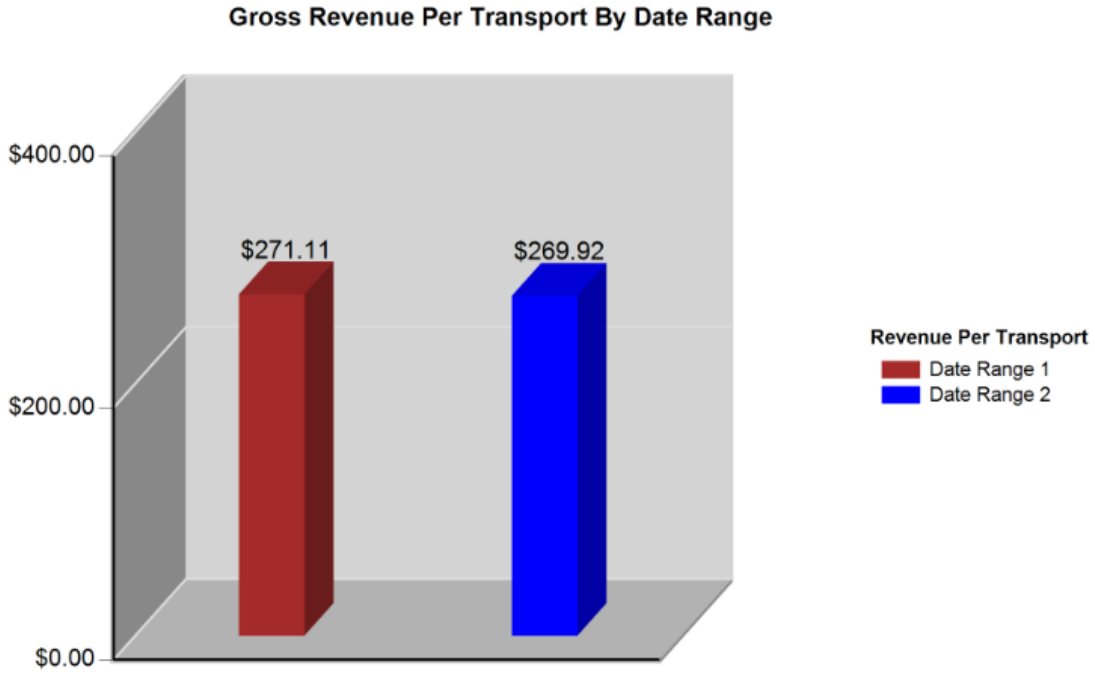
This report is based on Date of Entry. Date of Entry is the date that Medicount enters your runs into our billing software.

Report Date: 1/9/2020 2:14:13 PM

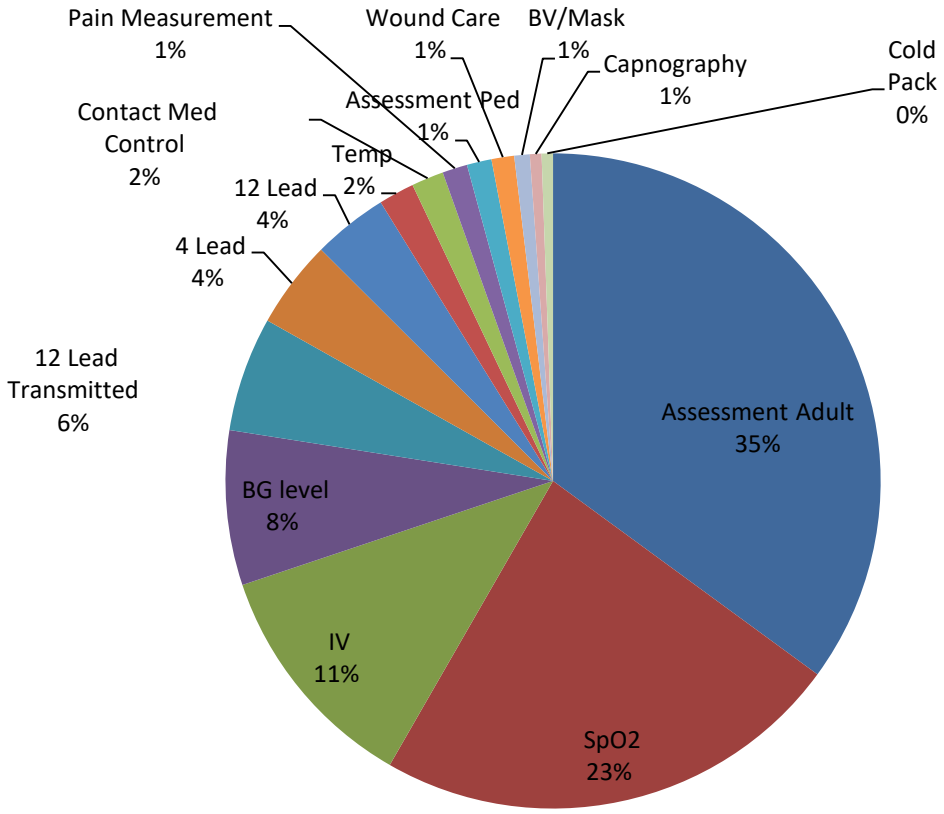
OPERATIONS

CITY OF WOOSTER - 102
1/1/2018 to 12/31/2018 & 1/1/2019 to 12/31/2019

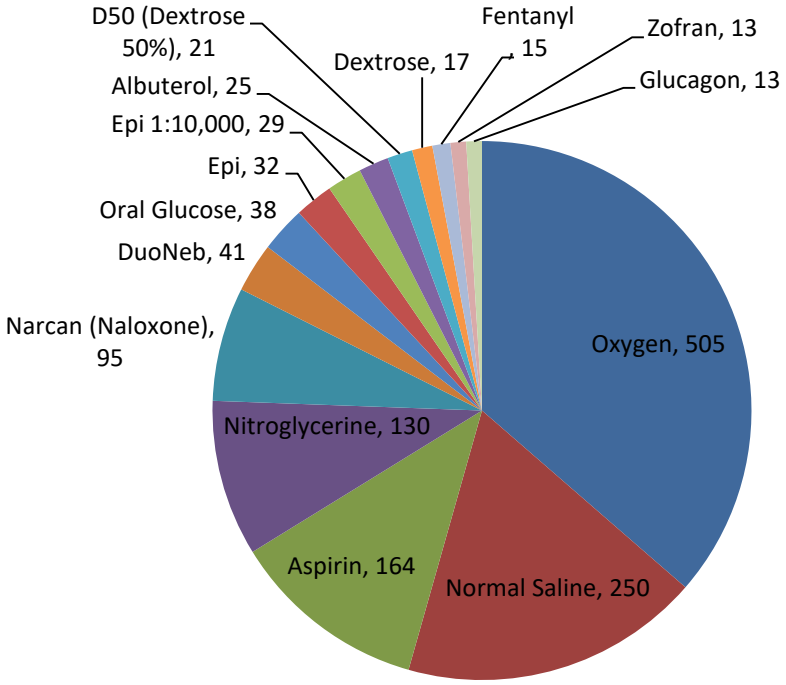




OPERATIONS



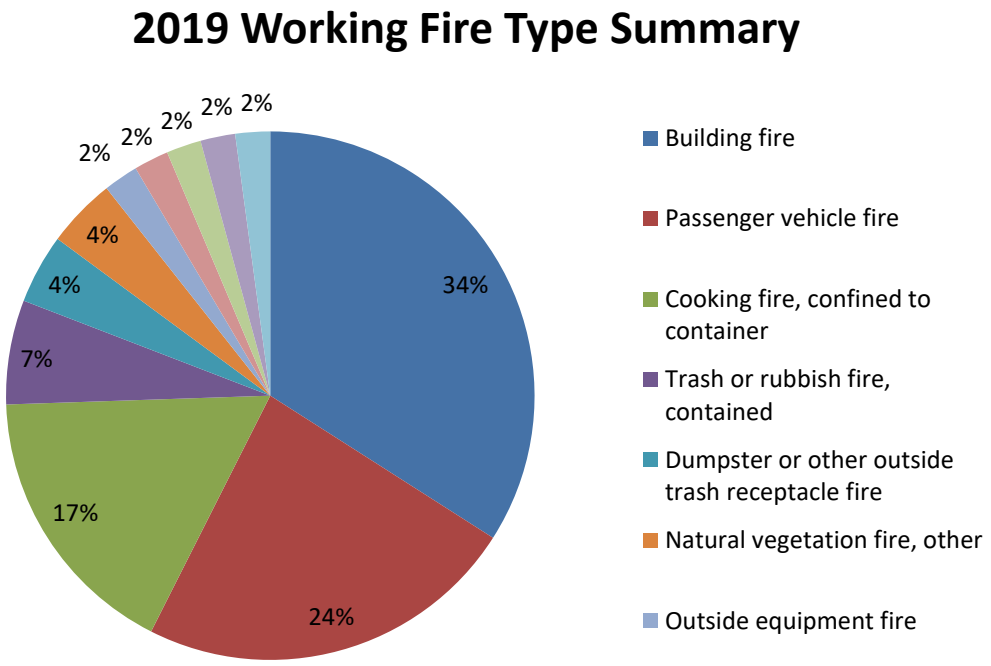
2019 Top 15 Medical Procedures Performed

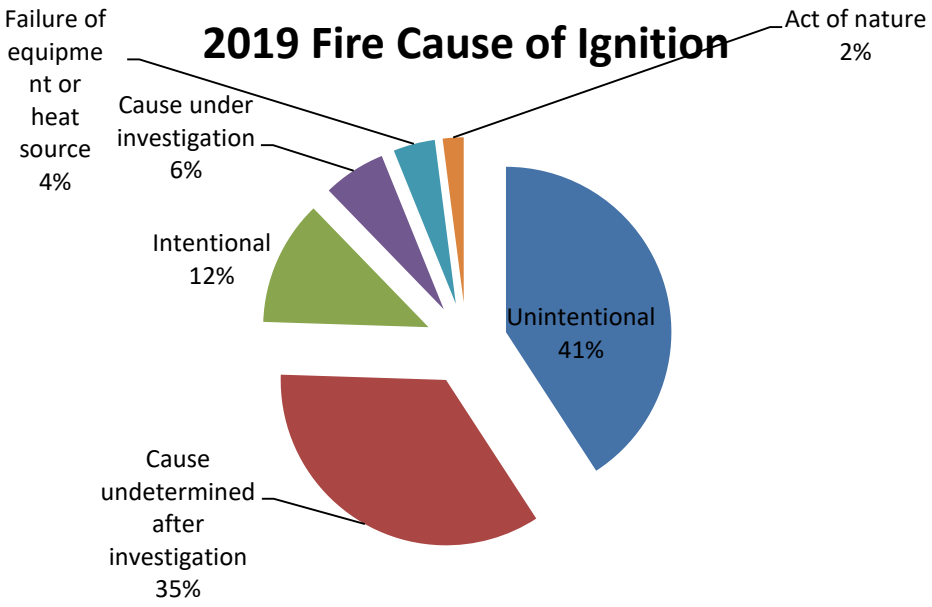


2019 Top 15 Medications Distributed

OPERATIONS

Fire Division





OPERATIONS

Incident #	Date	Property Value	Property Loss	Contents Value	Contents Loss	Total_Loss
19-00187-N	01/18/2019	$537,000	-$0	$250,000	-$2	-$2
19-00277-N	01/24/2019	$1,681,430	-$12,000	$10,000	-$1,500	-$13,500
19-00333-N	01/29/2019	$100,000	-$500	$1,200	-$0	-$500
19-00467-N	02/10/2019	$300	-$300	$0	-$0	-$300
19-00573-N	02/18/2019	$10,000	-$10,000	$50	-$0	-$10,000
19-01179-N	04/06/2019	$74,820	-$5,000	$10,000	-$250	-$5,250
19-01183-N	04/07/2019	$1,762,250	-$20,000	$6,250	-$5,000	-$25,000
19-01314-N	04/18/2019	$150,000	-$25,000	$20,000	-$4,000	-$29,000
19-01801-N	05/27/2019	$800,000	-$100	$400,000	-$0	-$100
19-01835-N	05/29/2019	$100,000	-$0	$5,000	-$100	-$100
19-01847-N	05/30/2019	$100,000	-$500	$100	-$20	-$520
19-02050-N	06/15/2019	$8,000	-$8,000	$10,000	-$3,000	-$11,000
19-02281-N	07/04/2019	$100,000	-$1,000	$5,000	-$250	-$1,250
19-02734-N	08/05/2019	$75,000	-$200	$0	-$0	-$200
19-02843-N	08/13/2019	$250,000	-$2,500	$0	-$0	-$2,500
19-02908-N	08/18/2019	$500	-$500	$0	-$0	-$500
19-03014-N	08/24/2019	$950	-$950	$50	-$50	-$1,000
19-03295-N	09/17/2019	$1,500	-$1,500	$0	-$0	-$1,500
19-03667-N	10/12/2019	$5,000	-$300	$0	-$0	-$300
19-03745-N	10/19/2019	$120,000	-$30,000	$20,000	-$20,000	-$50,000
19-03861-N	10/27/2019	$200,000	-$5,000	$100,000	-$500	-$5,500
19-04069-N	11/13/2019	$180,000	-$25,000	$40,000	-$3,000	-$28,000
19-04258-N	11/28/2019	$75,000	-$5,000	$2,000	-$2,000	-$7,000
19-04344-N	12/05/2019	$1,000	-$0	$200	-$20	-$20
19-04413-N	12/09/2019	$94,630	-$45,000	$50,000	-$25,000	-$70,000
19-04548-N	12/21/2019	$500,000	-$5,000	$200	-$0	-$5,000
19-04597-N	12/26/2019	$1,000	-$1,000	$0	-$0	-$1,000
Grand Totals		**$6,928,380**	-$204,350	**$930,050**	-$64,692	**-$269,042**
					Total Property Saved	**$7,589,388.00**

2019 Total Property Loss and Saved from Fire

OPERATIONS

Training

The Fire Division's training unit prepares, provides, and tracks the professional development needs of all personnel.

The training unit, under the direction of Asst. Chief Murphy and training officer Lt. Keller provided monthly training activities to hone our emergency service skills, and in 2019, our focus was on advanced specialty training needs.

Unfortunately, many of the 2019 training goals were not accomplished due to all external training being suspended halfway through the year. This hold on external training was ordered due to operational overtime trending over the budgeted amount. To ensure the Fire Division maintains sufficient operational staffing 24hrs./7 days a week, the utilization of training over-time funds for operational staffing over-time was determined to be required by the Fire Chief. This sacrifice was warranted and allowed the Fire Division to maintain staffing requirements throughout the year.

To ensure the fire division staff maintained proficiencies in their critical skills, the training unit staff focused on internal department-wide and company training activities. These trainings ensured that each staff member had sufficient continuing education opportunities for recertification.

In 2019, the training unit identified and began providing internal training for each specialty certification (Fire, EMS, Inspector, Officer Investigator, Health & Safety, Etc.) based on the required continuing education requirements and ISO schedule. All training was scheduled via a monthly task book assignment and was required to be completed by all staff members.

OFO
Ohio Fire Officer Credentialing Program

The training division coordinated the following classes/programs:

- EMS Con. Education Classes (On-line & In-class)
- Nationally recognized Blue Card incident management training.
- Firefighter Safety & Survival
- Ohio Fire Chief and Ohio Fire Officer Credentials (All Line Officers)
- Haz-Mat Operations refresher
- Confined Space Refresher
- Ice Rescue
- Fire Investigation & FIT Certification from the IAAI.
- Advanced Stroke Life Support
- AHA- ACLS, PALS, BLS Recertification

The unit will continue to look for quality training opportunities for our members to provide the highest level of training possible.

Training in Detail

In 2019 the total number of training hours was 4592.75.

2019 CE Totals

A-SHIFT	EMS	FIRE
BALAS	23	55
BERTSCH	27	17.5
CHRISTIE	28	21.25
CRUM	26	34.5
CUDLIP	23	25.5
CUTLIP	26	95
DURSTINE	31	236
ELDER	24	51
ETTER	16	82.75
KELLER	27	80.25
KERMODE	17	34.5
MARTIN	31	202
MESHEW	38	44.5
SPRINGER	81	112.25
TROYER	0	3.5

B-SHIFT	EMS	FIRE
AUKERMAN	17	23
BUZZARD	29	157
EBERLY	83	120
EDGELL	27	85.5
HAWKINS	24	58
IANNARELLI	31	37
KIEFER	33	119
LINDSAY	31	29
LINZ	31	52
MAAG	28	78
PRIEST	30	17
SPURLOCK	24	64
STULL,B	17	34
WELTY	25	81

C-SHIFT	EMS	FIRE
BROWNSON	44.5	177.5
GREEN	19.5	46
HEWITT	33.5	25.5
KIPER	26	150
MILLER,N	35.5	202.75
SHAFFER	43.5	83.5
SHERRICK	33	27
SMITH	42	131
STULL,J	42.5	134.5
TANNHOF	34.5	36.5
THOMPSON	37.5	49.5
WALTER	21	9
WEBB	27.5	39
Miller,J	16.5	26.5

Chief/FSI	EMS	FIRE
SALEY	36.5	73
MURPHY	21	65
BERRY	42	96.5

EMS	1404.5
FIRE	3188.25
GRAND TOTAL	4592.75

COMMUNITY RISK REDUCTION

An operational review identified a gap in service levels in our code enforcement activities. In 2018, the Fire Division conducted regular fire inspections on approx. 13% of business occupancies (Avg. 1500 businesses) within the City. While conducting strategic planning, the Division identified the need for a functional reorganization and the addition of staff member(s) to minimize the risk of fire and increase safety for the citizens, visitors, and fire division staff. To address the gap in service, the Community Risk Reduction Division (CRR) was created in June of 2019 after the Fire Division finalized a functional reorganization of its subdivisions, bureaus, and special units. The reorganized CRR Division now includes fire prevention, code enforcement, fire investigation, plan review, emergency preparedness, traffic commission, mobile integrated healthcare, and accident safety investigation. After full implementation of the CRR Division, regular fire inspections increased by 8% and are expected to increase an additional 16% by the end of 2020.

Upon being assigned to the CRR Division, Asst. Chief Kiper placed an increased focus on several areas of need; including but not limited to plan review, increase in inspections and re-inspections, increased training and focus on fire investigation, follow-up with EMS "super-utilizers" in an attempt to minimize unnecessary impact on operational duty crews, and working with local social service agencies to find alternative solutions to physical and mental health patients that are repeat users of the EMS system.

Community Risk Reduction is defined by NFPA 1035 as "programs, actions, and services used by a community, which prevent or mitigate the loss of life, property, and resources associated with life safety, fire, and other disasters within a community." The community-based risk reduction model allows us to utilize a data-driven approach to increase public safety because of the collective work to evaluate risk, target hazards, and implement system-wide initiatives to solve community-specific safety problems.

Plan Review & Environmental Assessments

To increase life safety and reduce fire hazards before they occur, the fire marshal reviewed 71 plans & planning commission reviews and conducted 13 environmental assessments in 2019. AC Murphy & Kiper formally document plan reviews that pertained to fire protection. Any other plans received a courtesy review, and any concerns were forwarded to the Building Dept. In addition to the plan review activity, the CRR staff conducted multiple on-site inspections and meetings for the majority of these projects.

Plan Review & Environmental Assessments	84
Fire Prevention Activities	598

COMMUNITY RISK REDUCTION

Fire Prevention, Code Enforcement, & Education

In 2019, the formal transition to a Community Risk Reduction Division allowed staff members to increase code enforcement activities on high & medium hazard occupancies. The CRR Staff (fire inspectors) conduct multiple fire prevention and education activities including Knox Box installation & maintenance, installation of locking FDC caps, hazard placards, acceptance testing, fire watches, FDC signs, fire prevention week activities, FD gate access, fire extinguisher placement, backflow preventer liaison, fire escape testing, bleacher inspections, and fireworks.

The code enforcement activities continue with increased inspections in business occupancies and new construction inspections & acceptance testing. The fire inspector also conducts inspections of state-licensed daycare, residential care facilities, and all schools. Depending on the building occupancy type, each inspection can last from one hour to multiple days. In 2019, documentation showed a 25% increase in regular and re-inspection activities, as compared to 2018's activities.

In 2018, the fire inspector conducted:

- 581 Fire Inspections.
    - 329 regular inspections
    - 252 re-inspections
- 598 Fire Prevention Activities.
- Training for 20 people on Fire Extinguishers.
- Public education to 1,152 people (523 children and 629 adults).
- Fire station tours for 149 people.

The above inspection, prevention, and education activities are in addition to responding to emergencies and required departmental training activities.

Mobile Integrated Healthcare

The CRR Division began its initial mobile integrated healthcare activities by focusing efforts facilitating social services for the "super utilizer" of the EMS system. These MIH efforts will reduce the impact of rising call volumes and help residents control chronic medical conditions in the less restrictive environment. CRR staff assisted in coordinating: home health assistance, meals on wheels, home cleaning services, medical transportation, placement into nursing or transitional care, assistance in obtaining medical equipment and alerting devices.

SPECIAL UNIT SUMMARY

Fire Investigation Unit:

FIU unit members and fire administration have continuously worked diligently to update and maintain training levels and standard operating procedures for the unit. The focus on continuous improvement continued in 2019. The Fire investigation unit redefined their goals for operational improvement and effectiveness.

Throughout 2019, the unit members' continued to enhance their training and work toward becoming or maintaining FIT certified by the IAAI association.

The unit investigated 33 fires. Of those 33 fires:

- 8 were single-family residences
- 10 were multi-family dwellings
- 8 were vehicles
- 5 were commercial buildings
- 2 were when the Unit facilitated investigation support to mutual aid partners.

The unit continued to draft new SOG's and standardized a fire investigation report format to regional and national standards.

In 2019, upon the appointment of AC Kiper to oversee the CRR Division, the FIU was rolled into the CRR Division for functional purposes and additional oversight by a 40 hours employee. To support operational needs, FF Martin was appointed to the unit, and he has been actively working on his CV and CFI training. Lastly, the unit obtained additional evidence collection equipment to ensure that best practices are upheld.

Our main goal is to determine the cause and origin of every fire. To accomplish this, we will continue to keep the members trained, educated, and up to date in this field. This way, they will continue to be confident in their abilities to investigate and will continue to show their professionalism during court appearances.

WFD-FIU, LT. Etter

FIU- Photography Unit

The FIU-PU consists of 5 members, all firefighters, and works closely with the Fire Investigation Unit.

Mike Sherrick, OIC, Mike Springer; C – Shift
Ed Edgell, Jeff Buzzard; B – Shift
Ron Balas, Matt Cudlip; A – Shift

At the end of 2019, significant progress was made to turn the investigation photography to the FIU investigators.

SPECIAL UNIT SUMMARY

The FIU-PU recorded all incidents digitally in 2019.

All files/images are now backed up to the shared file on the City server, and per IT, a weekly backup of all Photography Unit files to a standalone hard drive, this is administered by Fire Inspector Mike Berry, and located in the Inspectors office. This hard drive should be swapped out with a new one every couple of years to ensure the greater life expectancy of the unit and the recorded images.

FIU-PU Equipment list that is *current and in use* is as follows:

Canon EOS Digital Rebel T6i camera with a zoom lens, Canon 600 strobe, and accessories:
This was purchased in 2019 and is our first line camera stored on the Battalion 1 vehicle.

Canon EOS Digital Rebel T3i camera with a zoom lens, Canon 430EX Flash, and accessories:
This was purchased in 2013 and is our back-up camera stored on the FIU trailer.

Three Canon point and shoot cameras;
These are carried on each Medic Unit for incident documentation; the division's iPads are also being used for this.

3 Fujifilm XP point and shoot cameras;
These are carried on each engine, and used for: Training, Recording possible fire safety violations, and used as a backup for the first line camera; **(the cameras can't photograph a fire scene well enough to be used for investigation documentation.)**

The FIU-PU has remained effective by producing quality photographs in a timely and efficient manner for the WFD-FIU, Wooster Police Division, and the State Fire Marshal Investigators.

Respectfully submitted,

Michael D. Sherrick

Michael D Sherrick, OIC
Fire Investigation Unit - Photography Unit
Wooster Division of Fire

Juvenile Fire Setter Program

2019 was the 15th year that the Juvenile Fire Setter program had been offered to Wooster residents with children who exhibit improper behavior dealing with fire. To ensure that our residents are aware of this program, the Division has a brochure available at the fire department website. Also, the schools and court systems have been provided with contact information and a program summary.

In 2019 there were no active Juvenile Fire Setter programs requested and completed.

Lt. Chris Green- Unit Leader

SPECIAL UNIT SUMMARY

SCBA- Breathing Air Apparatus Unit

The Breathing Air Apparatus Unit oversees all Wooster Division of Fire's breathing air apparatus, which includes: the division's Self Contained Breathing Apparatus (SCBA), Rapid Intervention Bags (RIT), Confined Space Escape Packs, Confined Space Supplied Air Fill Stations, the Air Compressor/ SCBA Fill Station located at Station #2, the breathing air cylinders on Ladder 1 (138), and the fit testing of all Fire Division personnel.

The Breathing Air Apparatus Unit currently has an inventory of the following portable equipment: thirty-nine (39) SCBA's, seventy-six (76) face pieces, one hundred and eleven (111) air cylinders, five (5) rapid intervention team (RIT) bag systems, six (6) confined space escape packs, two (2) confined space MSA air cart stations.

The unit consists of the following members:
Matt Cudlip, OIC; A-Shift
Scott Iannarelli; B-Shift
Joshua Brownson; C-Shift

The breathing air unit operates from a dedicated SCBA workspace at the new Safety Center. This workspace includes the Scott Revolve Air fill station, compressor, spare equipment, and parts. This workspace provides the needed space to complete minor repairs, maintenance, and storage of all spare parts and equipment.

All fire division members received extensive hands-on training with the fire divisions MSA G1 SCBA, MSA SAR for Confined Space entry, and Rapid Intervention Team (RIT) bags. Hands-on training took place during monthly and off-site advanced training classes.

Additions to the Breathing Air Unit:

- Two (2) RIT bags to standardize the type and equipment across the Division.

Repairs/Service:

Overall, the fire division's MSA G1 SCBA had minimal repairs for the extensive use received during training and incidents. These SCBAs have performed extremely well during 2019. In 2019, the Division had all SCBA flow tested by Fire safety Services Inc. At the same time, staff members face pieces were tested and repaired any exhalation valves that were found to be sticking.

Respectfully submitted,
FF Matt Cudlip
Breathing Air Apparatus Unit

SPECIAL UNIT SUMMARY

EMS Operations- Supplies and Procurement Unit

The EMS Unit is responsible for licenses and permits, quality assurance, audits, and coordination with the Wooster Community Hospital EMS Coordinator. The EMS Division also works with the training unit concerning EMS training goals and with the apparatus committees concerning needs with new vehicle purchases. Overseeing purchases and the handling of controlled substances is also the responsibility of the EMS Unit.

The Squad Supplies and Equipment Procurement Unit is a subunit of the EMS Unit consisting of FF Buzzard (EMS supplies), FF Welty (drug exchange), FF Eberly (power cots and loaders), and FF Spurlock (cardiac monitors and AED's). The unit strives to keep up with technology and provide the response units with the best equipment while remaining fiscally responsible.

In 2019, all EMS agencies under the Wooster Community Hospital's medical control implemented new protocols. All Emergency Medical Technicians were required to pass a protocol test before implementation. The updated protocols are now readily available on each of the fire departments IPADs. The update also resulted in the addition of 16 new medications available for administration by fire department personnel.

EMS training focused on the recertification of personnel in Basic Life Support, Advanced Cardiac Life Support, and Pediatric Life Support. Additional training was in response to a part of the new protocols that cited a "pit crew" concept for treating sudden cardiac arrest. In recent years, the WFD has added several tools to enhance the treatment of these patients, including mechanical CPR devices and an airway adjunct called an impedance threshold device. The emphasis on cardiac arrest incidents has paid off. In 2019, five cardiac arrest patients survived and recovered with little or no neurologic deficits, which translates to a survival rate of 22.7% compared to a national average of 10-12%.

During the upcoming year, we look forward to placing three new AED's in service, implementing protocol updates, improving our pit crew response for sudden cardiac arrest, and training on a new piece of equipment called a T-POD. T-POD's are pelvic stabilization devices used to treat hip and pelvic injuries. The EMS Unit will also contribute to the effort of placing a new medic unit into service. The new ambulance will replace an older and outdated unit.

Respectfully submitted,
Capt. Mike Maag

SPECIAL UNIT SUMMARY

Haz-Mat Unit

In 2019, the Wooster Fire Department facilitated our annual hazardous material refresher course provided by Bad Day Training LLC. All three shifts attended the training over three days to maintain their operational skills.

Respectfully submitted,
LT Scott Meshew

Confined Space Unit

The confined space unit has made progress and focused on training in 2019. To ensure a baseline of technical rescue skills, the Division hosted a Confined Space Refresher training class with the assistance of Bad day Training at the Wooster water treatment plan. Additionally, outreach training was conducted by our staff with Wooster Utilities and PPM Divisions.

The unit responded to no calls for service in 2019.

Respectfully submitted,
FF Jared Durstine

Critical Incident Stress Debriefing (CISD) Unit

The Fire Division cooperates with and has two staff members on the TRI County CISD team. The team responds to and helps debriefings that help minimize the emotional and psychological impact on the emergency responders.

Rapid Intervention Team Unit

It was developed and started in late 2019. Unit leader FF Martin will work with AC Murphy to enhance operations.

Other active units that provide support services:
Communications Unit, Station Supply Unit, Health & Safety Unit

STAFF

Firefighter of the Year

LIEUTENANT KIEFER

LT Joe Kiefer

Each year the Wooster Exchange Club honors local emergency service members. This year, Joe Kiefer was nominated and selected to receive this award. Joe was presented with the award during a ceremony at the Tj's Restaurant. With dedication, Joe has served the division and community for 18 years. Joe is a Lieutenant on B-shift and has gone above and beyond on behalf of Wooster to enhance the safety of our citizens. Joe actively works on the smoke detector initiative with the Red Cross and has helped to mentor and encourage the young firefighters on his shift.

Retired

LIEUTENANT TEICHMER

LT Les Teichmer

Les was hired in August of 1991 as a firefighter and promoted to LT in 2015. During his tenure with the Fire Division, Les worked on A & C-Shifts. Les has been an active member within the FF L-764 and served in a variety of Leadership positions and was the unit leader for special operations.

CAPTAIN WALTER

Capt. Rhodes Walter

Rody was hired in August of 1991 as a firefighter and promoted to Captain in 2001. During his tenure with the Fire Division, Rody worked on C-Shift. Rody has been very active as the EMS Division Captain and helped increase training and technology advancements for our EMS system.

Promotions

Eddie Edgell- Lieutenant
Dave Shaffer- Lieutenant
Don Keller- Captain
Scott Kiper- Asst. Chief

GOALS & OBJECTIVES ACCOMPLISHED

In 2019, the Division successfully met multiple goals and objectives.

Stations, Equipment, and Apparatus:

- The apparatus committee continued their diligent efforts to update the Fire Division's fire and EMS fleet. In 2019, the Unit worked on the design and ordering of a Sutphen SL75 fire engine with a 75-foot aerial ladder. This unit was constructed in 2019, and its final inspection occurred before the New Year. The delivery of the unit is expected in January 2020.

- The Fire Division worked with the Ohio Bureau of Workers Comp to apply for and get awarded a second round of the Firefighter Exposure to Environmental Elements Grant (FEEEG) program. This grant award allowed us to purchase additional firefighting hoods and gloves to protect our staff from cancer-causing agents that are associated with fire suppression.

- The Wooster Walmart awarded the Fire Division a $5,000 grant to purchase advanced technology for search and rescue operations.

- The Fire Division purchased 10 sets of firefighting turn out gear to ensure they are NFPA compliant.

Administratively, the fire division:

- Finalized the Insurance Services Office (ISO) review for the Fire Division.
- Finalized the Standard of Cover, Strategic Plan, and Professional Development Plan.
- Developed and Coordinate Safety initiatives & training for the City.
- Provided administrative oversight of the Wooster-Ashland Regional Council of Governments regional dispatch center, as the acting director.
- Conducted promotional testing for Asst. Chief, Captain, Lieutenant, and entry-level Firefighter.
- Prepared and applied for OFO credentials through the Ohio Fire Chiefs Assoc. for all current line officers.
- Reorganized the Division's functional organization
- Completed departmental training for professional development.
    - Confined Space & Haz-Mat refresher
    - Fire Investigation- FIT Certification
    - Blue Card- Incident Command Training and Cont. Education
    - Saley, Walter, & Keller completed the Maxwell Leadership program.
    - EMS Protocol Update Training.
    - Pit Crew CPR training.

LOOKING FORWARD…

The Fire Division continues to work toward the goals of continuous improvement and advanced training by:

- Updating the Fire Division's policy and procedure manual.
- Working towards becoming accredited by the Center for Public Excellence by completing the Self- Assessment Evaluation
- Continuing to develop the Division's staff for succession planning purposes.
- Updating and monitoring response data to address operational and staffing issues.

All of the above goals are living documents and are on-going projects that will need continuous attention and development.

In 2020; the Fire Division plan to:

- Continue to work and develop the above on-going document goals.
- Spec. and order a replacement ambulance for Medic 2.
- Implement the use of Mobile Data Terminals in the Medics to accurately record response times.
- Redevelop our county-wide special operations teams' methodology.
- Review Station Alerting options to incorporate an IP process.
- Update old extrication tools (jaws of life) with battery-operated tools.
- Focus on Leadership and officer development of new officers.

2019 was a busy year for the Wooster Division of Fire. The Fire Division worked diligently to maintain service levels to the city and the safety of the staff. Throughout the year, the Division forged through multiple long term injuries & illnesses and prioritized operational response to ensure public safety.

A continuous goal for the Fire Division is continuous improvement. The Fire Division continues to evaluate operations and identify gaps in service levels so that we can take proactive measures to enhance services. This methodology will help us achieve our vision of being a nationally recognized leader in the fire service.

The fire division personnel and I look forward to the opportunity to enhance the Fire Division and build upon the outstanding services we provide to the City of Wooster.

Thank you and be safe,

Barry Saley-Fire Chief