

CITY OF WOOSTER

DIVISION OF FIRE



Annual Report
2021

Executive Summary

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

I am honored to submit the 2021 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.

The impacts and stresses of the COVID-19 pandemic continued into and throughout 2021. The need to treat COVID-related medical emergencies, on top of our normal emergency service requests, resulted in a record number of calls for service in 2021. Additionally, our emergency preparedness and community risk reduction activities increased exponentially as we helped coordinate and participate in public health initiatives/projects.



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:



As we balanced the additional demands of the pandemic, the WFD staff continued to provide a high level of service to the citizens, businesses, and visitors of Wooster. From a non-emergency perspective, our staff worked to complete many goals and objectives that were suspended in 2020.

Below is a small list of the projects and goals completed in 2021. This list is not all inclusive and does not depict the everyday effort and tasks that our staff performs daily to keep our community safe.

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

- Place in-service a Road Rescue Medic unit and a F150 Bat. Capt. Command vehicle.
- Awarded promotions for Lieutenant and entry-level FF.
- Developed a fire station renovation committee to identify the functional needs at St. 1.
- Developed and implemented an emergency service drone program.
- Finalized the installation and use of mobile data terminals in all front-line vehicles.
- Preplan software was selected, and work began to migrate to an electronic format.
- Completed professional development training programs, including a paramedic refresher, confined space refresher, Haz-Mat refresher, and Haz-Mat incident command class.
- Coordinated & assisted with COVID-19 Mass testing & Vaccination Clinics

As we look forward to 2022, the Fire Division is committed to continuous improvement and accomplishing the goals and objectives set for the year, including the badly needed renovation of fire station 1, finalizing a new CBA with the Wooster FF L-764, 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.

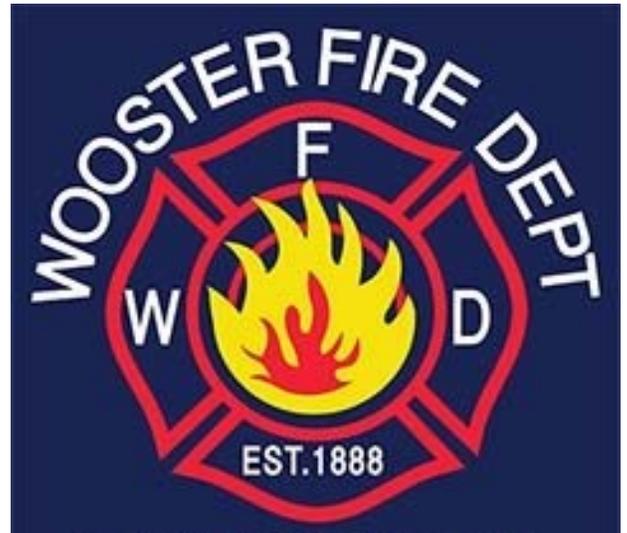
For effective management, the Division is broken down into divisions, subdivisions, and specialty units that are managed by fire officers and firefighters. The three functional divisions are the: Administration Division, Operations & Training Division, and Community Risk Reduction Division. Administrative 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.

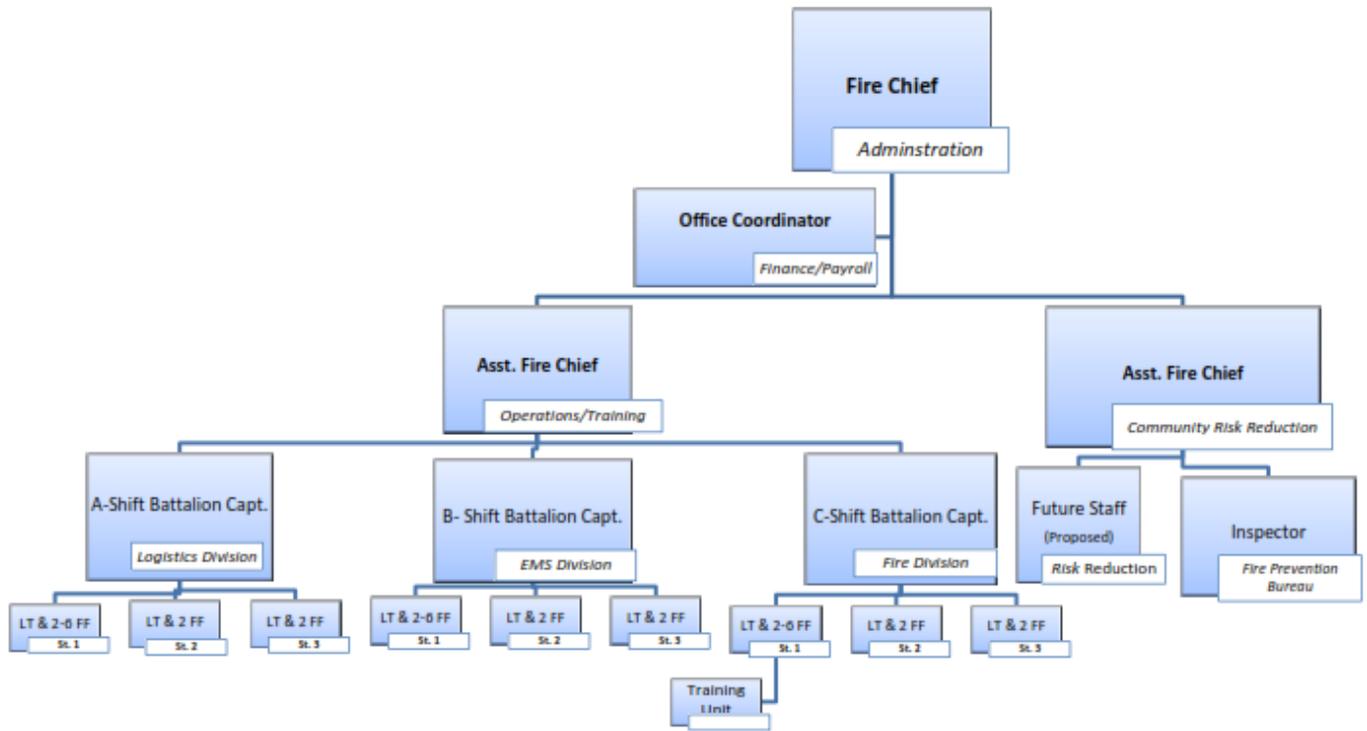
The Fire Division is the primary emergency service responder to all emergency incidents within the City of Wooster. As the scope of the fire service has changed, so has the fire division. We have transformed into an all-hazards emergency service organization.

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



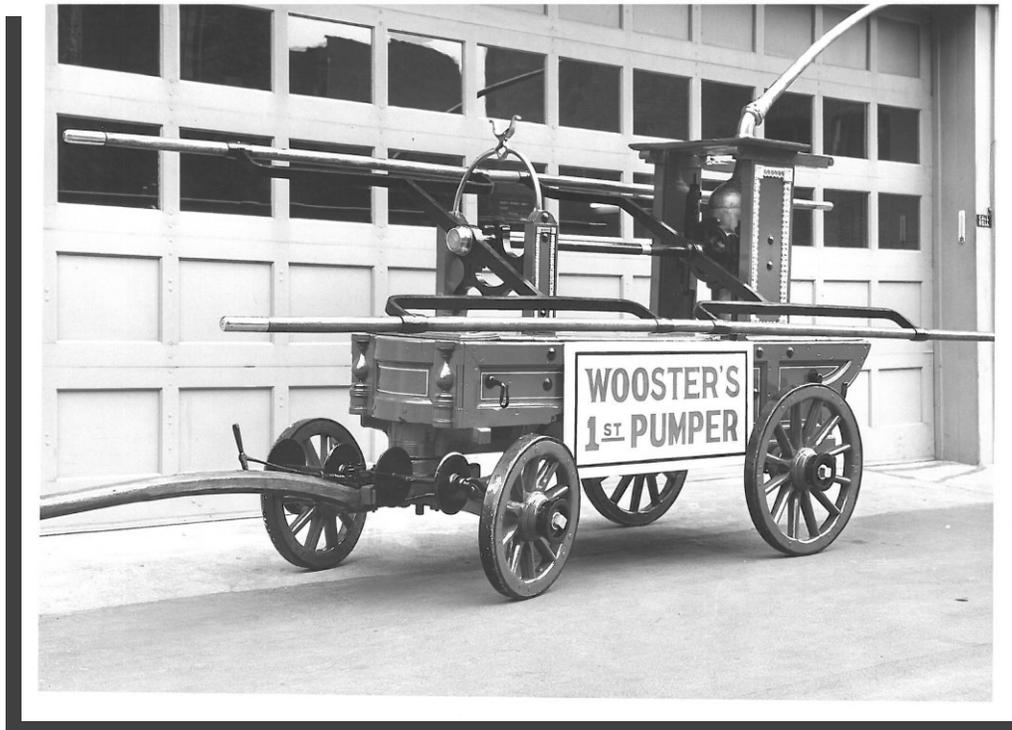
ADMINISTRATION

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 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 include 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.

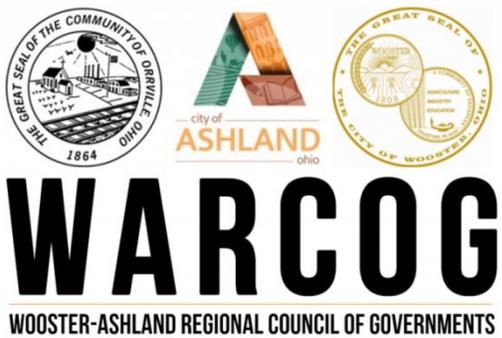
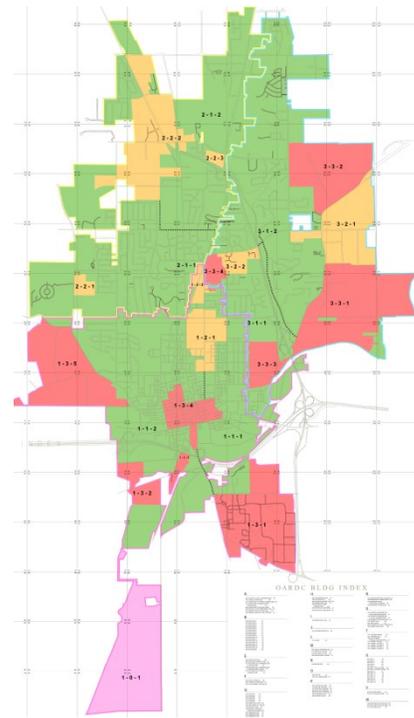
A partner to the Fire Divisions emergency response is our emergency communication dispatch center. The Wooster-Ashland Regional Council of Governments (WAR COG) has provided dispatching services to the Fire Division since 2016. As a partner in the Council of Government, the City has a voice at the executive 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 units include: Special Operations, Breathing Air Maintenance, Station Supplies, Communications, Training, EMS Supplies, and Occupational Safety & Health.

The response data (as demonstrated by the below graphs) indicates that the fire division provides an efficient and effective service to the community. The fire division continuously monitors opportunities and challenges that might affect service delivery and convey 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.



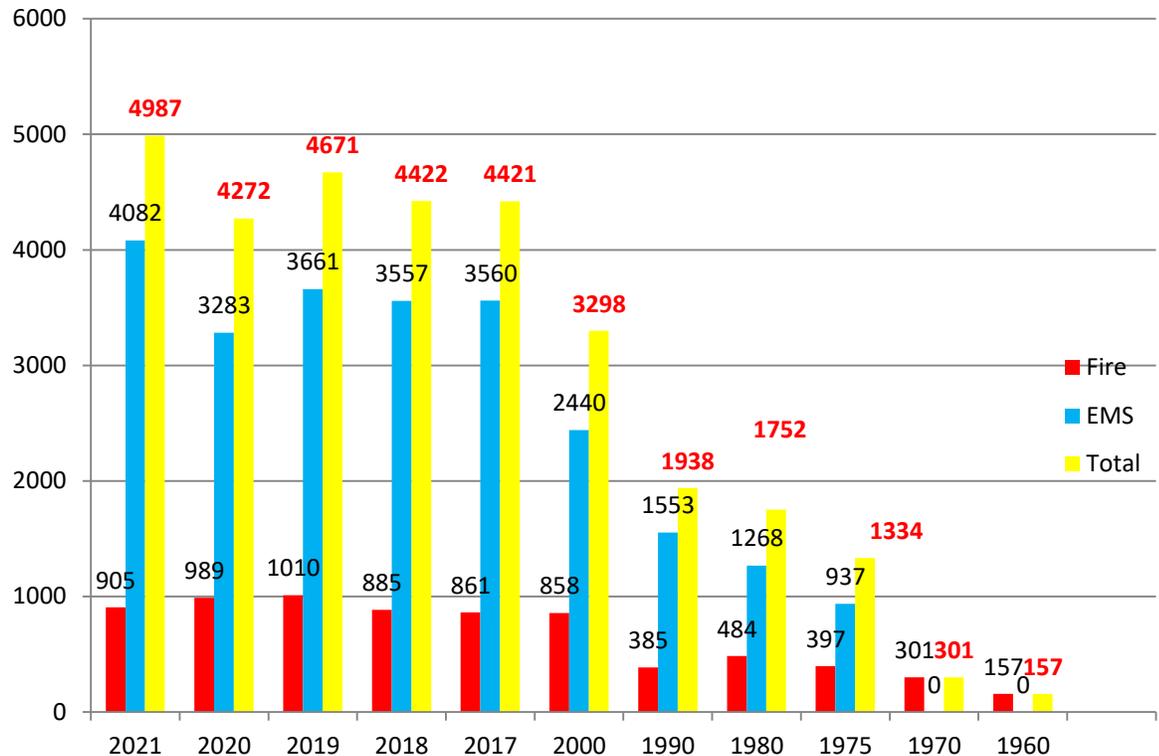
OPERATIONS

*The tables & charts provided below detail a 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 represents a specific request for service and ran through our dispatch center.

In 2021, the Division's call volume increased to 4987 calls annually.



TOTAL CALLS FOR DUTY



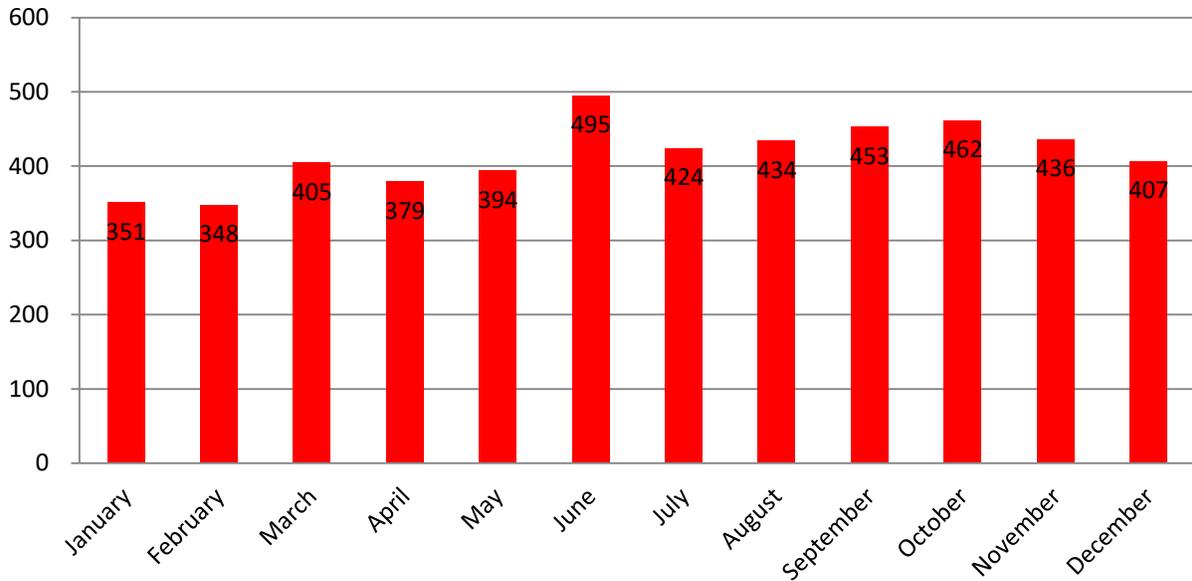
The number of EMS incidents in 2021 was 4082 (82%). The number of non-EMS incidents was 905 (18%). The trend line shows an increase in EMS incidents and a decrease in non-EMS alarms.

The jump in calls for service between 2020 & 2021 is a direct reflection of a public relations campaign conducted in 2020 to reduce unwarranted EMS calls during the COVID-19 pandemic. 2021 returned to baseline operations, but the ongoing demands of the COVID-19 pandemic created increases in EMS calls & transports.

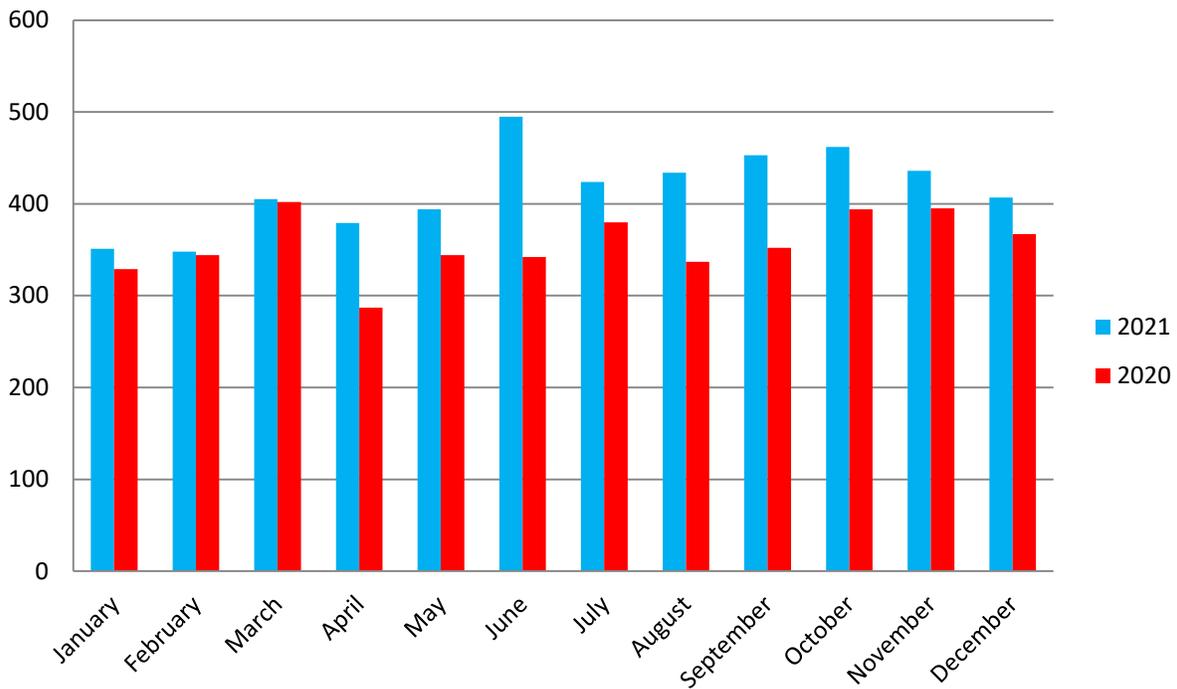
A more detailed view of calls for service is below. It is continuously reviewed by our Operations and CRR Divisions for operational effectiveness and opportunities to minimize gaps in service levels.

OPERATIONS

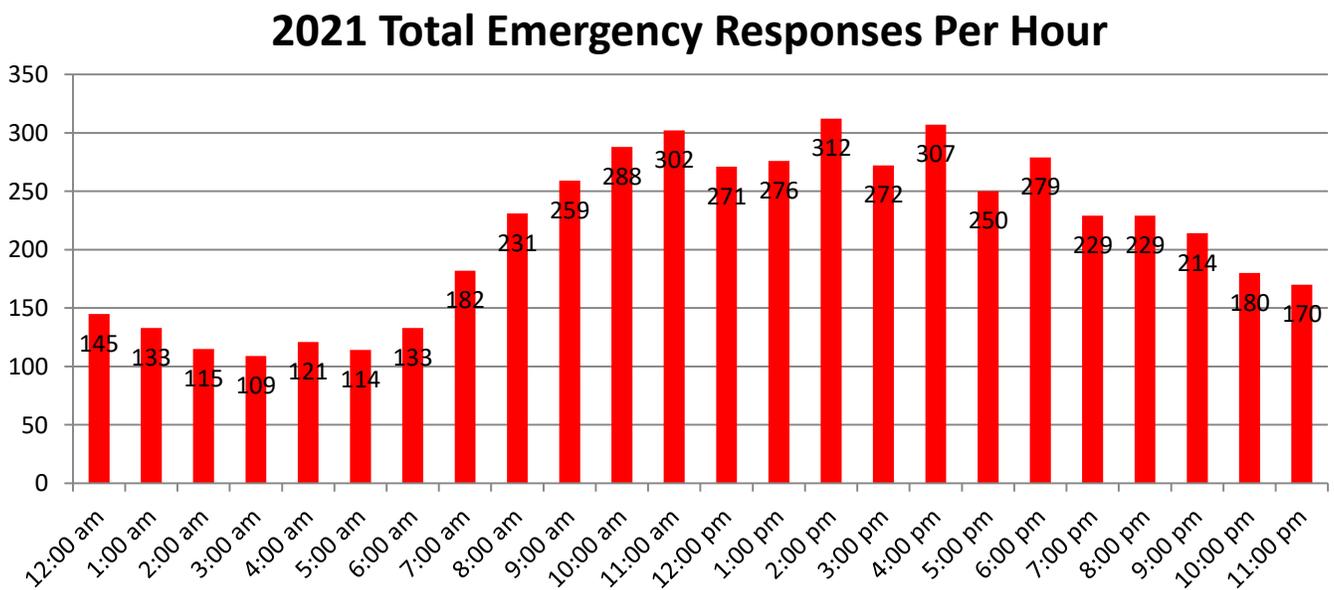
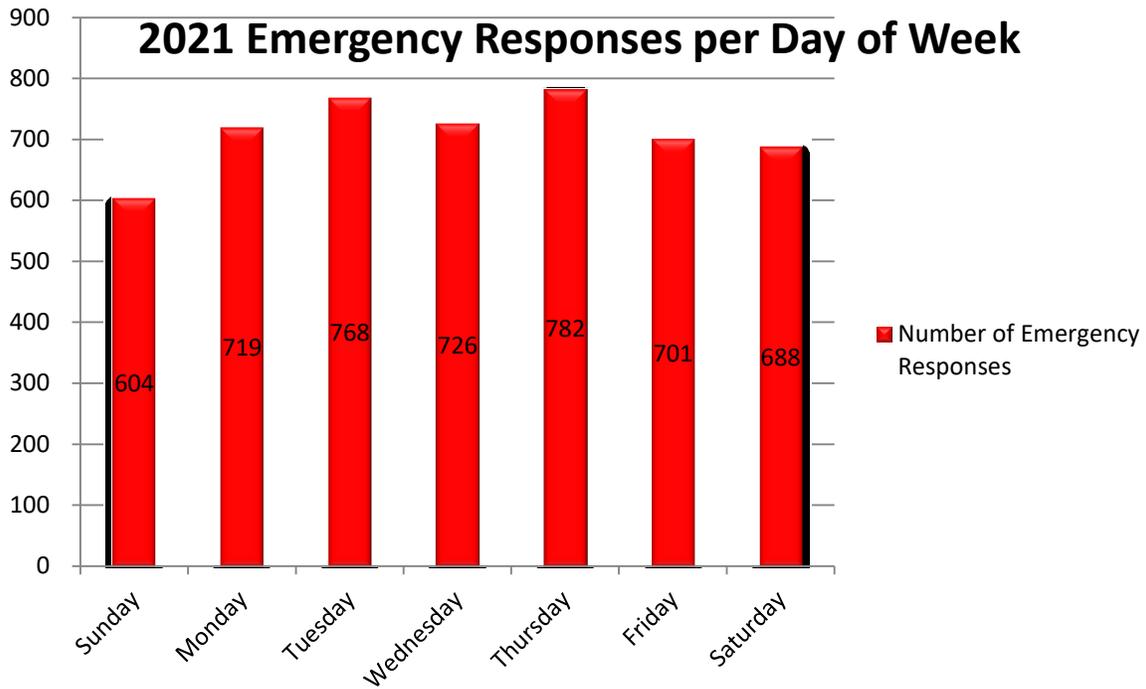
2021 Monthly Call Volume



2020 vs. 2021 Monthly Call Volume

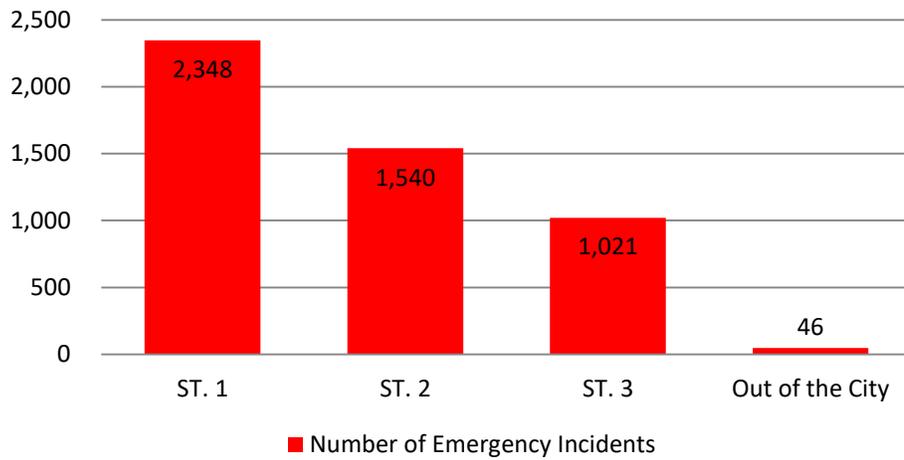


OPERATIONS

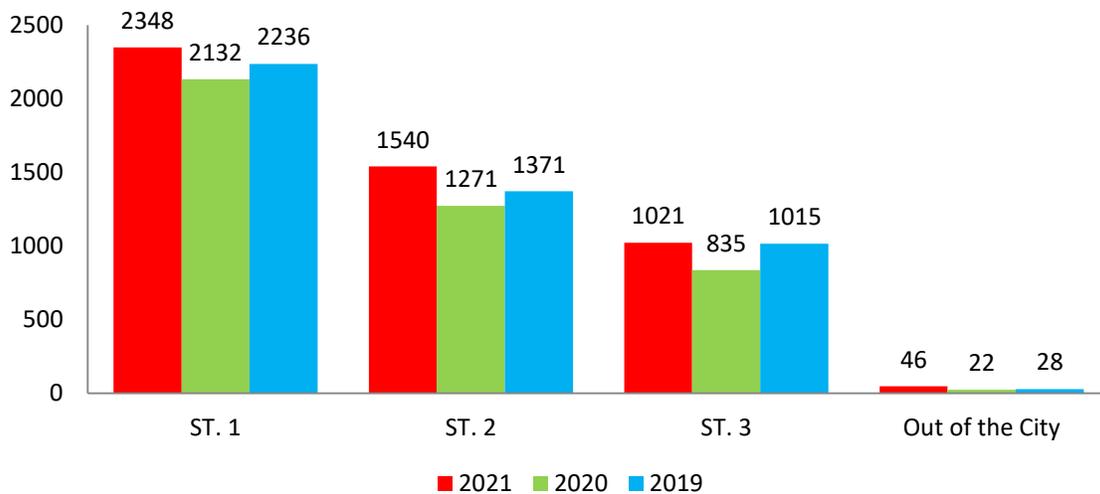


OPERATIONS

2021 Emergency Responses per District

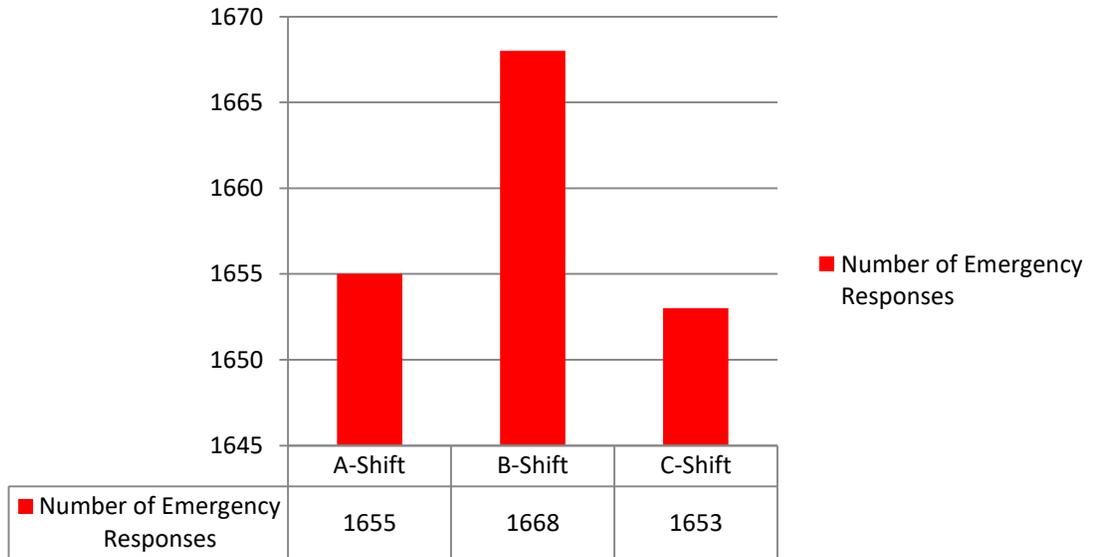


Emergency Response per District- 3 Year Trend

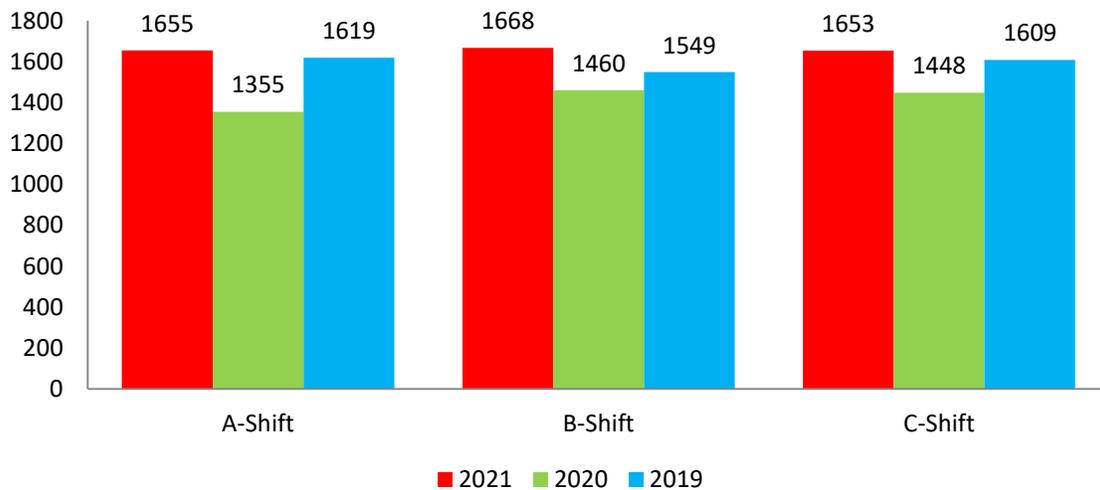


OPERATIONS

2021 Emergency Responses Per Shift



Emergency Response Per Shift 3 Year Trend



OPERATIONS



EMS	EMS Call Non-MVA	4,047
	Motor vehicle accident	35
Non-EMS	Public service	390
	Dispatched & canceled en route	135
	Alarm & Suppression system activation	189
	Smoke scare, odor of smoke	21
	Building fire	22
	Unauthorized burning	13
	Gas leak (natural gas or LPG)	13
	Passenger vehicle fire	15
	No incident found on arrival at dispatch ad	9
	Assist police or other governmental agency	12
	Carbon monoxide incident	16
	Good intent call, other	8
	Cooking fire, confined to container	7
	Electrical wiring/equipment problem, othe	5
	Motor vehicle accident with no injuries.	5
	Trash or rubbish fire, contained	4
	Power line down	3
	Oil or other combustible liquid spill	3
	Hazardous condition, other	3
	Natural vegetation fire, other	3
	Public service assistance, other	2
	Arcing, shorted electrical equipment	2
	Dumpster or other outside trash receptacle	2
	Fire in portable building, fixed location	2
	HazMat release investigation w/no HazMat	1
	Authorized controlled burning	1
	Assist invalid	1
	Smoke or odor removal	1
	Lock-out	1
	Overheated motor	1
	Chemical spill or leak	1
	Removal of victim(s) from stalled elevator	1
	Medical assist, assist EMS crew	1
	Off-road vehicle or heavy equipment fire	1
	Rail vehicle fire	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.

2021 WFD Emergency Incident Response Times

<u>2021 EMS Incidents</u>	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	4033	3967	4067	4051	4017
Average	0:01:12	0:01:35	0:03:38	0:06:25	0:32:45
Max	0:04:55	0:04:58	0:13:43	0:18:44	2:04:37
Min	0:00:03	0:00:01	0:00:01	0:01:20	0:02:00
Range	0:04:52	0:04:57	0:13:42	0:17:24	2:02:37
Stdev	0:00:37	0:00:47	0:01:45	0:02:08	0:12:29

<u>2021 Non-EMS (FIRE)</u>	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	879	819	769	776	853
Average	0:01:25	0:01:38	0:03:59	0:07:02	0:21:58
Max	0:04:42	0:04:57	0:14:41	0:19:39	4:18:28
Min	0:00:03	0:00:01	0:00:02	0:01:07	0:01:04
Range	0:04:39	0:04:56	0:14:39	0:18:32	4:17:24
Stdev	0:00:47	0:00:58	0:02:18	0:02:56	0:26:00

<u>Total Incidents</u>	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	19	19	19	19	17
Average	0:01:15	0:01:38	0:03:42	0:06:34	1:53:15
Max	0:02:31	0:03:25	0:06:12	0:09:27	3:55:16
Min	0:00:22	0:00:04	0:01:12	0:04:32	0:32:40
Range	0:02:09	0:03:21	0:05:00	0:04:55	3:22:36
Stdev	0:00:36	0:00:55	0:01:24	0:01:33	0:57:23

OPERATIONS

** 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**

Wooster Fire Apparatus Call Volume

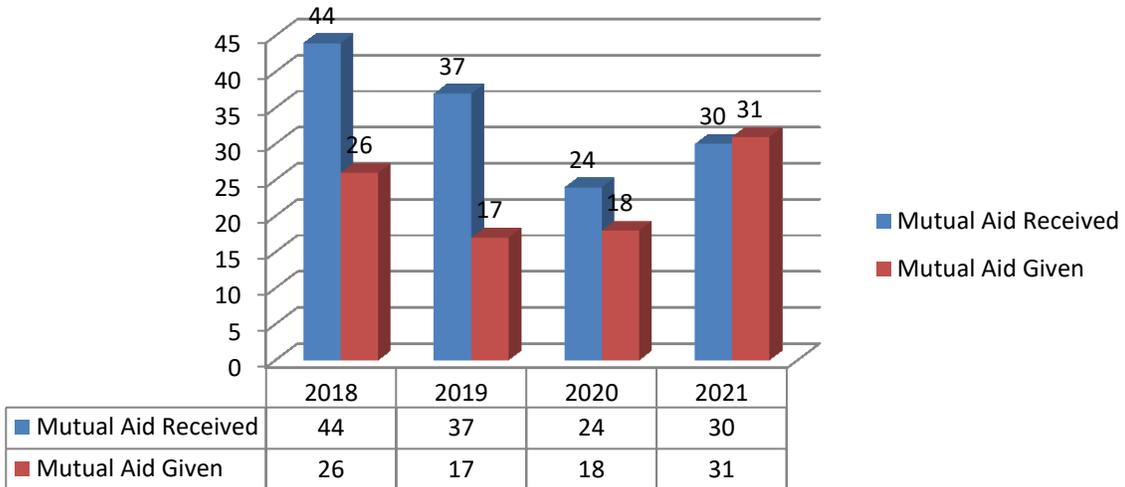
1/1/2021 - 12/31/2021

MEDIC 1	1,938
MEDIC 2	1,512
BATTALION 1	1,185
MEDIC 3	1,136
ENGINE 2	285
ENGINE 3	198
ENGINE 1	177
LADDER 1	160
Chief 3	30
UTILITY 4	19
UTILITY 2	18
UTILITY 1	18
CHIEF 2	17
CHIEF 1	10
UTILITY 3	9
MEDIC 4	9
BRUSH 1	2
ENGINE 4	1
	0
Total	6,724



OPERATIONS

Mutual Aid Summary



2021 Location Type Summary



Home/Residence	4,664
Street or Highway	91
Nursing home	95
Public Building	29
Health Care Facility	104
Private commercial establis	46
Industrial Place or Premises	13
Other specified public build	9
College	16
Factory	3
Religious institution	8
Place of Recreation or Sport	7
Trade or Service	11
Public park	3
Prison	3

OPERATIONS

Emergency Responses Per Fire Management Zones

Fire Management Zone	Calls For Service
112	733
111	679
312	556
212	541
211	516
134	462
222	293
122	209
121	193
322	122
221	110
321	102
311	91
334	53
WTF	48
223	46
331	45
131	45
135	43
333	27
332	24
313	11
CEN	10
CAN	8
242	7
133	5
132	4
101	2
JVI	1
EWS	1
CLI	1
213	1
141	1

OPERATIONS

EMS Division

Wooster Fire

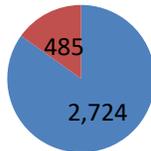
EMS Level of Service Summary

1/1/2021 - 12/31/2021

BLS Emergency	2,855
ALS Level I Emergency	1,215
ALS Level II	33
Total:	4,103



2021 Patient Resident vs. Non-Resident



■ Resident
■ Non-Resident

EMS Pt. Age

1/1/2021 - 12/31/2021

A. < 10 Years Old	66
B. 10-20 Years Old	195
C. 20-30 Years Old	351
D. 30-40 Years Old	345
E. 40-50 Years Old	345
F. 50-60 Years Old	480
G. 60-70 Years Old	725
H. 70-80 Years Old	775
I. 80-90 Years Old	602
J. 90-100 Years Old	211
K. 100-110 Years Old	6
L. >110 Years Old	32

* EMS levels of service totals represent all patients served, including 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 revenue due to an increase in call volume but also an increase in revenue per transport which is a better representation of the effectiveness of our billing company and the quality assurance activities of the Bat. Captains. To streamline billing activities, we ensure an electronic interface between our EPCR software and Wooster Community Hospital's medical records software.

OPERATIONS

CITY OF WOOSTER - 102

1/1/2020 to 12/31/2020 & 1/1/2021 to 12/31/2021

1/1/2020 to 12/31/2020

Total Charges	\$2,014,305.62
Total Payments	\$701,823.73
Total Adjustments	\$1,020,115.92
Total Write-offs	\$174,471.41

Collection Rate	85.5%
Revenue Per Transport	\$258.88

1/1/2021 to 12/31/2021

Total Charges	\$2,390,352.12
Total Payments	\$843,956.75
Total Adjustments	\$1,160,696.03
Total Write-offs	\$184,960.04

Collection Rate	83.9%
Revenue Per Transport	\$263.74

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	\$68,412.62	1.8	
Non Transport	\$0.00	0	0.0%
Total	\$2,014,305.62	2,711	

Payment Detail

Auto Insurance	\$7,328.64	1.0%
Commercial Insurance	\$205,246.13	29.2%
Facility	\$1,322.43	0.2%
Medicaid	\$10,352.56	1.5%
Medicaid HMO	\$105,869.12	15.1%
Medicare	\$198,901.66	28.3%
Medicare HMO	\$97,008.19	13.8%
Patient Pays	\$68,231.49	9.7%
Veteran Affairs	\$0.00	0.0%
Workers' Comp Insurance	\$7,563.51	1.1%
Total	\$701,823.73	

Adjustment Detail

Auto Insurance	\$176.17	0.0%
Commercial Insurance	\$183,118.77	18.0%
Facility	\$635.06	0.1%
Medicaid	\$55,648.58	5.5%
Medicaid HMO	\$412,466.06	40.4%
Medicare	\$209,592.12	20.5%
Medicare HMO	\$125,660.14	12.3%
Miscellaneous	\$32,092.32	3.1%
Patient Pays	(\$1,392.37)	-0.1%
Veteran Affairs	\$0.00	0.0%
Workers' Comp Insurance	\$2,119.07	0.2%
Total	\$1,020,115.92	

Charge Detail

ALS	\$1,012,287.00	1,283	40.1%
ALS 2	\$21,926.00	19	0.6%
ALS NE	\$0.00	0	0.0%
BLS	\$1,273,558.00	1,898	59.3%
BLS NE	\$0.00	0	0.0%
Mileage	\$82,581.12	1.8	
Non Transport	\$0.00	0	0.0%
Total	\$2,390,352.12	3,200	

Payment Detail

Auto Insurance	\$2,984.20	0.4%
Commercial Insurance	\$260,559.53	30.9%
Facility	\$0.00	0.0%
Medicaid	\$7,475.47	0.9%
Medicaid HMO	\$115,339.59	13.7%
Medicare	\$239,508.63	28.4%
Medicare HMO	\$126,704.41	15.0%
Patient Pays	\$62,613.27	7.4%
Veteran Affairs	\$22,370.16	2.7%
Workers' Comp Insurance	\$6,401.49	0.8%
Total	\$843,956.75	

Adjustment Detail

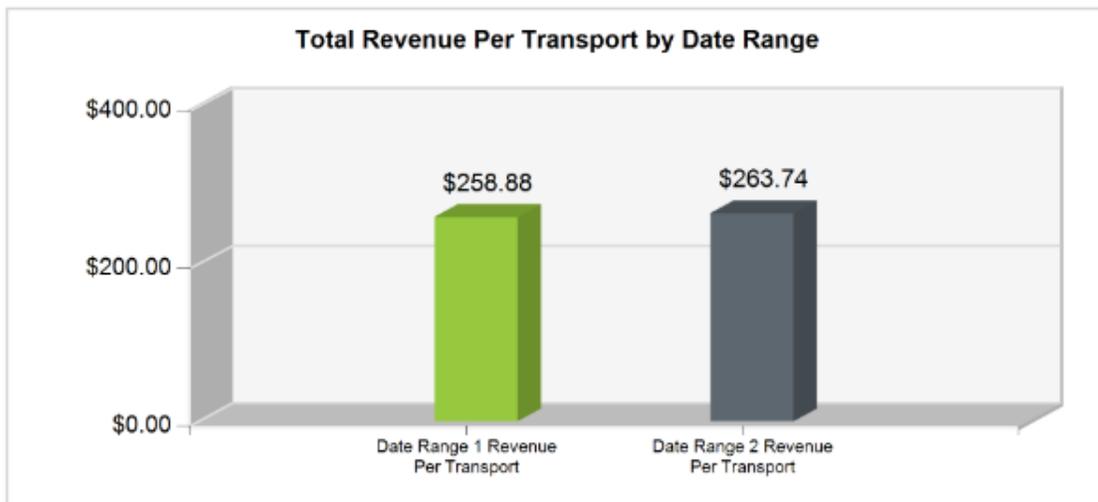
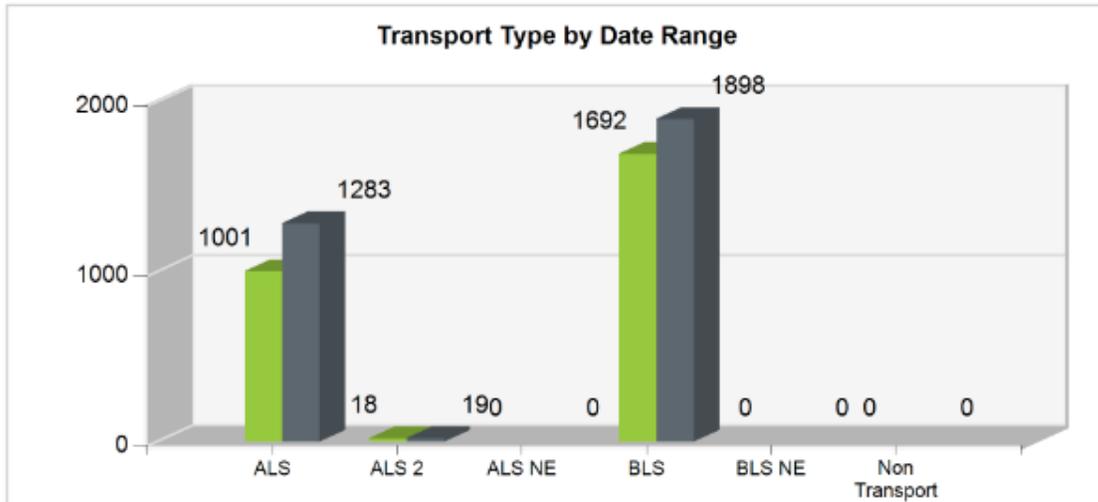
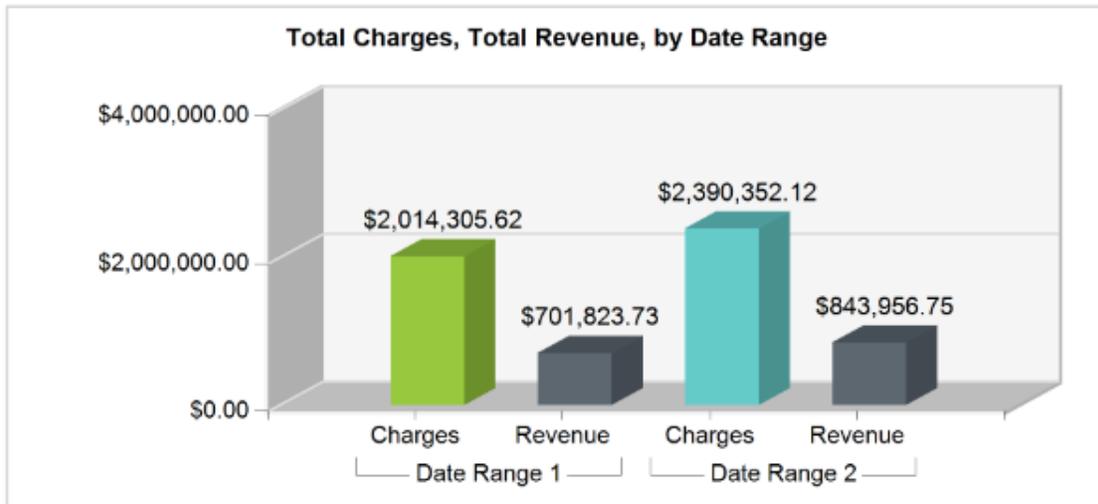
Auto Insurance	\$0.00	0.0%
Commercial Insurance	\$234,479.90	20.2%
Facility	\$0.00	0.0%
Medicaid	\$49,641.12	4.3%
Medicaid HMO	\$435,665.76	37.5%
Medicare	\$253,466.37	21.8%
Medicare HMO	\$185,893.13	16.0%
Miscellaneous	\$956.50	0.1%
Patient Pays	(\$1,063.71)	-0.1%
Veteran Affairs	(\$3.64)	0.0%
Workers' Comp Insurance	\$1,660.60	0.1%
Total	\$1,160,696.03	

OPERATIONS

CITY OF WOOSTER - 102

1/1/2020 to 12/31/2020 & 1/1/2021 to 12/31/2021

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



OPERATIONS

2021 Top Medical Procedures Performed

Assessment Adult	3,236
SpO2	2,490
Temp	1,060
IV	828
BG level	716
12 Lead Transmitted	424
4 Lead	393
12 Lead	326
Contact Med Control	266
Blood Draw	148
Wound Care	77
Assessment Ped	75
BV/Mask	72
Pain Measurement	71
Splinting	44
Capnography	41
Cervical Collar	26
IO Adult	25
I-gel Supraglottic Airway	24
CPR-Automatic Thumper	23
Cold Pack	22
CPR-Manual	20
Spinal Immobilization	16
Defibrillation-Manual	13
CPAP	11



2021 Top Medication Distributed

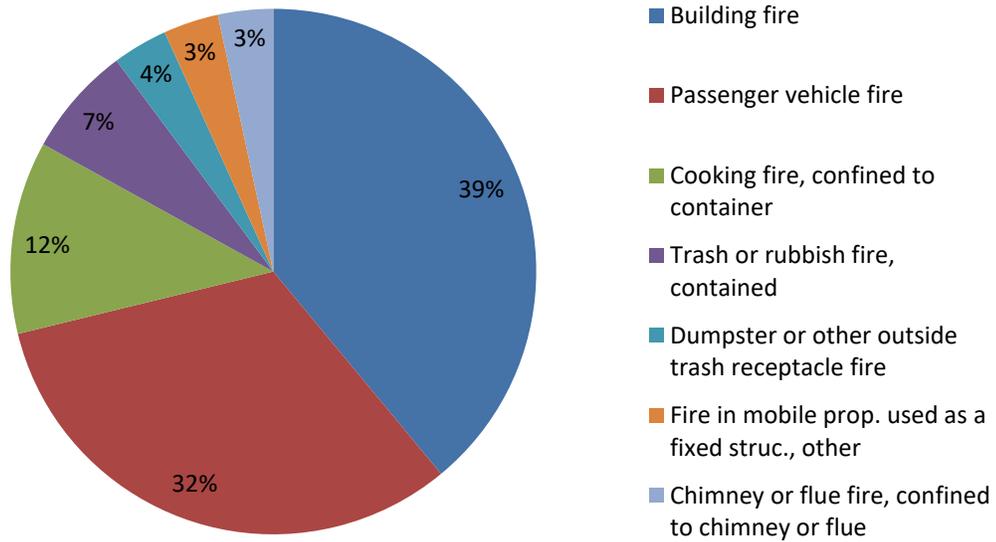
Oxygen	516
Normal Saline	283
Aspirin	126
Epi	113
Narcan (Naloxone)	112
Nitroglycerin	97
DuoNeb	74
Zofran	27
Oral Glucose	25
D10 (Dextrose 10%)	15
D50 (Dextrose 50%)	12
Albuterol	12
Glucagon	9
Fentanyl	9
Benadryl	9
Epi 1:1,000	8
Versed	8
Amiodarone	7
Sodium Bi-Carb	5
Ketamine	5
Ketorolac (Toradol)	4
Brilinta	3
Solu-Medrol	3
Adenocard	3
Morphine	2



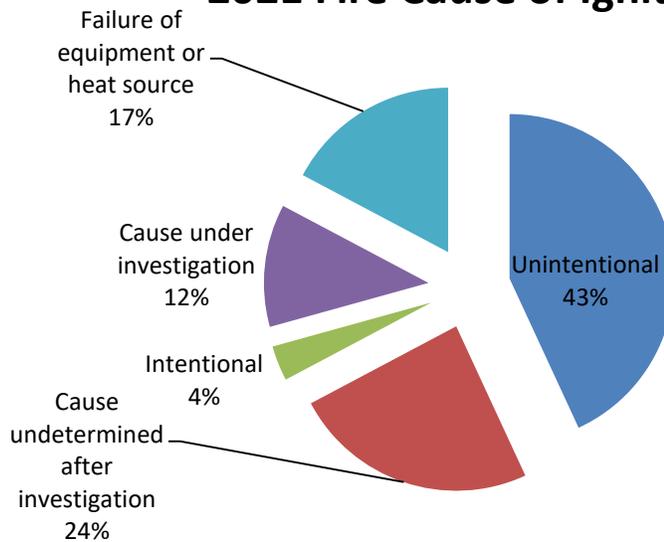
OPERATIONS

Fire Division

2021 Working Fire Type Summary



2021 Fire Cause of Ignition



OPERATIONS

Incident Number	Date	Property Value	Property Loss	Contents Value	Contents Loss	Total Loss
21-00080-N	01/07/2021	\$9,000	-\$500	\$0	-\$0	-\$500
21-00202-N	01/18/2021	\$5,500,000	-\$28,000	\$0	-\$0	-\$28,000
21-00217-N	01/19/2021	\$2,000	-\$2,000	\$200	-\$200	-\$2,200
21-00228-N	01/20/2021	\$1,000	-\$300	\$500	-\$0	-\$300
21-00394-N	02/03/2021	\$15,000,000	-\$2,000	\$0	-\$0	-\$2,000
21-00522-N	02/14/2021	\$200,000	-\$60,000	\$80,000	-\$40,000	-\$100,000
21-00810-N	03/11/2021	\$17,000	-\$500	\$0	-\$0	-\$500
21-01107-N	04/01/2021	\$100,000	-\$5,000	\$0	-\$0	-\$5,000
21-01134-N	04/03/2021	\$500	-\$500	\$0	-\$0	-\$500
21-01238-N	04/11/2021	\$50,000	-\$15,000	\$20,000	-\$5,000	-\$20,000
21-01532-N	05/04/2021	\$5,000	-\$5,000	\$0	-\$0	-\$5,000
21-01624-N	05/13/2021	\$20,000	-\$0	\$25,000	-\$25,000	-\$25,000
21-01714-N	05/19/2021	\$50,000	-\$5,000	\$1,000	-\$1,000	-\$6,000
21-01741-N	05/20/2021	\$2,000	-\$500	\$200	-\$100	-\$600
21-02360-N	06/30/2021	\$85,000	-\$35,000	\$15,000	-\$5,000	-\$40,000
21-02637-N	07/19/2021	\$6,000	-\$6,000	\$0	-\$0	-\$6,000
21-02772-N	07/30/2021	\$120,000	-\$25,000	\$5,000	-\$5,000	-\$30,000
21-02855-N	08/05/2021	\$10,000,000	-\$50,000	\$10,000,000	-\$50,000	-\$100,000
21-02883-N	08/07/2021	\$0	-\$0	\$500	-\$500	-\$500
21-02930-N	08/11/2021	\$4,500	-\$2,000	\$0	-\$0	-\$2,000
21-03742-N	10/04/2021	\$800,000	-\$5,000	\$0	-\$0	-\$5,000
21-03967-N	10/19/2021	\$80,000	-\$2,000	\$0	-\$0	-\$2,000
21-04052-N	10/25/2021	\$350,000	-\$100,000	\$150,000	-\$150,000	-\$250,000
21-04312-N	11/11/2021	\$2,000	-\$2,000	\$500	-\$500	-\$2,500
21-04401-N	11/18/2021	\$500	-\$500	\$600	-\$600	-\$1,100
21-04472-N	11/23/2021	\$5,000	-\$5,000	\$0	-\$0	-\$5,000
21-04502-N	11/25/2021	\$500,000	-\$1,000	\$50,000	-\$0	-\$1,000
21-04676-N	12/08/2021	\$15,000	-\$15,000	\$5,000	-\$5,000	-\$20,000
21-04740-N	12/12/2021	\$85,000	-\$25,000	\$0	-\$0	-\$25,000
Grand Totals		\$33,009,500	-\$397,800	\$10,353,500	-\$287,900	-\$685,700
					Total Property Saved	\$42,677,300.00

2021 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 and the training officer role is filled by LT Mike Springer. Additional fire & ems instructors are assigned to the training unit to provide on-shift company training.

The training unit provides internal training and coordinates external training for each specialty certification (Fire, EMS, Inspector, Officer, Investigator, Health & Safety, Etc.) based on continuing education requirements and ISO schedule. All company training is scheduled via a monthly task book assignment and is required to be completed by all staff members.

With the numerous promotions of new company officers and entry-level staff, the training division focused on probationary FF & officer development in 2021. Precisely, we work on our probationary FF program & soft skills that new company officers utilize on a daily basis but may not have had the opportunity to develop as a firefighter.

In 2021, COVID-19 continued to disrupt external training opportunities. Many classes were cancelled or delayed, which impacted our training unit's ability to consistently provide training throughout the year.

To ensure we maintained operational proficiency, we more heavily relied on our online digital training platform to provide monthly training. Additionally, this methodology assisted in minimizing the potential of cross-shift exposure to the COVID virus.

In late 2021, the Training Division was able to conduct live-fire training in an acquired structure. This was a once-in-a-career opportunity and provided our staff members the

opportunity to fight fire in a controlled setting and to sharpen our skills.



The WC Fire Chiefs Assoc. worked to finalize a special operations program. Under this newly completed program, Wooster Fire would expand our current confined space team into a land-based technical rescue team. This transition will occur over the next 2 to 3 years and require additional specialized training.

The training division coordinated the following classes/programs:

- EMS Con. Education Classes & Paramedic Refresher
- Nationally recognized Blue Card incident management training.
- Ohio Fire Chief and Ohio Fire Officer Credentials / Re-credential
- Haz-Mat Operations Refresher & Haz-Mat Incident Command Class
- Confined Space Refresher
- Ice Rescue
- Rope Rescue
- Fire Investigation & FIT Certification from the IAAI.
- AHA- ACLS, PALS, BLS Recertification
- NFA Special Operations Program Management

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 2021 the total number of training hours was 6027.5.

2021 CE Totals

A-SHIFT	EMS	FIRE
BALAS	56.5	44.5
BERTSCH	46	38.5
CHRISTIE	46	30
CELLAR	55	56
CUDLIP	46	128.5
CUTLIP	46	30
DURSTINE	45	132
ETTER	46	37
KERMODE	46	23
MARTIN	47	95
MESHEW	46	43
HAWKINS	46	51
EDGELL	46	58
TROYER	6	39

C-SHIFT	EMS	FIRE
BROWNSON	46	89
CALLAHAN	46	101
HEWITT*	45	51
KELLER	46	100
MILLER,N	46	82
SHAFFER	49	86
MAHANAY	6	84
SMITH	6	115
STULL,J	46	107
TANNHOF	46	136
THOMPSON	46	83
IANNARELLI	46	76
WEBB	46	110
MILLER, J	45	80
KRICHBAUM**		

B-SHIFT	EMS	FIRE
SPRINGER	46	78
BUZZARD	50	77
BURKHOLDER	46	142.5
EBERLY	47	99
KIEFER	49	54
LINDSAY	46	105
LINZ	43	20
MAAG	46	46
O'NEAL	25	196
BROCKWAY-PRIEST	46	101
SPURLOCK	46	84
STULL,B	6	40
WELLS	56	64.5
WELTY	56	49
UNIACK**	1	4.5

Chief/FSI	EMS	FIRE
SALEY	55	65
MURPHY	46	173
KIPER	46	100
BERRY	57	122

EMS	2001.5
FIRE	4026
GRAND TOTAL	6027.5

* Retired / Termed

** 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.



While the COVID-19 pandemic continued to provide additional workload, the CRR Division was able to get back to some of our normal daily activities. A more focused effort was placed on our inspections of high-risk, high population occupancies to ensure the community's safety. We performed a significant number of plan reviews for new construction projects, as well as improvements to existing buildings. A significant number of super-utilizers of both fire and EMS services were investigated, and mitigation strategies were implemented to reduce the impact on our crews.

Additionally, in 2021 the Fire Division contributed a significant portion of our time assisting the Wayne County Health Department with multiple COVID-19 vaccination clinics. The clinics were held at various locations throughout the city. The clinics began in January of 2021 with several drive-through clinics at the OARDC, one on-site clinic at Midwest Health Services, 14 clinics at the Wooster Church of the Nazarene, and eight clinics at the former Red Cross building.

The Wooster Church of the Nazarene graciously allowed the use of their facility for numerous mass vaccination clinics and dedicated many hours of assistance by their maintenance staff. The size and functional space of the church allowed for an efficient and effective operational flow to facilitate mass vaccination at the scope of 800-1000 doses per day.

Approximately 13,600 vaccinations were administered during the clinics, and over 600 hours of staffing were provided by the Fire Division. It was a privilege and honor to participate in and work alongside our emergency response and public health partners to serve the public.



COMMUNITY RISK REDUCTION

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. While 2020 may have been a down year for construction in the City, 2021 was certainly the opposite. A total of 107 plan reviews and 19 environmental assessments were conducted. The CRR Division staff also held numerous meetings with community partners to address concerns and questions for future construction projects slated for 2022.

Plan Review & Environmental Assessments	126
Fire Prevention Activities	463



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.

Our staff continued to implement a COVID-19 layered defense directive, which minimizes the potential exposures to our staff and the public during times of peak community spread of the COVID virus. We continued to conduct prevention, education, and code enforcement activities, yet staff often implemented alternative methodologies, including; drive-by education, conducting PR activities outside, and virtual meetings.

In 2021, the CRR staff conducted:

- 543 Fire Inspections.
 - 333 regular inspections & 190 re-inspections
 - 13 day care inspections & 7 foster care inspections
- 463 Fire Prevention Activities.
- 61 adults were provided fire extinguisher training.
- Public education to 341 people.
- Fire station tours for 103 adults & 25 children.
- 10 KNOX boxes and 12 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 (NEOFPA, IAAI, Fire Code Expo Ect.).

Fire Prevention, Code Enforcement, & Education

The CRR Staff (Asst. Chief & fire inspector) conducted multiple fire prevention and education activities, including



COMMUNITY RISK REDUCTION

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 a 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, and obtaining medical equipment and alerting devices.

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 minimize or mitigate 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 2021, there were 27 identified super-utilizers or occupancies of concern that were addressed. Not all of these have been completely mitigated, but work continues to assist those involved in whatever manner we are able to.

Starting in 2020, we began a partnership with the Building Standards Division to identify code violations in the residential setting, which are areas of concern that fall outside the Ohio Fire Code but are still of concern from a fire and public safety standpoint. In 2021, the CRR Division was able to identify six properties that were determined to be a detriment to the community and those residing in them. One was identified as a significant threat, and the structure was condemned and boarded up by the Building Standards Division. Four others were noted as hazardous but not abandoned, and the property owner was placed on notice to either make repairs or demolish the structure. The remaining property is pending further investigation and will likely be condemned.



COMMUNITY RISK REDUCTION

Drone (sUAS) Program / Unit

In September 2021, the Wooster Division of Fire implemented an sUAS program for emergency services. This program is more commonly referred to as a "drone program." The intent of the program is to enhance our ability to provide oversight at fire and emergency scenes, assist in search and rescue operations, and any other operations where it can provide assistance.

Our first drone was purchased in 2019 with a grant from Walmart. Upon implementation of the program, it was determined that a second drone was needed, and private & public funds were allocated for the purchase. The second drone is the same brand and model as the first but with an advanced thermal imaging camera. The drone program "lifted off" after Asst. Chief Kiper and Inspector Berry obtained their FAA Part 107 remote pilot certifications in Aug. 2021. Lt Brownson, who was previously certified as an FAA P-107 pilot, rounded out the Drone unit staffing.



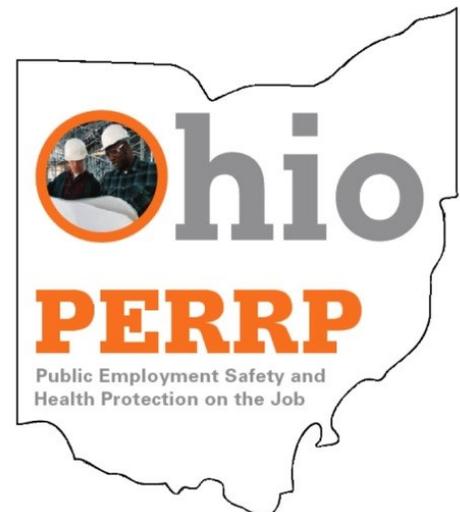
In 2021, there were a total of 5 call-outs for the Drone Unit. Four call-outs were requested by Wooster PD for a search to locate lost or endangered persons. One call-out was requested by the Wayne County Sheriff's Office to assist in locating a missing special needs adult who had run away from home.



INCIDENT INVESTIGATIONS

With the 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 methods.

In 2021, there were a total of 13 incidents reviewed, and none were found to require further investigation or training.



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 2021, the FIU investigated 28 fires. Of those 28 fires:

- 14 were residential structures (single-family & multi-family).
- 7 were vehicles
- 4 were commercial buildings
- 1 was outbuildings
- 2 were trash/rubbish fires



In 2021, The FIU continued to be restricted to minimal training opportunities due to the COVID virus. Unit staff concentrated on online training from IAAI's CFITrainer to maintain skills. These classes are focused on the JPR's of NFPA 1033- Professional Qualifications of Fire Investigators, as well as NFPA 921- Guide for Fire and Explosion Investigations.

The FIU unit has been awaiting the projected 2022 NFPA standard updates, which will again define the future requirements and training needs of the unit.

Asst. Chief Kiper was actively involved in assisting the Wayne County Fire Chiefs and the Wayne County Fire Investigation team leaders in developing thier organization and training , which included updating intergovernmental agreements, training requirements, and an equipment needs evaluation. This assistance has allowed the team to begin to operate in a more formal capacity for the County departments.

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, AC Kiper



SPECIAL UNIT SUMMARY

The FIU-PU recorded all incidents digitally in 2021.

All files/images are now backed up to the shared file on the City server. Per IT, a weekly backup of all Photography Unit files to a standalone hard drive 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 backup 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 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.



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:

FF Matt Cudlip, OIC; A-Shift

FF Jacob Burkholder; B-Shift

FF Scott 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. The room contains the Scott Revolve Air 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 division's 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 2021 for various monthly Task Book Training. In November, members participated in Live Fire Training at an acquired structure on Geyers Chapel Rd. adjacent to the industrial park in Daisy Way

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's 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, ensuring the SCBA meets the manufacturer's specifications. In July 2021, all fire division SCBAs were flow tested by Fire Safety Services Inc.

SPECIAL UNIT SUMMARY

Fit Testing

The Breathing Air Unit conducts in-house Fit Testing of SCBA facepieces. The 8030 TSI Fit Tester was purchased in late 2017 and is currently in use. 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 2021.

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 2021, 12 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 2021.

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 the apparatus committee 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 Division consisting of FF Buzzard (EMS supplies), FF Welty (drug exchange), LT 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 2021 this unit updated all of our AutoPulse (mechanical CPR) devices.



EMS training focused on the recertification of personnel by utilizing our online digital training platform, and in 2021 WFD conducted a paramedic refresher course. WFD focused on the "pit crew" style training for cardiac arrest response, which provides a standardized action plan to handle cardiac incidents and increase effectiveness.

Respectfully submitted,

Capt. Mike Maag

SPECIAL UNIT SUMMARY

Haz-Mat Unit

In 2021, Wooster Fire conducted our annual Hazardous Material refresher course provided by Bad Day Training. All three shifts attended over a three-day period. The Division also conducted a Haz-Mat officer class in December 2021.

Respectfully submitted,
LT Scott Meshew



Confined Space Unit

The confined space unit was able to rebound to a slightly more normal year in 2021. WFD conducted successful training on every shift with Bad Day training. The Division was able to send four staff members to rope rescue technician class and was able to add new equipment. The new equipment included; new rope, ventilation ducting, and hardware.

The unit responded to one mutual aid call for service with East Wayne FD. This call for service resulted in the victim self-rescuing as WFD resources arrived on scene.

Respectfully submitted,
FF Jared Durstine

Rapid Intervention Team Unit

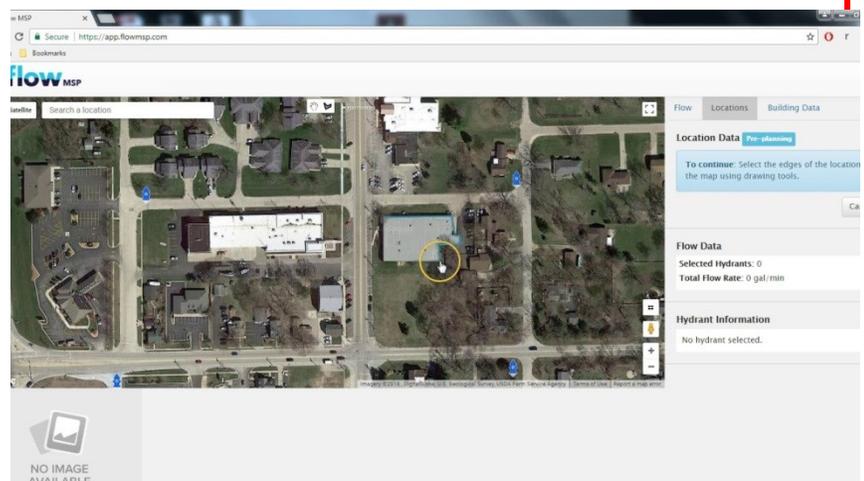
In 2021, there were no changes made to the unit. RIT & self-survival training was conducted on shift, and JPR's were created to streamline operations in the future.

Respectfully submitted,
FF Martin

GIS / Pre Plan Unit

The GIS/Pre-plan Unit was able to complete 13 pre-plans on different buildings within the City utilizing five staff members in 2021. In the fourth quarter of 2021, Asst. Chief Murphy purchased new pre-plan software that will allow the Division's pre-plan to become electronic and accessible on-scene.

Respectfully submitted,
LT. J. Brownson



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 one debriefing for our region, and most call-outs were handled by the team's director due to COVID-related concerns.

Respectfully submitted,
LT. Edgell

Station Supply Unit

The station supply unit maintains & acquires the needed supplies and materials to keep the stations operating and in service. In 2021, the unit maintained a central supply at station #1, facilitated a cleaning supply system at St. 3, and prepared to migrate St. 3's extractor to an automated cleaning supply system. All station recliners were sent out for repairs.

The station supply unit continued to push for a smaller carbon footprint by transitioning to electric and battery-operated station lawn and garden tools.

Respectfully submitted,
LT. Shaffer

Communications Unit

In 2021 the Communications Unit was able to replace 15 new portable radio batteries and several mobile radio microphones. One radio was sent out to Motorola's depot to repair a damaged radio case. Additionally, the unit coordinated the transfer of a mobile radio into the new Medic Unit by Staley Technologies.

Other active units that provide support services:

Infectious Disease Unit, Health & Safety Unit, Juvenile Fire Setter Unit



STAFF

Firefighter of the Year



2018

Suspended

2019

Due to the COVID pandemic, the Wooster Exchange Club's FF of the Year was suspended in 2021.

2020

Retired



F.F. SHERRICK

FF Mike Sherrick

Mike was hired in February of 1996 as a firefighter. During his tenure with the Fire Division, Mike has been a solid and stable employee. Mike had led the FIU Photography Unit.

Promotions

No Promotions in 2021.

**John Eberly was promoted to Lieutenant in the first pay period of 2022, which was actually the last week of 2021. This promotion was for the retirement of LT Linz, which occurred on 1/2/22.

GOALS & OBJECTIVES ACCOMPLISHED

In 2021, the Division successfully met multiple goals and objectives despite the ongoing impacts of the COVID-19 pandemic.

Stations, Equipment, and Apparatus:

- The apparatus committee continued their diligent efforts to update the Fire Division's fire and EMS fleet. In 2021, the Unit placed in service a new Road Rescue Ambulance.
- Sold a Horton ambulance on an International Chassis & a Chevy Tahoe command vehicle to Jeromesville Vol. FD.
- The Wooster Walmart awarded the Fire Division a \$5,000 grant to purchase advanced drone technology.
- The Fire Division purchased nine sets of firefighting turn-out gear to ensure they are NFPA compliant.
- Began the design phase of the Fire Station #1 renovation/addition project.
- Purchased new Zoll AutoPulse mechanical CPR devices.
- Implemented an Emergency Service Drone Program.



Administratively, the fire division:

- Facilitated and assisted with multiple COVID-19 testing and mass vaccination clinics with the Wayne County Health Department.
- Developed and coordinated new employee safety training for the City.
- Board member for the Wooster-Ashland Regional Council of Governments regional dispatch center.
- Saley & Murphy re-credentialed through the Ohio Fire Chiefs Assoc. as a credentialed Ohio Fire Chief (OFC).
- Worked with FF Buzzard to acquire needed PPE for the COVID response.
- Completed departmental training for professional development.
 - Confined Space & Haz-Mat refresher, Haz-Mat Incident Command class
 - Fire Investigation- FIT Certification for FIU staff.
 - Blue Card- Incident Command Training and Cont. Education
 - Paramedic Refresher.
- Finalized the installation of mobile data terminals for all front-line units.
- Inspector Berry rolled out 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 and crafting language to maximize operational effectiveness.
- Continued data collection and 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 ongoing projects that will need continuous attention and development.

In 2022; the Fire Division plans to:

- Continue to work and develop the above ongoing document goals.
- Finalize the design and start the construction of the Station #1 renovation.
- Enhance WFD's confined space training and work towards the finalization of the county-wide special operations land-based rescue team.
- Review Station Alerting options to incorporate an IP process.
- Focus on leadership and officer development of new officers.
- Finalize a collective bargaining agreement between the City and the Wooster Firefighters L-764.

The ongoing COVID-19 pandemic continued to challenge the Wooster Fire Division in 2021. The continued stressors and increased demands on our EMS services have worn our firefighters physically and emotionally. The staff has taken it in stride, but we look forward to being able to return to a sense of normalcy. We hope that all of our hard work with emergency response, emergency preparedness, and public health will pay off in 2022.

As we look forward to 2022, the Fire Division will continue to work toward enhancing our operations and identifying gaps in service levels so that we can take proactive measures to correct them. 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 continue to serve this community and the citizens of Wooster!

Thank you and be safe,
Barry Saley-Fire Chief

