

CITY OF WOOSTER



DIVISION OF FIRE Annual Report 2020

Executive Summary

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

I am honored to submit the 2020 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.

2020 started with optimism, as Wooster Fire placed a brand new Sutphen 75 foot ladder/engine into service. While on the other side of the world, the new COVID-19 virus began to create significant havoc. As part of our mission, the command staff began to ramp up situational awareness and conduct emergency preparedness activities. All while hoping the impact of the new prevailing SARS virus would diminish before it reached our shores, similar to the outbreaks of H1N1 in 2009 & Ebola in 2014.

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:



Our hope and optimism rapidly evolved into uncertainty. As an outbreak of COVID-19 occurred in Washington State and the virus's impact on fire/ems organizations became apparent and unavoidable. COVID-19 and our response to combat the virus monopolized most of our staff's attention in 2020. This resulted in many of our planned projects, trainings, and programs being suspended and unable to be completed. Yet, this global pandemic highlighted Wooster Fire's values. Our staff operated with professionalism and focused on serving our community at

the highest level possible. Even under the looming uncertainty, lack of personal protective equipment, and on-going health and safety concerns. Our staff reported for duty and served the public, as we have sworn to do.

Below is a small list of the projects and goals completed in 2020, but this list does not demonstrate the herculean effort and resilience that our staff showed daily to keep our community, families, and oneself safe.

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

- Place in-service a 2019 Sutphen SL75 fire engine w/ a 75 ft. aerial ladder.
- Awarded promotions for Captain, Lieutenant, and entry-level FF.
- We have reduced our Insurance Services Office (ISO) rating to a "2".
- Coordinated safety initiatives & new employee safety training for the City.
- Acquired Walmart & EMS Grant funding for fire prevention and operations.
- Completed professional development training program.

As we look forward to 2021, the Fire Division is committed to continuous improvement and accomplishing the goals and objectives set for 2020 & 2021. This includes the design phase of Station 1's renovation, completing a new medic build, advanced ems equipment, and investing in our staff's professional development.

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., and 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.

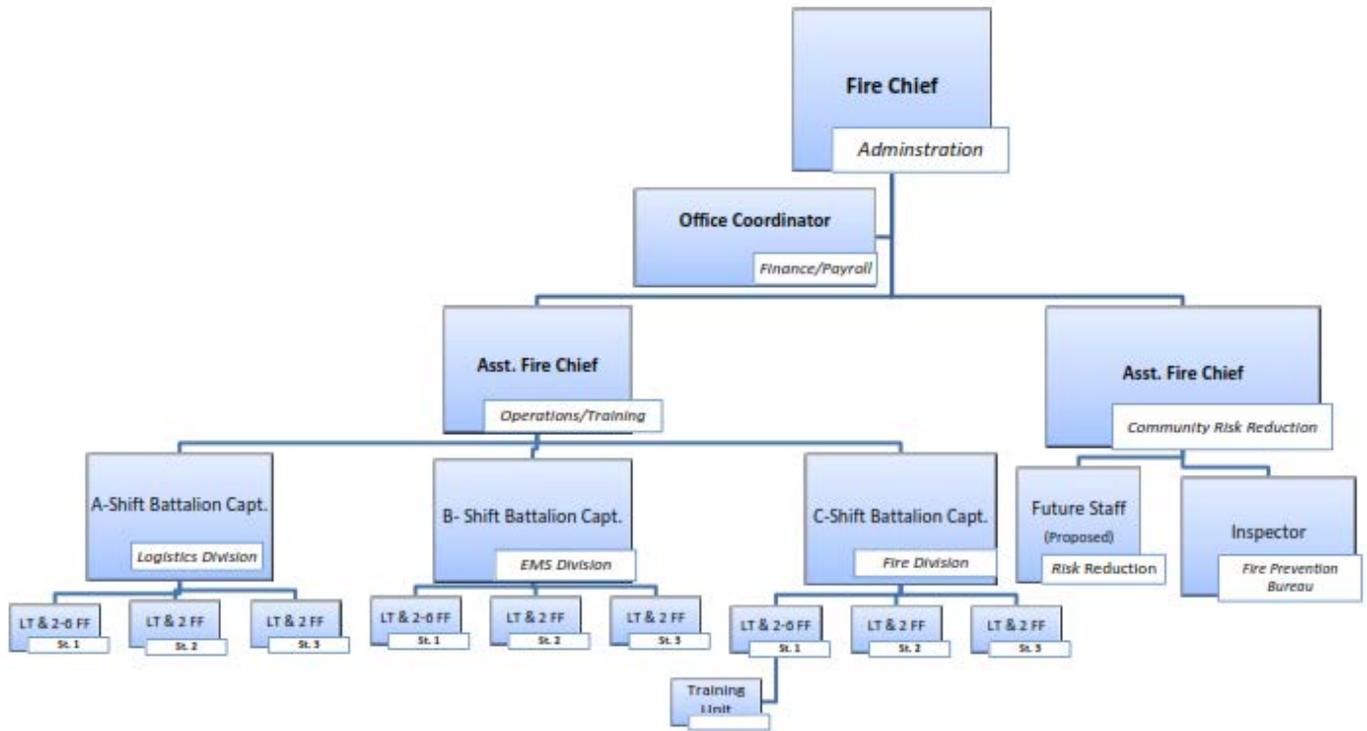
The Fire Division is the primary emergency service responder to all emergency incidents within the City of Wooster. As the scope of the fire service has changed, so has the fire division. We have transformed into an all-hazards emergency service organization.

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



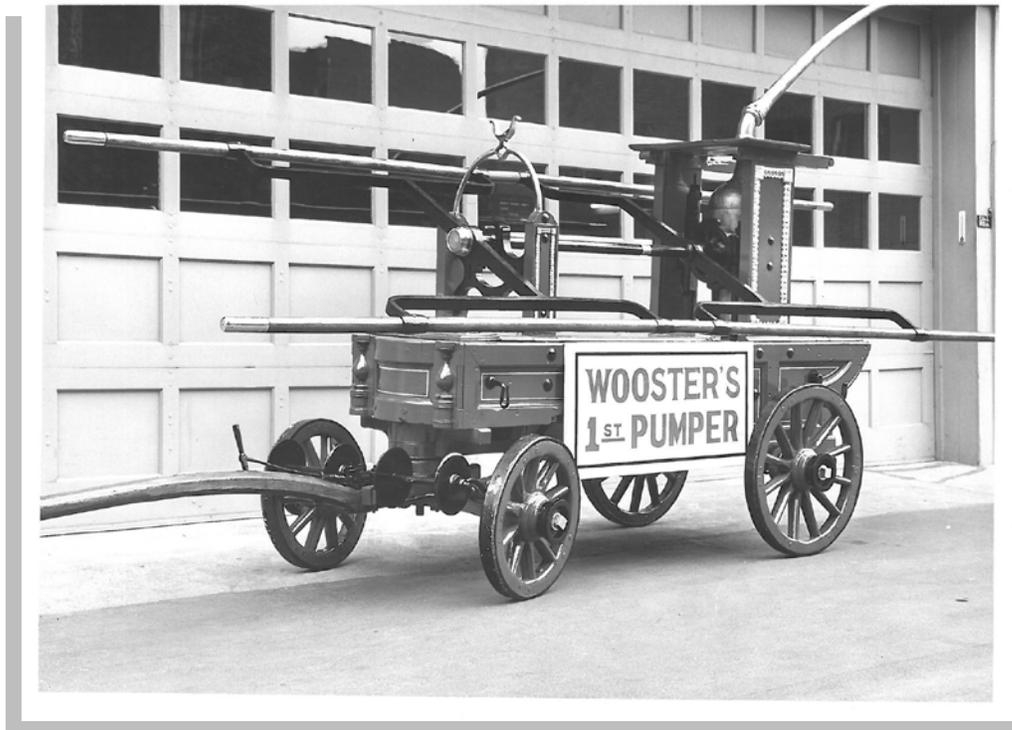
ADMINISTRATION

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 delivering 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.

An additional assigned responsibility of the Fire Chief is 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 evaluate, mitigate, and prevent any potential safety concerns and meet our PERRP requirements.



OPERATIONS

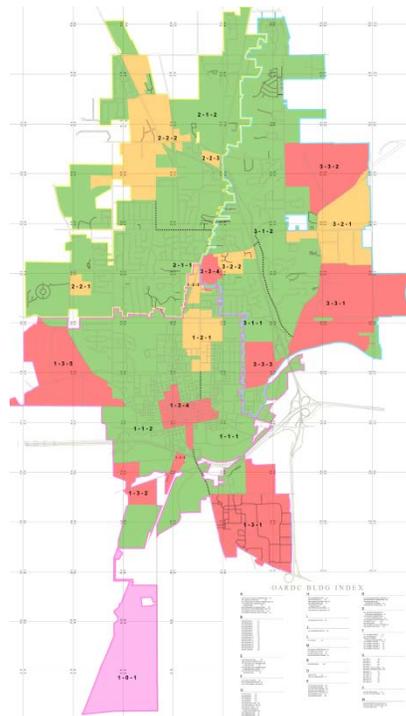
The Operations Division is the largest functional area within the Fire Division. It encompasses all emergency operations and the management of three fire stations and 42 staff members. Assistant Fire Chief Murphy provides a direct report to three fire captains responsible for the effective supervision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

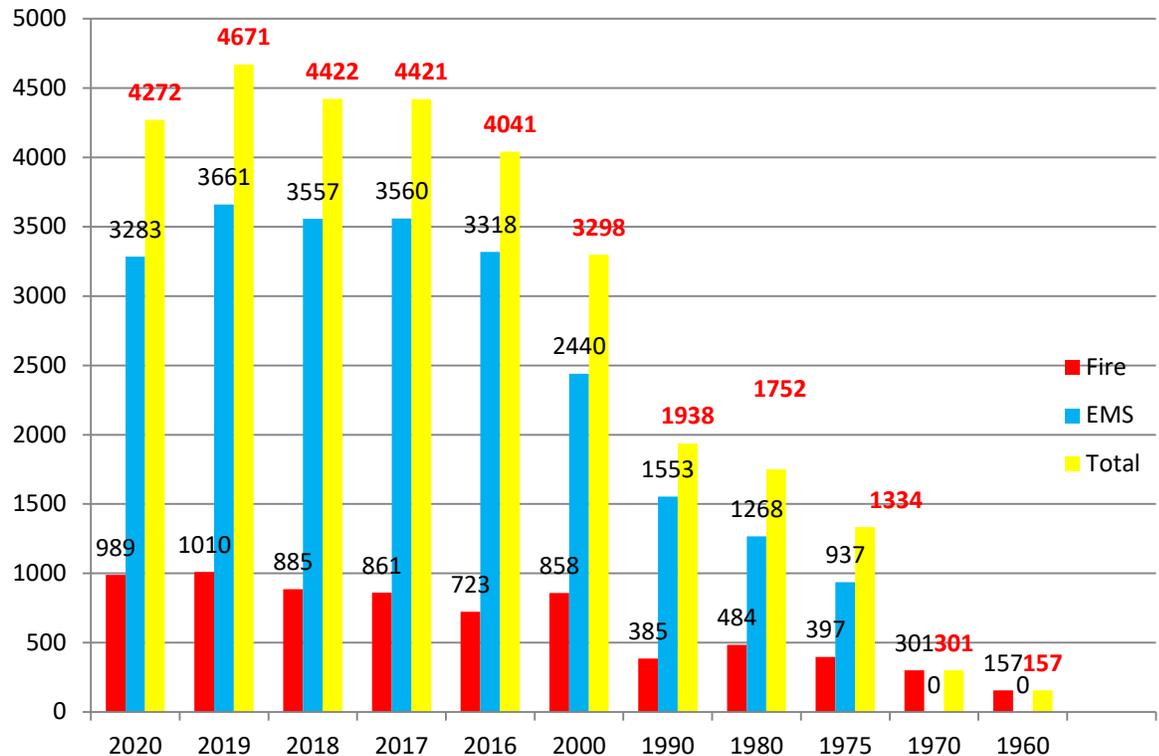
OPERATIONS

*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 2020, the Division's call volume decreased to 4272 calls annually.



TOTAL CALLS FOR DUTY



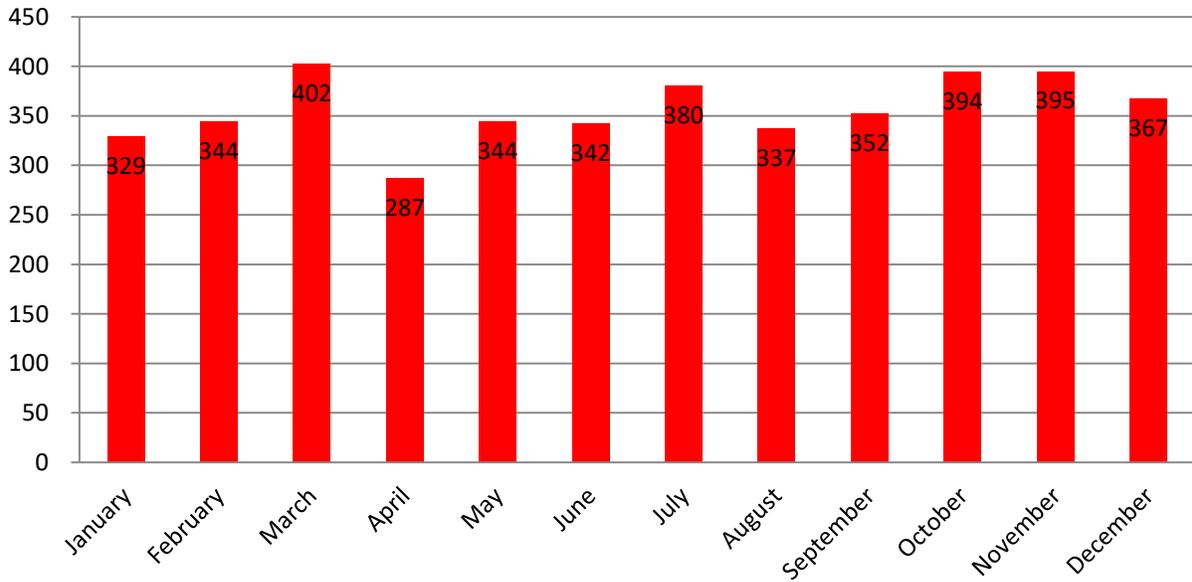
The number of EMS incidents in 2020 was 3283 (77%). The number of non-EMS incidents was 989 (23%). The trend line shows a slight decrease in EMS incidents and non-EMS alarms.

This decrease is a direct reflection of a public relations campaign conducted by our Risk Reduction Division to reduce unwarranted EMS calls during the beginning months of the COVID-19 pandemic.

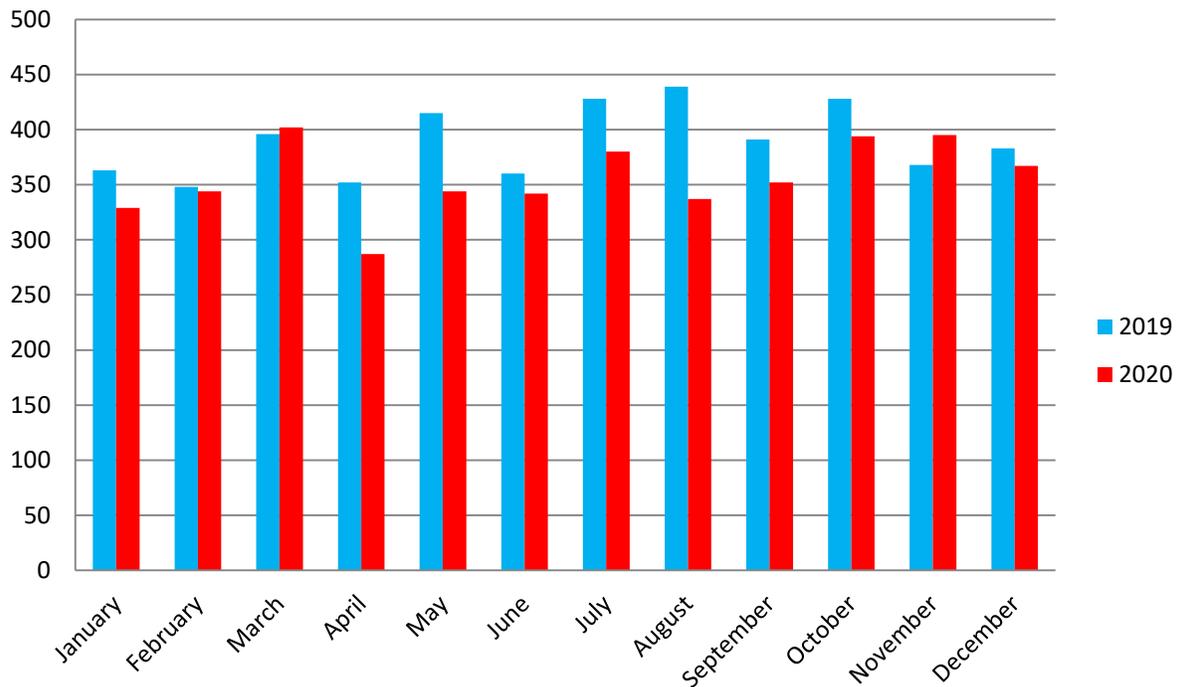
This campaign educated citizens and encouraged self-care in an attempt to "flatten the curve." This education resulted in an approx. 9% reduction in calls for service and provided residual capacity for our healthcare system. A more detailed view of calls for service are below and are continuously reviewed by our Operations and CRR Divisions for operational effectiveness and opportunities to minimize gaps in service levels.

OPERATIONS

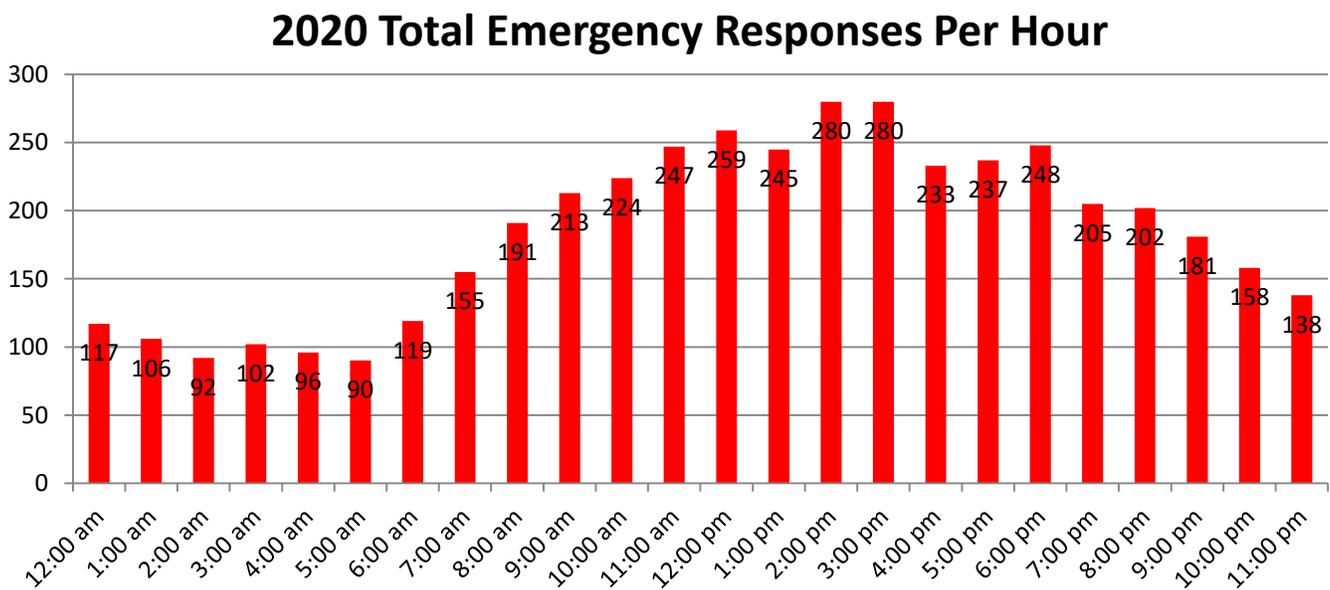
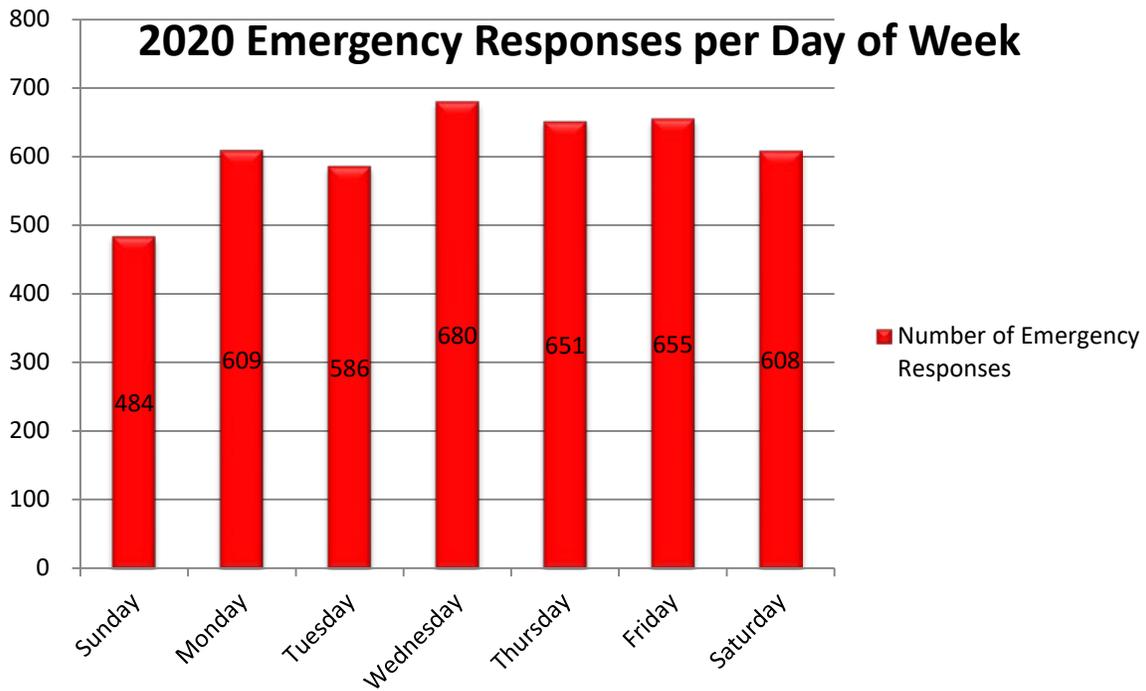
2020 Monthly Call Volume



2020 vs. 2019 Monthly Call Volume

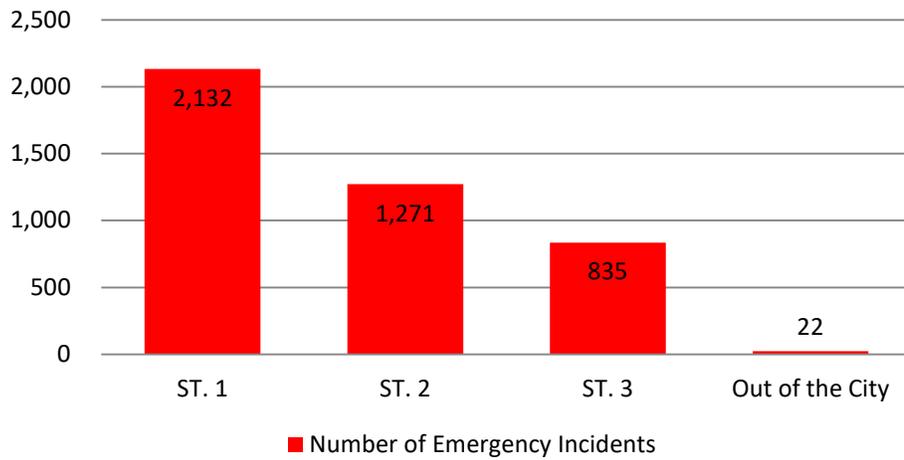


OPERATIONS

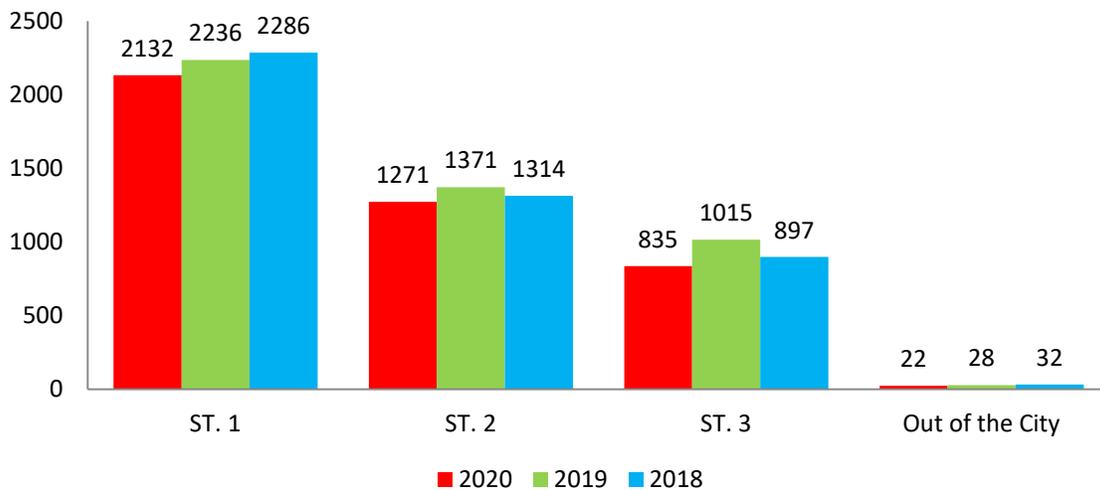


OPERATIONS

2020 Emergency Responses per District

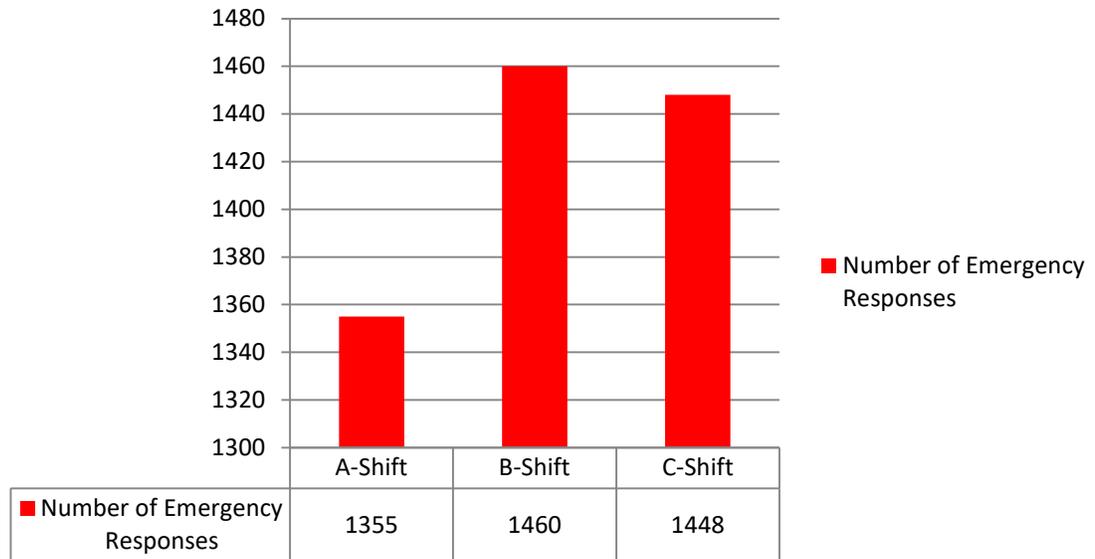


Emergency Response per District- 3 Year Trend

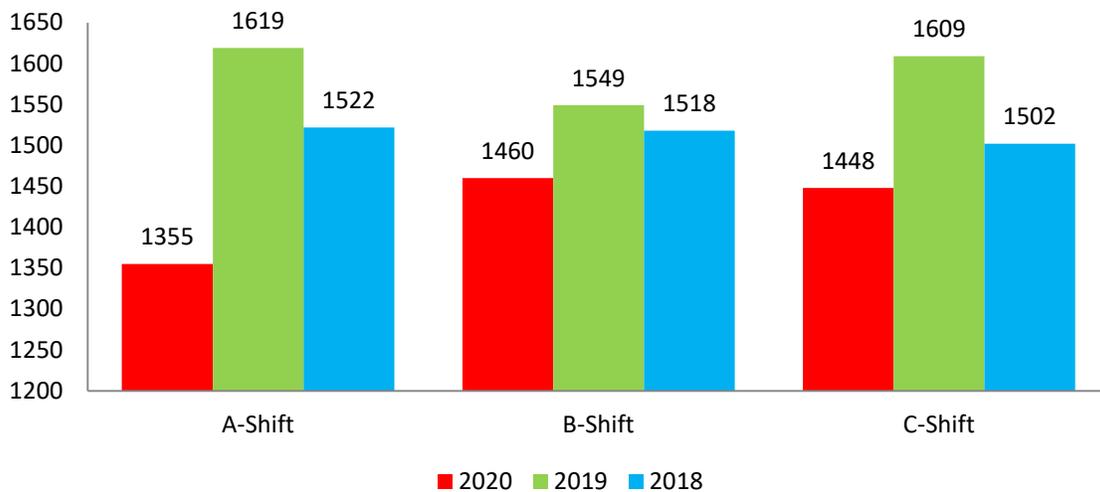


OPERATIONS

2020 Emergency Responses Per Shift



Emergency Response Per Shift 3 Year Trend



OPERATIONS



EMS	EMS Call Non-MVA	3,283
Non-EMS		
	Motor vehicle accident with no inju	20
	Public service	476
	Dispatched & canceled en route	141
	Alarm system sounded due to malf	81
	Smoke detector activation, no fire -	44
	Building fire	24
	Smoke scare, odor of smoke	22
	Unauthorized burning	18
	Carbon monoxide incident	17
	Gas leak (natural gas or LPG)	10
	Motor vehicle accident with injurie	49
	No incident found on arrival at disp	7
	Electrical wiring/equipment probl	13
	Trash or rubbish fire, contained	7
	Steam, other gas mistaken for smol	6
	Good intent call, other	5
	Cooking fire, confined to container	5
	Assist invalid	4
	Assist police or other governmenta	7
	Removal of victim(s) from stalled e	4
	Passenger vehicle fire	5
	Sprinkler activation, no fire - uninte	3
	Authorized controlled burning	3
	Hazardous condition, other	2
	Chimney or flue fire, confined to ch	2
	Citizen complaint	1
	Sprinkler activation due to malfunc	1
	Water problem, other	1
	Lock-out	1
	Overheated motor	1
	Oil or other combustible liquid spil	1
	Gasoline or other flammable liquid	1
	Rescue	4
	Overpressure rupture from steam,	1
	Overpressure rupture, explosion, o	1
	Dumpster or other outside trash rev	1

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.

2020 WFD Emergency Incident Response Times

2020 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	3343	3305	3349	3342	3320
Average	0:01:11	0:01:41	0:03:41	0:06:34	0:33:20
Max	0:04:57	0:04:55	0:13:22	0:18:23	3:15:30
Min	0:00:04	0:00:01	0:00:01	0:01:33	0:01:56
Range	0:04:53	0:04:54	0:13:21	0:16:50	3:13:34
Stdev	0:00:40	0:00:50	0:01:53	0:02:21	0:12:54

2020 NON-EMS (FIRE)	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	875	816	761	759	852
Average	0:01:14	0:01:35	0:04:08	0:07:08	0:19:36
Max	0:04:53	0:04:46	0:13:41	0:19:23	3:22:38
Min	0:00:01	0:00:01	0:00:02	0:01:11	0:01:02
Range	0:04:52	0:04:45	0:13:39	0:18:12	3:21:36
Stdev	0:00:46	0:00:58	0:02:33	0:03:11	0:17:53

2020 Structure Fire	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	20	19	21	21	20
Average	0:00:59	0:02:12	0:03:50	0:07:05	1:33:41
Max	0:02:18	0:03:24	0:11:35	0:15:24	4:59:04
Min	0:00:20	0:00:39	0:00:03	0:03:29	0:15:59
Range	0:01:58	0:02:45	0:11:32	0:11:55	4:43:05
Stdev	0:00:36	0:00:58	0:02:16	0:02:40	1:13:17

OPERATIONS

Wooster Fire

Apparatus Call Volume

1/1/2020 - 12/31/2020

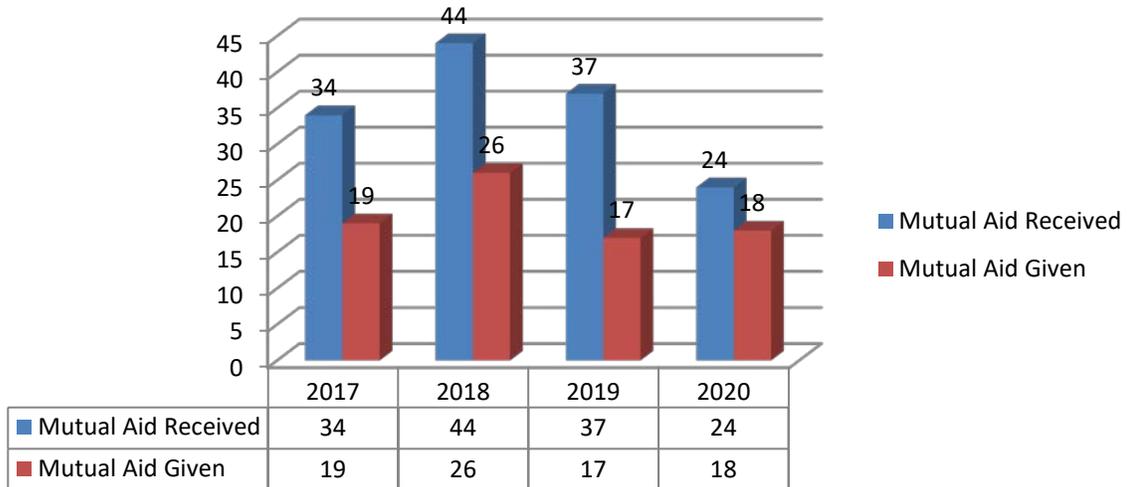
MEDIC 1	1,674
MEDIC 2	1,285
BATTALION 1	1,098
MEDIC 3	935
ENGINE 2	234
ENGINE 3	169
ENGINE 1	163
UTILITY 3	144
LADDER 1	110
MEDIC 4	39
Chief 3	33
UTILITY 1	32
CHIEF 2	23
UTILITY 4	20
UTILITY 2	17
CHIEF 1	14
ENGINE 4	2
BRUSH 1	1
	0
Total	5,993



** 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

Mutual Aid Summary



Home/Residence	4,106
Street or Highway	79
Nursing home	51
Public Building	23
Health Care Facility	54
Private commercial establish	36
Residential Institution	18
Industrial Place or Premises	14
Other specified public build	7
College	7
Factory	2
Religious institution	5
Place of Recreation or Sport	3
Trade or Service	1
Public park	6
School	1
Athletic court	1
Service areas	1
Movie house or cinema	1
Prison	5

2020 Location Type Summary



OPERATIONS

Emergency Responses Per Fire Management Zones

Fire Management Zone	Calls For Service
112	771
111	621
211	464
134	435
312	429
212	412
222	248
121	127
322	122
122	113
221	101
321	93
311	75
334	63
331	42
WTF	40
333	35
131	35
223	30
135	28
332	23
CEN	5
132	3
133	2
WOO	1
CENT	1
CAN	1

OPERATIONS

EMS Division

Wooster Fire

EMS Level of Service Summary

1/1/2020 - 12/31/2020

BLS Emergency	2,461
ALS Level I Emergency	965
ALS Level II	22
Paramedic Intercept	1
Specialty Care Transport	1
Total:	3,450



2020 Patient Resident vs. Non-Resident



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

OPERATIONS

CITY OF WOOSTER - 102

1/1/2019 to 12/31/2019 & 1/1/2020 to 12/31/2020

1/1/2019 to 12/31/2019

Total Charges	\$2,229,919.23
Total Payments	\$812,972.79
Total Adjustments	\$1,245,626.57
Total Write-offs	\$235,997.08

Collection Rate	92.3%
Revenue Per Transport	\$272.35

1/1/2020 to 12/31/2020

Total Charges	\$2,018,549.36
Total Payments	\$701,815.82
Total Adjustments	\$1,022,339.20
Total Write-offs	\$176,528.41

Collection Rate	85.4%
Revenue Per Transport	\$258.88

Charge Detail

ALS	\$927,075.00	1,175	39.4%
ALS 2	\$21,926.00	19	0.6%
ALS NE	\$0.00	0	0.0%
BLS	\$1,201,761.00	1,791	60.0%
BLS NE	\$0.00	0	0.0%
Mileage	\$79,157.23	1.9	
Non-Transport	\$0.00	0	0.0%
Total	\$2,229,919.23	2,985	

Charge Detail

ALS	\$789,789.00	1,001	36.9%
ALS 2	\$20,772.00	18	0.7%
ALS NE	\$0.00	0	0.0%
BLS	\$1,135,332.00	1,692	62.4%
BLS NE	\$0.00	0	0.0%
Mileage	\$72,656.38	1.9	
Non-Transport	\$0.00	0	0.0%
Total	\$2,018,549.36	2,711	

Payment Detail

Auto Insurance	\$6,196.20	0.8%
Commercial Insurance	\$250,789.13	30.8%
Facility	\$2,206.50	0.3%
Medicaid	\$6,768.64	0.8%
Medicaid HMO	\$107,589.91	13.2%
Medicare	\$241,916.61	29.8%
Medicare HMO	\$115,787.42	14.2%
Patient Pays	\$70,396.28	8.7%
Workers' Comp Insurance	\$11,322.10	1.4%
Total	\$812,972.79	

Payment Detail

Auto Insurance	\$7,328.64	1.0%
Commercial Insurance	\$205,230.57	29.2%
Facility	\$1,322.43	0.2%
Medicaid	\$10,352.56	1.5%
Medicaid HMO	\$105,869.12	15.1%
Medicare	\$198,909.33	28.3%
Medicare HMO	\$97,008.19	13.8%
Patient Pays	\$68,231.47	9.7%
Workers' Comp Insurance	\$7,563.51	1.1%
Total	\$701,815.82	

Adjustment Detail

Auto Insurance	\$502.41	0.0%
Commercial Insurance	\$244,405.64	19.6%
Facility	\$1,092.04	0.1%
Medicaid	\$43,886.40	3.5%
Medicaid HMO	\$525,893.56	42.2%
Medicare	\$267,821.46	21.5%
Medicare HMO	\$148,043.86	11.9%
Miscellaneous	\$16,790.13	1.3%
Patient Pays	(\$6,009.61)	-0.5%
Workers' Comp Insurance	\$3,200.68	0.3%
Total	\$1,245,626.57	

Adjustment Detail

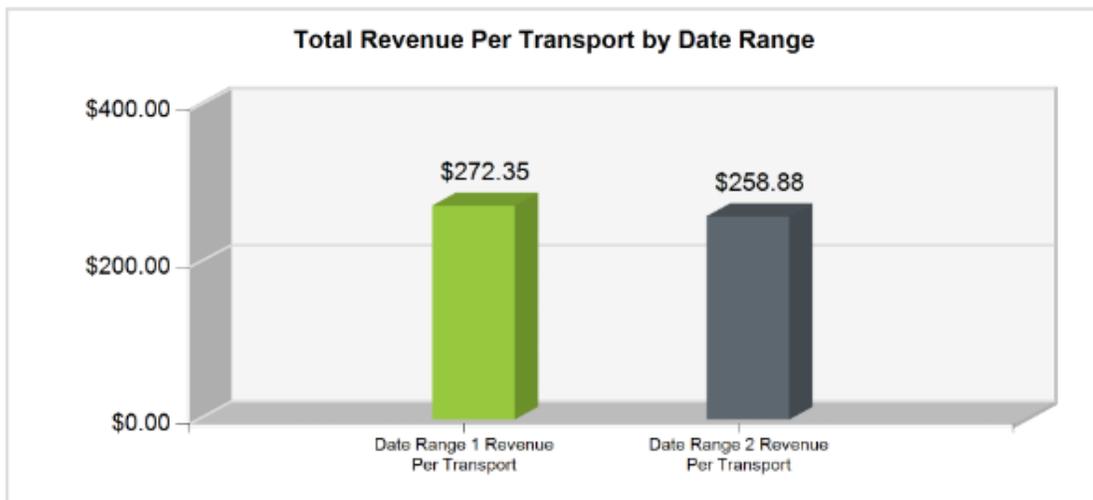
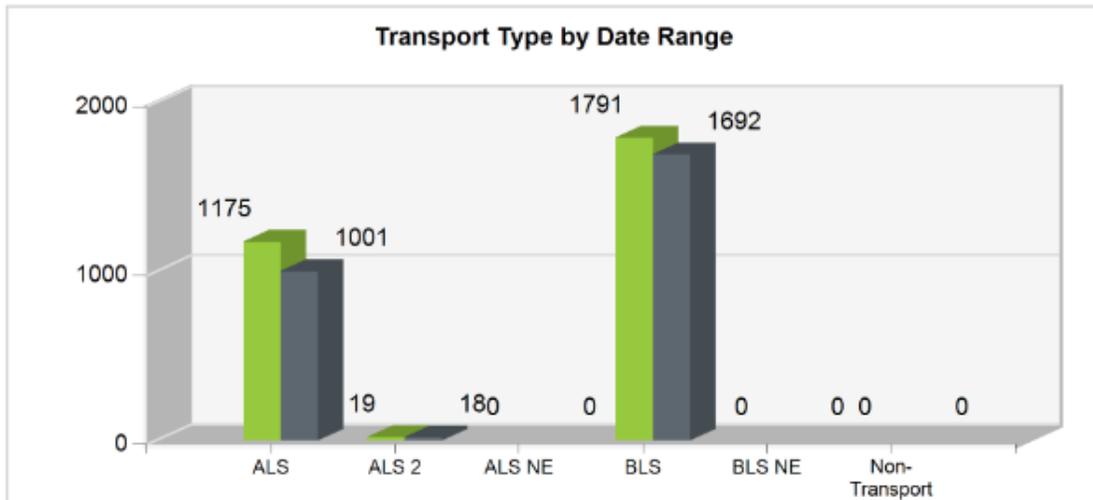
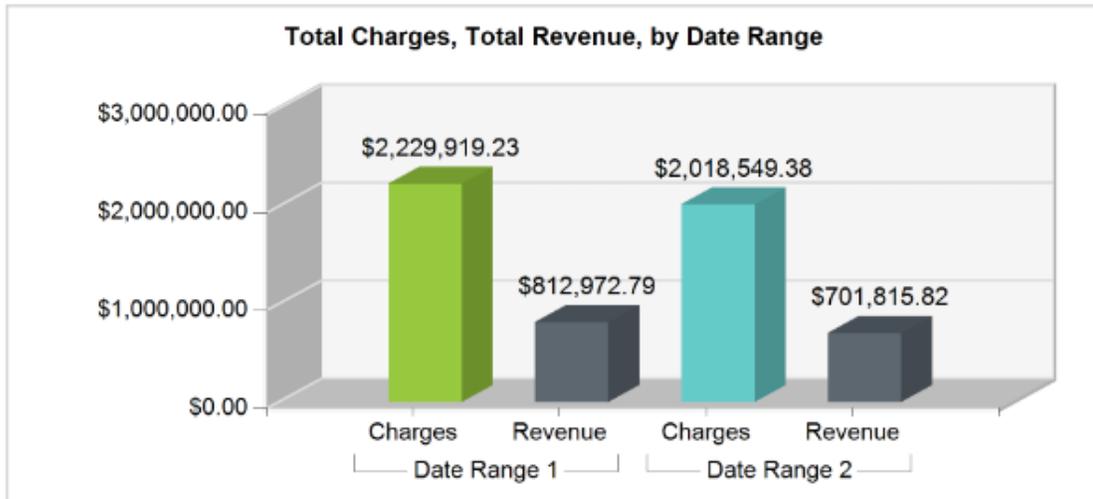
Auto Insurance	\$176.17	0.0%
Commercial Insurance	\$184,871.70	18.1%
Facility	\$635.06	0.1%
Medicaid	\$55,648.58	5.4%
Medicaid HMO	\$412,466.06	40.3%
Medicare	\$209,972.55	20.5%
Medicare HMO	\$125,660.14	12.3%
Miscellaneous	\$32,182.24	3.1%
Patient Pays	(\$1,392.37)	-0.1%
Workers' Comp Insurance	\$2,119.07	0.2%
Total	\$1,022,339.20	

OPERATIONS

CITY OF WOOSTER - 102

1/1/2019 to 12/31/2019 & 1/1/2020 to 12/31/2020

|----- Date Range 1 -----| |----- Date Range 2 -----|



OPERATIONS

2020 Top 15 Medical Procedures Performed

Weakness	574
Encounter, adult, no findings or complaints	191
Behavioral / psychiatric disorder	118
Altered mental status	115
Opioid related disorders	111
Malaise	108
Respiratory distress, acute	102
Back Pain	98
Seizures without status epilepticus	84
Acute abdomen	81
Chest Pain, Other [non-cardiac]	81
Cardiac arrhythmia/dysrhythmia	81
Angina (1); or Ischemic chest pain (2)	77
Injury of head	75
Injury of hip	66



2020 Top Medication Distributed

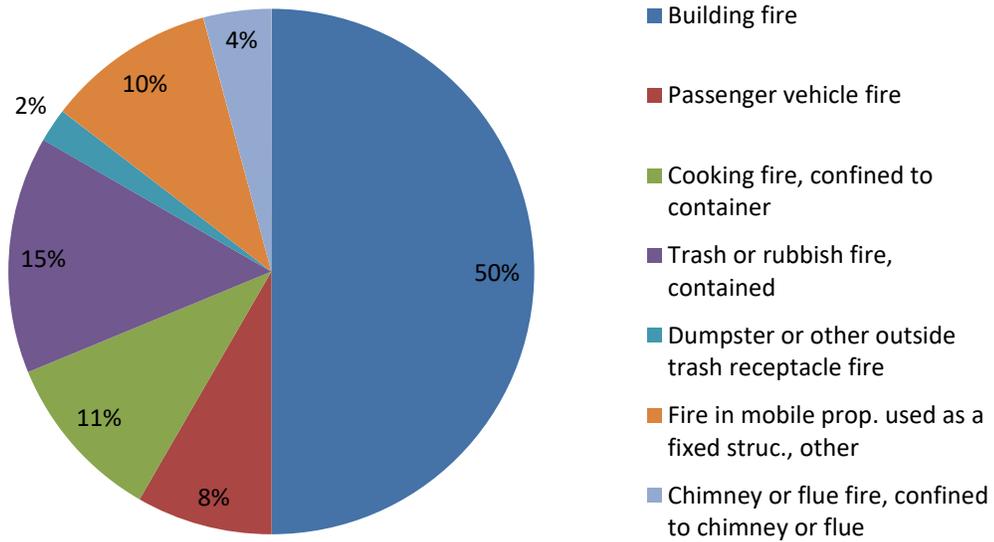
Oxygen	442
Normal Saline	196
Narcan (Naloxone)	132
Aspirin	113
Nitroglycerin	84
Epi	55
DuoNeb	36
Oral Glucose	19
D50 (Dextrose 50%)	18
Zofran	13
Albuterol	11
Versed	11
Fentanyl	10
Epi 1:1,000	9
D10 (Dextrose 10%)	9
Benadryl	7
Ketorolac (Toradol)	5
Morphine	5
Solu-Medrol	3
Adenocard	3
Sodium Bi-Carb	2
Haldol	2
Amiodarone	2
Geodon (Ziprasidone)	1
Glucagon	1



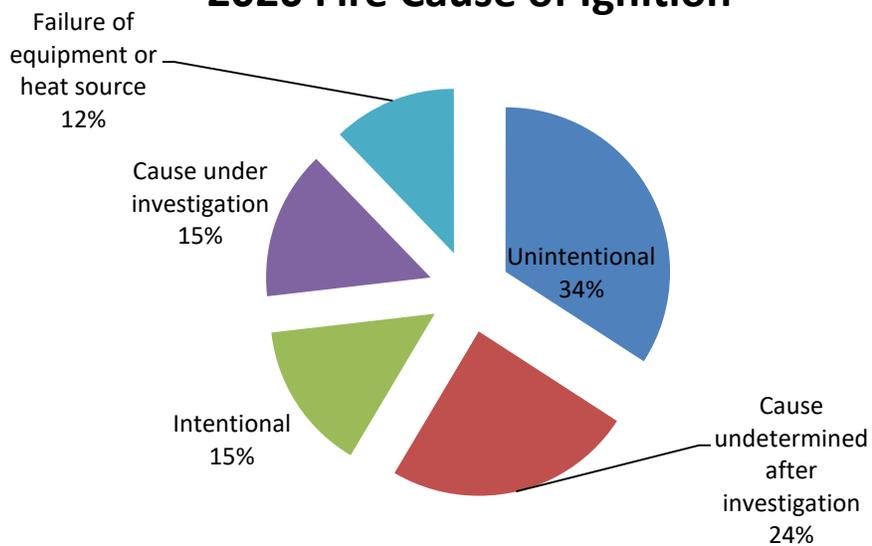
OPERATIONS

Fire Division

2020 Working Fire Type Summary



2020 Fire Cause of Ignition



OPERATIONS

Incident Number	Date	Property Value	Property Loss	Contents Value	Contents Loss	Total_Loss
20-00437-N	02/10/2020	\$1,500	-\$1,500	\$0	-\$0	-\$1,500
20-00869-N	03/14/2020	\$50,000	-\$500	\$2,000	-\$0	-\$500
20-00994-N	03/23/2020	\$160,000	-\$0	\$60,000	-\$30	-\$30
20-01550-N	05/19/2020	\$151,740	-\$20,000	\$2,000	-\$1,000	-\$21,000
20-01760-N	06/06/2020	\$100,000	-\$25,000	\$30,000	-\$30,000	-\$55,000
20-01781-N	06/07/2020	\$500,000	-\$380	\$20	-\$20	-\$400
20-02235-N	07/15/2020	\$35,000	-\$20,000	\$0	-\$0	-\$20,000
20-02276-N	07/20/2020	\$50,000	-\$1,500	\$0	-\$0	-\$1,500
20-02430-N	08/01/2020	\$50	-\$50	\$0	-\$0	-\$50
20-02959-N	09/18/2020	\$30,000	-\$30,000	\$10,000	-\$10,000	-\$40,000
20-02980-N	09/19/2020	\$1,000,000	-\$2,000	\$0	-\$0	-\$2,000
20-03032-N	09/24/2020	\$300,000	-\$10,000	\$15,000	-\$0	-\$10,000
20-03406-N	10/22/2020	\$720,000	-\$5,000	\$2,500	-\$200	-\$5,200
20-03439-N	10/25/2020	\$100,000	-\$2,000	\$0	-\$0	-\$2,000
20-03536-N	11/03/2020	\$150,000	-\$15,000	\$5,000	-\$5,000	-\$20,000
20-03653-N	11/11/2020	\$75,000	-\$40,000	\$5,000	-\$5,000	-\$45,000
20-03691-N	11/14/2020	\$170,000	-\$2,000	\$20,000	-\$500	-\$2,500
Grand Totals		\$3,593,290	-\$174,930	\$151,520	-\$51,750	-\$226,680
				Total Property Saved		\$3,518,130.00

2020 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 is under the direction of Asst. Chief Murphy. The training officer role was given to FF Mike Springer upon the promotion of Don Keller to Captain.

The training unit provides internal training and coordinates external 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.

With the numerous promotions of new company officers and entry-level staff, the training division intended to focus on officer development. Precisely, soft skills that new company officers utilize on a daily basis but may not have had the opportunity to develop as a firefighter.

Unfortunately, COVID-19 and the public health orders issued by the State and County canceled or delayed many of our planned training events.

To ensure we maintained operational proficiency, we leaned more heavily on our online digital training platform to provide monthly training. Additionally, to minimize the potential of cross shift exposure to the COVID virus. We eliminated full shift training activities and encouraged training activities at the company level to ensure that each staff member had sufficient continuing education opportunities for recertification.



The training division coordinated the following classes/programs:

- EMS Con. Education Classes (On-line & In-class)
- Nationally recognized Blue Card incident management training.
- Ohio Fire Chief and Ohio Fire Officer Credentials (All Line & Chief Officers)
- Haz-Mat Operations refresher
- Confined Space Refresher
- Ice Rescue
- Fire Investigation & FIT Certification from the IAAI.
- AHA- ACLS, PALS, BLS Recertification
- OFCA Maxwell 21 Rules of Leadership Class
- Ohio State University ATI Supervisor Toolbox
- Center for Public safety Excellence- Quality Improvement Through Accreditation

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 2020 the total number of training hours was 4524.

2020 CE Totals

A-SHIFT	EMS	FIRE
BALAS	40	66
BERTSCH	13	37
CHRISTIE	18	46.25
CELLAR**	7	82.75
CUDLIP	29	38
CUTLIP	35.5	41.25
DURSTINE	16	111.50
ELDER*	0	43.5
ETTER	13	67.75
KERMODE	42	42.5
MARTIN	14	76
MESHEW	38	47.5
HAWKINS	28	53.25
EDGELL	25.75	71
TROYER**	61	59.5

C-SHIFT	EMS	FIRE
BROWNSON	15	316.5
CALLAHAN**	5	98
HEWITT	14	80.25
KELLER	18	110.75
MILLER,N	14	119.5
SHAFFER	18	127
SHERRICK	0	62
SMITH	15	133.5
STULL,J	15	117.5
TANNHOF	10	84.5
THOMPSON	21	123.5
IANNARELLI	13	45.5
WEBB	18	117
MILLER, J	14	105.75

B-SHIFT	EMS	FIRE
AUKERMAN*	0	42.5
BUZZARD	28	153
BURKHOLDER**	0	15.5
EBERLY	16	52.5
KIEFER	14	52.75
LINDSAY	15	97
LINZ	11	43.75
MAAG	23.5	45.75
O'NEAL	18	47.5
BROCKWAY-PRIEST	22	38.5
SPURLOCK	19	47
STULL,B	14	37.5
WELLS**	0	17
WELTY	28	62

Chief/FSI	EMS	FIRE
SALEY	13	66.75
MURPHY	15	40.25
KIPER	13	108.25
BERRY	13	60

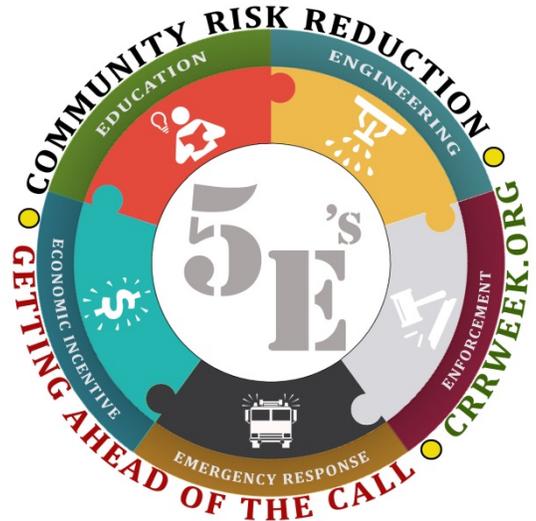
EMS	832.75
FIRE	3,691.25
GRAND TOTAL	4524

* Retired
 ** New Staff Member



COMMUNITY RISK REDUCTION

The Community Risk Reduction Division is under the direction of Asst. Chief Scott Kiper and includes: fire prevention, code enforcement, fire investigation, plan review, emergency preparedness, traffic commission, mobile integrated healthcare, and city wide accident safety investigation. 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.



2020 was supposed to be the first full year of CRR activities. As with other aspects of the Fire Division, COVID had a significant impact on our ability to provide traditional code enforcement and fire prevention activities. The State of Ohio Public Health order and temporary closure of non-essential business limited our ability to conduct regular fire safety inspections and public education activities. To combat the COVID pandemic the CRR Division pivoted and ran full bore in emergency preparedness and identifying new EMS personal protective equipment supply chain alternatives.

The Community Risk Reduction Division emphasized ensuring our community was provided with appropriate information to reduce the community spread of Covid-19. We worked with our skilled nursing and assisted living facilities to ensure they had the proper PPE to protect their employees and residents. Documentation was posted in over two dozen populated living communities in the City, giving citizens the information necessary to protect themselves. A significant amount of PPE was acquired and distributed to our stations and departments throughout Wayne County.

Plan Review & Environmental Assessments

To increase life safety and reduce fire hazards before they occur, plan review has become an essential regular function of the CRR Asst. Chief. Plan review ensures proper code enforcement during the building or remodeling process. Even in a down year in construction due to the pandemic, a total of 55 plan reviews and 10 environmental assessments were conducted. A significant portion

Plan Review & Environmental Assessments	65
Fire Prevention Activities	434

of these plan reviews were for GOJO inc., as they are rapidly expanding their Wooster operations. The CRR Division has spent a considerable amount of time with GOJO representatives on-site and via teleconference to facilitate their aggressive timelines for construction. These projects will likely continue into 2021, as we are already working on several projects with them that will soon begin.



COMMUNITY RISK REDUCTION

Fire Prevention, Code Enforcement, & Education

The CRR Staff (Asst. Chief & 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.

To prevent exposure to our fire prevention staff and the community, the vast majority of in-person inspections were suspended for 2020. In lieu of regular inspections, the CRR Division sent out Business Risk Reduction Review Forms (self-inspections) to approximately 88 city businesses with significant fire risk potential. Of the 88 self-inspection forms sent out, 20% of forms were returned. The self-inspection program requests the business occupancy perform a targeted self-inspection to ensure safety to the community and their employees during the pandemic. Many other inspections and discussions were handled via virtual meetings when possible. Due to the shift in focus of the CRR Division, many of our 2020 inspection and fire prevention goals could not be achieved. However, we were able to inspect almost all identified high hazard properties in the City of Wooster. This is a goal we hope to accomplish every year moving forward, in addition to inspecting medium and low hazard occupancies as often as possible. A renewed focus on these objectives will take place in 2021.



In 2018, the fire inspector conducted:

- 377 Fire Inspections.
 - 241 regular inspections
 - 136 re-inspections
- 434 Fire Prevention Activities.
- Training for on fire extinguishers was suspended due to COVID in 2020.
- Public education to 378 people occurred early in 2020 before PR activities were suspended due to COVID.
- Fire station tours for 2020 were suspended.
- 19 KNOX boxes and 6 KNOX Locking FDC caps were installed.

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.



COMMUNITY RISK REDUCTION

CONTACT WITH SUPER UTILIZERS

To minimize the number of calls to the same location, a concentrated effort is placed on identifying these super-utilizers and determining the cause(s) of the responses or alarms. In doing so, we have been able to identify the need for additional resources from outside agencies to assist with individual needs. Working together with these agencies, we can help residents coordinate other services that minimized or mitigated the need for emergency services. Some of these services we have assisted in coordinating are:

- ✓ Home Health assistance
- ✓ Meals on Wheels
- ✓ Home cleaning services
- ✓ Medical transportation
- ✓ Placement into nursing or transitional care
- ✓ Assistance with physical aids- walkers, canes, etc.
- ✓ Assistance with medical alert devices

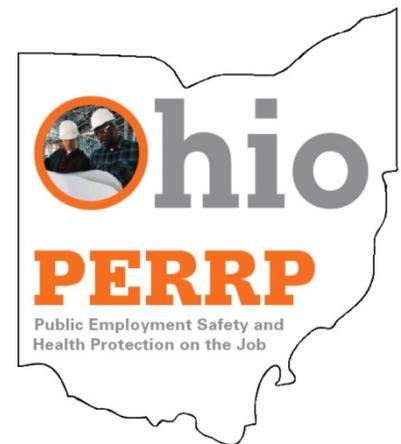
In addition to these home needs, we identify frequent responses to fire alarms at the same locations. Identifying alarm issues and ensuring prompt maintenance has reduced or eliminated repeat false alarms to the same location.

In 2020, we also began a partnership with the Building Standards Division to identify code violations in the residential setting. These are areas of concern that fall outside of the Ohio Fire Code but are still of concern from fire and public safety standpoint. In 2020, the CRR Division was able to identify five properties that were determined to be a detriment to the community and those residing in them. Three of those were identified as significant threats and were condemned by the Building Standards Division. One was scheduled to be demolished by a contractor but was destroyed in an arson fire the morning of the planned demolition. Of the other two, one is boarded up and awaiting demolition shortly. The City of Wooster is still working with the owner of the third on a resolution.

INCIDENT INVESTIGATIONS

With support of city administration and the HR Division, the Safety Coordinator identified the need to investigate all accidents and incidents involving city employees to identify accident prevention methods. This safety initiative is based on the goal of risk management and incident prevention. By reviewing all incidents and investigating those deemed appropriate, we have been able to identify incidents that could have been prevented and stop them from reoccurring by utilizing different procedures or method.

In 2020, there were a total of 10 incidents reviewed and one incident investigation completed. There were no significant findings that could have prevented the incident from occurring. However, with two vehicle backing incidents in the PPM Division, a need was identified for further training to mitigate future backing related incidents. A/C Murphy will be working with PPM to conduct training in 2021 to address this.



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 unit investigates the cause & origin of all fires within the City of Wooster.

In 2020, the FIU investigated 31 fires. Of those 31 fires:

- Twenty were single-family & Multi-family residential structures.
- 3 were vehicles
- 3 were commercial buildings
- Two were out buildings
- 3 were trash/rubbish fires

In 2020, The FIU was restricted by the outbreak of the COVID virus. Unit staff concentrated on the safety of our fire investigators from the dangerous carcinogens all fires give off. The use of separate & specific investigation gear and clean boots were put into service. This new PPE helped protect our investigators and also preserved the fire scene.

Everyone in the fire investigation unit has a curriculum vitae, and they continued to keep them updated. Several classes and FIU meetings had to be canceled due to the COVID restrictions and the safety of our investigators.

The Ash 950, a new hydrocarbon detector, was purchased in 2020. All members watched a video on proper usage. Chief Kiper to present a hands-on training before unit is placed in service.

Our main goal is still to determine the cause and origin of every fire. Keep our investigators trained and up to date with any changes in NFPA 921 and 1033 and continue to show on the job professionalism.

WFD-FIU, LT. Etter



SPECIAL UNIT SUMMARY

The FIU-PU recorded all incidents digitally in 2020.

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



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

Open Position; B-Shift

LT Brownson & FF S. Iannarelli; C-Shift



Fill Station/ SCBA Room

The dedicated room/ work area the unit occupies at the Safety Center provides ample space for storage and work areas. The room contains the Scott RevolveAir fill station and compressor. Spare inventory and parts are also stored in this room, allowing the unit members to perform maintenance and make minor repairs. The RevolveAir Fill Station has all quarterly maintenance and breathing air quality checks performed by MES inc. The Pressure Regulator on the RevolveAir fill station was replaced in 2020.

Training

All fire division members received extensive hands-on training with the divisions MSA G1 SCBA. Members also trained with the MSA Escape Packs and MSA Air Carts during the annual Confined Space Training. The SCBA's were also used throughout 2020 for various monthly Task Book Training. In November, members participated in Live Fire Training at the Wayne County Regional Fire School located in Apple Creek.

Repairs/ Service

Overall, the fire division's MSA G1 SCBA had minimal to no issues regarding breakdowns or repairs. This equipment receives extensive use during training and incidents. These SCBA continue to perform extremely well for the Fire Division. Fire Safety Services Inc. handles any repairs or service needs that arise. All SCBA need to be Flow Tested on an Annual basis. This specific test is a national standard set forth by 29 Code of Federal Regulation (CFR) parts 1910.134 and 1910.156 and the National Fire Protection Association (NFPA) 1852, Standard on the Selection, Care, and Maintenance of Open- Circuit Breathing Apparatus and is done on a yearly basis. The test consists of each SCBA being placed on a Sperian Biosystems PosiChek3 breathing machine. This is to ensure the SCBA meets the manufacturer's specifications. In July 2020, all fire division SCBAs were flow tested by Fire Safety Services Inc. They completed all testing in one day.

SPECIAL UNIT SUMMARY

Fit Testing

Beginning in 2018, the Breathing Air Unit implemented in house Fit Testing of SCBA facepieces. The 8030 TSI Fit Tester was purchased in late 2017 and placed into service in 2018. This unit allows each member to be fit tested on a yearly basis. It also allows new hires to be tested promptly upon start date. The purpose of this piece of equipment is to ensure each member has the correct sized facepiece. The test includes several different actions and movements that mimic the stresses a facepiece would encounter while in use by a member during an incident. All fire division members were fit tested in 2020.

Hydro Testing

Hydrostatic testing is required by the United States Department of Transportation (DOT) on a periodic timetable. This requirement is covered under 49 Code of Federal Regulations (CFR) Part 180.205. The NFPA also recognizes the DOT's testing requirements in NFPA 1852 Standard on SCBA care and maintenance. During January and the first half of February 2020, 73 of the fire division's SCBA bottles were hydro tested by Environmental Controls Fire Protection Inc. All SCBA cylinders tested passed. No SCBA cylinders were condemned in 2020.

Respectfully submitted,
FF Matt Cudlip
Breathing Air Apparatus Unit

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.

During COVID, the EMS PPE supply chain was disrupted. All staff members of the EMS supply unit worked diligently to identify, purchase, and distribute the critical needed PPE for the COVID response.



SPECIAL UNIT SUMMARY

EMS training focused on the recertification of personnel by utilizing our on-line digital training platform. In recent years, the WFD has added several tools to enhance the treatment of EMS patients. In 2020 we updated our cardiac monitor's modems. These modems allow WFD medics to transmit 12 Lead ECG's to Wooster Community Hospital ED & Cardiac physicians. We also placed in service three new AED's, improved our pit crew response for sudden cardiac arrest, and contributed to the effort of ordering a new RoadRescue medic unit.

Respectfully submitted,
Capt. Mike Maag



Haz-Mat Unit

In 2020, Wooster Fire Department had our annual Hazardous Material refresher course provided by Bad Day Training. All three shifts attended over a three-day period. We placed the new MSA gas monitors in service in November of 2020 and also placed an old unit in the confined space trailer.

Respectfully submitted,
LT Scott Meshew



Confined Space Unit

The confined space unit maintained the status quo in 2020. The unit was able to successful conduct training on every shift, utilizing the Canton Twp. FD training tower to simulate confined space situations. Due to COVID, we were unable to send any individuals to train with Ohio Region 5 US&R team. In late 2020, we updated rescue harnesses, gas monitor, and mic. Rope.



The unit responded to no calls for service in 2020.

Respectfully submitted,
FF Jared Durstine

SPECIAL UNIT SUMMARY

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.

In 2020, unit members attended nine debriefings for our region.

Rapid Intervention Team Unit

It was developed and started in late 2019 & early 2020. Unit leader FF Martin will work with AC Murphy to enhance operations.

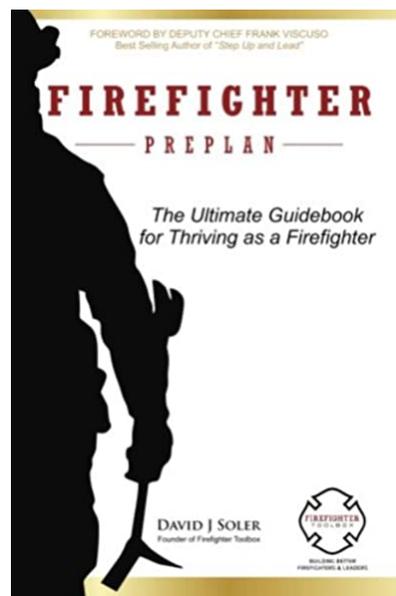
In late 2020, a review of Rit equipment prompted the purchase of mis. Bags and ropes/webbing for removing down firefighters.

GIS / Pre Plan Unit

The GIS Unit was established in 2020 due to a growing area of interest at WFD. The uses of this unit are very far-reaching, and as I continue to educate myself on the GIS uses and limitations, I find that fluidity is a must. I have spoken with the other member of the GIS Unit and have tasked him with some self-education and have also offered any of my online, educational, and in-person with the City GIS Team. The other member, Brandon Hewitt, was off for a significant amount of time in 2020.

LT. J. Brownson

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



STAFF

Firefighter of the Year



Suspended

Due to the COVID pandemic, the Wooster Exchange Club's FF of the years was suspended in 2020.



Retired

LT Chris Green

Chris was hired in April of 1987 as a firefighter and promoted to LT in 2002. During his tenure with the Fire Division, Chris worked on C-Shift. Chris has been an active member of the Dept and served as the unit leader for the juvenile fire setter unit.



Capt. Ted Elder

Ted was hired in May of 1997 as a firefighter, promoted to LT in 2008, and Captain in 2010. During his tenure with the Fire Division, Ted worked on A & C Shift. Ted has been active as the Logistics Division Captain and helped spec. and maintain our equipment & fleet.

CAPTAIN ELDER



FF Jeff Aukerman

Jeff was hired in April of 1989 as a firefighter. During his tenure with the Fire Division, Jeff has been a solid and stable employee. Jeff was a hard worker and a mentor to many staff members.

F.F. AUKERMAN
FF AUKERMAN

Promotions

Josh Brownson- Lieutenant

Mike Springer- Lieutenant

Chris Hawkins- Captain



GOALS & OBJECTIVES ACCOMPLISHED

In 2020, the Division successfully met multiple goals and objectives despite the impacts of COVID.

Stations, Equipment, and Apparatus:

- The apparatus committee continued their diligent efforts to update the Fire Division's fire and EMS fleet. In 2020, the Unit placed in service a Sutphen SL75 fire engine with a 75-foot aerial ladder.
- We placed an order for a new Road Rescue Ambulance.
- Sold / Trade-in of the Seagrave 75' quint, when the Sutphen went in service.
- The Wooster Walmart awarded the Fire Division a \$2,500 grant to purchase advanced technology.
- 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.
 - WFD reduced ur ISO rating to a class 2, which Wooster is 1 of 1,772 fire dept. in the nation to have a class 2 rating.
- Developed and Coordinate new employee safety training for the City.
- Provided administrative oversight of the Wooster-Ashland Regional Council of Governments regional dispatch center as the acting director.
- Prepared and applied for OFO credentials through the Ohio Fire Chiefs Assoc. for all current line officers.
- Worked with WC Fire Depts and WC EMS to coordinate and share PPE for the COVID response.
- Completed departmental training for professional development.
 - Confined Space & Haz-Mat refresher
 - Fire Investigation- FIT Certification
 - Blue Card- Incident Command Training and Cont. Education
 - Completed the Maxwell Leadership program.
- Placed mobile data terminals for the Medic units.
- Purchased new battery-powered extrication tools.
- Initiated Pulse point, a community CPR app.
- **Navigated the COVID pandemic with no significant health & safety impacts to WFD staff members!!!!**



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.
- Place in service a replacement ambulance for Medic 2.
- Redevelop our county-wide special operations teams' methodology.
- Review Station Alerting options to incorporate an IP process.
- Update old mechanical CPR devices.
- Focus on leadership and officer development of new officers.
- Complete the design phase for the Fire Station #1 renovation project.

2020 may have been the most dynamic and stressful years for most of our firefighters. The task of combating a global pandemic locally and keeping our staff, families, and community safe has stretched us personally and professionally. Yet... the Wooster Division of Fire persevered

As we look forward to 2021, we plan to focus on assisting our public health officials with COVID testing and vaccination programs. All while trying to make up for lost time and suspended programs, projects, and activities of 2020. Finally, the Fire Division will continue 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

