

# **CITY OF WOOSTER**

## **DIVISION OF FIRE**

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Annual Report  
2023

# Executive Summary

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

I am honored to submit the 2023 Annual Report for the City of Wooster, Division of Fire. This document provides a snapshot of last year's accomplishments and an overview of the all-hazard emergency service organization serving our great City.



Wooster Fire was full of activity in 2023. Our Operations Division exceeded 5000 calls for service. This is the highest number of calls in Wooster Fire's history. Additionally, our staff continued to prepare for, respond to, and mitigate emergency calls within the City with dedication and professionalism.

Administratively, we had a mix-up in our Command Staff with the retirement of Asst. Chief Murphy. After a stringent testing process, Captain Keller was promoted to Asst. Chief and LT Thompson was promoted to Captain of C-shift. We continue to have a good rapport with our Labor leaders, resulting in collaborative changes to our physical fitness/wellness program and future succession planning / Divisional growth methodology.

## 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:



From a non-emergency perspective, our staff focused on completing our annual goals & objectives. A significant amount of work revolved around our facilities & fleet. We finished the renovations and moved Station #1's operations into the temporary fire station (Mechanicsburg Rd.). This move resulted in updating dispatching run cards, apparatus locations, and staffing rotations. This was a collaborative effort between multiple Divisions, partners, and shifts. All the hard work culminated with demolition and the ground breaking for the Fire Station #1 renovation and expansion project.

Below is a list of the projects and goals completed in 2023. This list is not all-inclusive and does not depict our staff's daily efforts and tasks to keep our community safe.

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

- Completing a confined space and haz-mat refresher, a Leadership class for officers, and numerous company training.
- The apparatus committee finalized the purchase of a 100-foot ladder truck (*tentative completion in 2025*) and replaced Utility 2 with a Ford F150 Lighting. Our organization's first fully electric vehicle.
- The fire station renovation started and continues with a tentative completion date of fall 2024.
- We awarded promotions to FF, Lieutenant(s), Captain, and Asst. Chief.
- Completed technology upgrades with a Link Layer update for our P25 radios, added KNOX Box Key Secure Defenders to our staff vehicles, and updated record management reporting hardware.

As we look forward to 2024, the Fire Division is committed to continuous improvement and accomplishing our goals and objectives. This includes finalizing the Station 1 renovation project, adding a Community Risk Reduction Staff member, acquiring equipment updates, and investing in our staff's professional development.



Thank you, and be safe.

Barry Saley, Fire Chief

# WFD MISSION AND MOTTO

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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

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## 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

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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.

The Fire Division is broken down into divisions, subdivisions, and specialty units that fire officers and firefighters oversee for effective management. The three functional divisions are the: Administration Division, Operations & Training Division, and Community Risk Reduction Division. The Fire Chief and the civilian office coordinator carry out administrative functions. An Asst. Fire Chief oversees Community Risk Reduction functions with the Deputy Fire Marshal. 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, including Fire, EMS, and Logistics.



The Fire Division currently operates out of three fire stations. Fire St. 1 is located at 510 N. Market St. (currently under renovation, Temp. Station 1 at 1171 Mechanicsburg Rd.), 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.

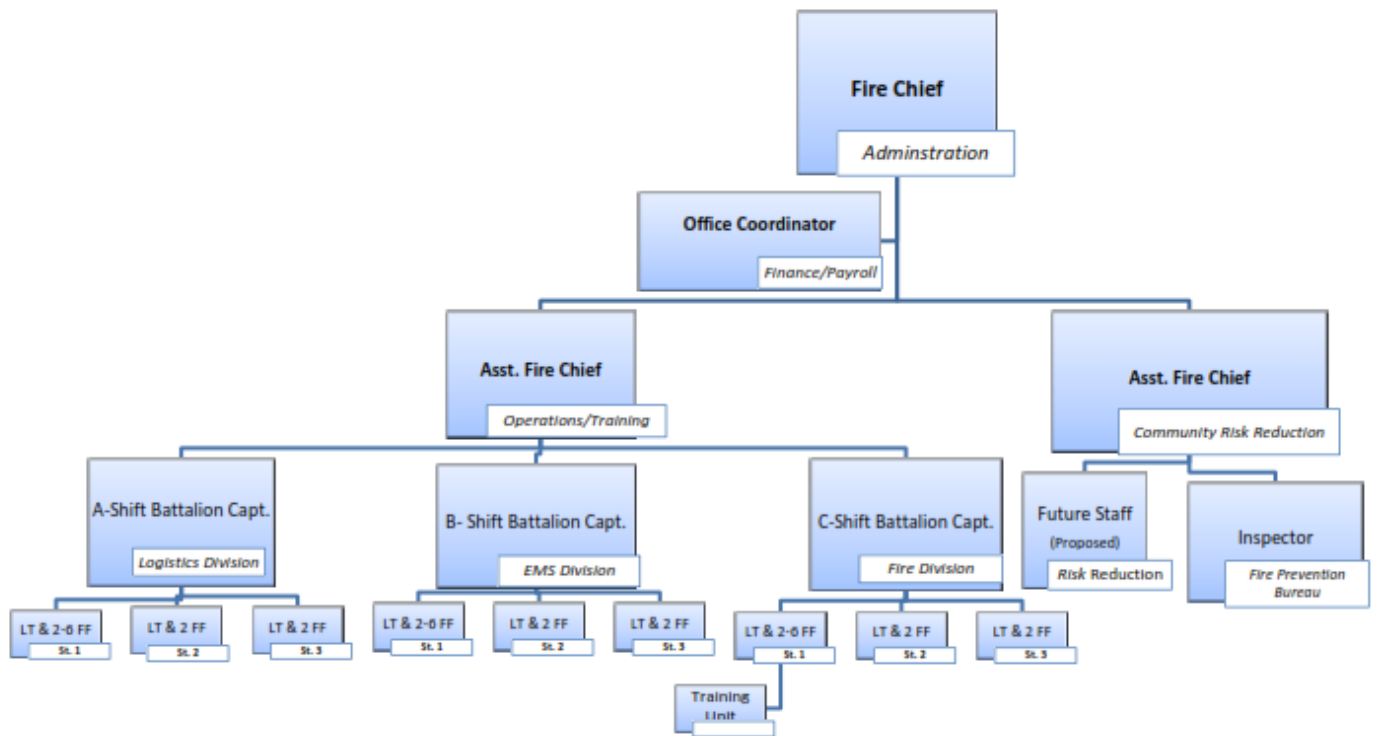
The Fire Division is the primary emergency service responder to all emergency incidents within the City of Wooster. As the scope of the fire service has changed, so has the fire division. We have transformed into an all-hazards emergency service organization.

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

- 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



# THE FIRE DIVISION

## ADMINISTRATION

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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. The Command Staff (Chief, Asst. Chiefs, and Captains) meet monthly to discuss, collaborate, and address Divisional concerns.

The Fire Chief's additional responsibility 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 insurance risk managers, we will evaluate, mitigate, and prevent 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 and (after his retirement) AC Keller provide a direct report to three fire captains responsible for their respective shifts' adequate supervision and leadership.

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 incident's call type, location, and hazard. This method keeps more emergency response crews in service by sending the appropriate resources to the emergency based on its potential danger and historical data.

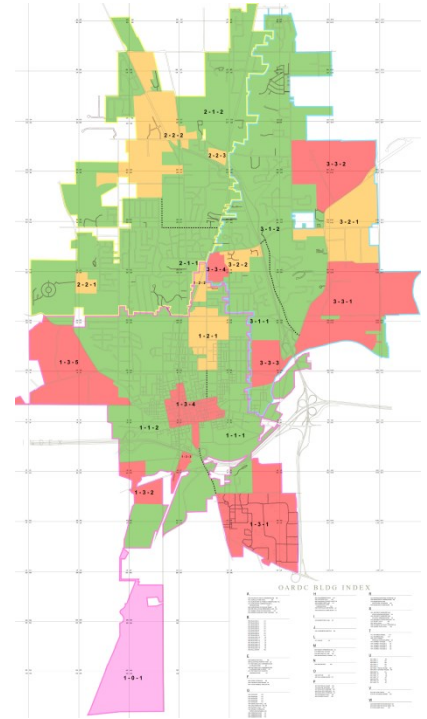
A partner to the Fire Division's emergency response is our emergency communication dispatch center. The Wooster-Ashland Regional Council of Governments (WAR COG) has provided dispatching services to the Fire Division since 2016. As a partner in the Council of Government, the City has a voice at the executive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

The Operations Division is further divided into specialty units to facilitate effective operations. 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 service delivery opportunities and challenges and conveys those concerns to the City Administration. This open dialogue and ability to document service delivery needs based on objective data have allowed the Fire Division to plan strategically for the future.





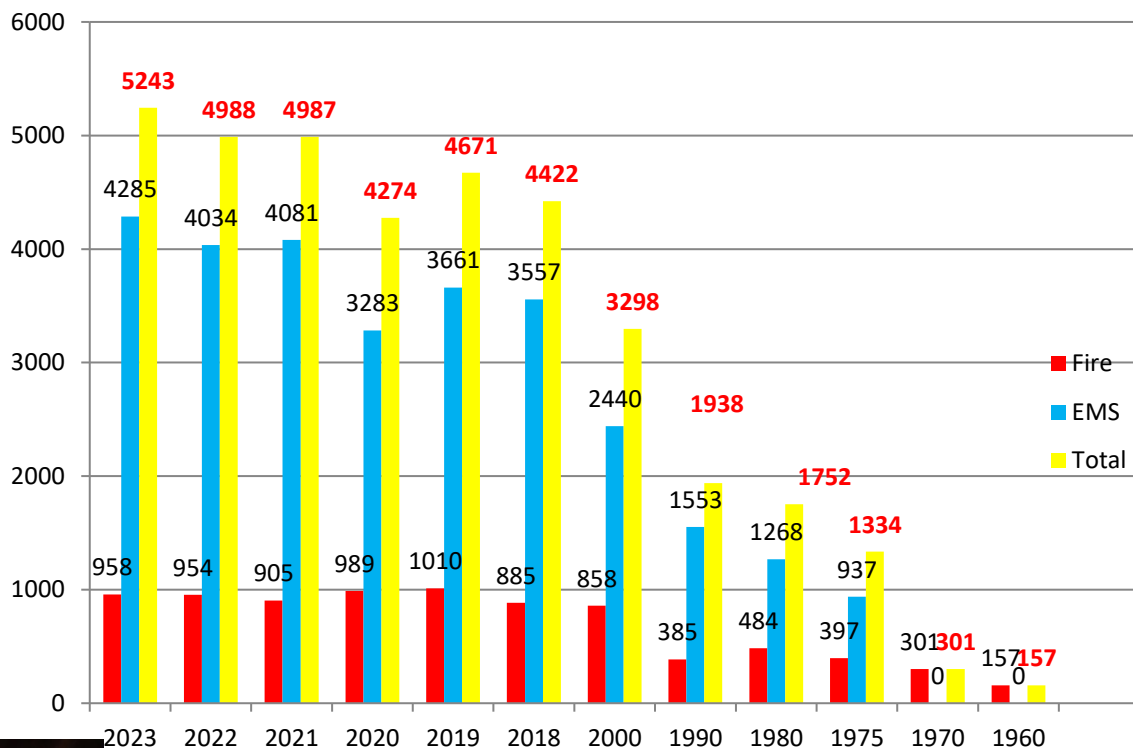
# OPERATIONS

*\*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 represented a specific request for service and ran through our dispatch center.

In 2023, the Division's call volume increased to 5,243 calls annually. This is the highest number of calls in the history of Wooster Fire.



## TOTAL CALLS FOR DUTY

The number of EMS incidents in 2023 was 4285 (82%). The number of non-EMS incidents was 958 (18%). The trend line shows a 5% increase in EMS and non-EMS incidents.

Our Community Risk Reduction Division has worked with our medically fragile citizens, nursing homes, and super-utilizers to obtain alternative medical assistance or social services. These efforts directly impact our emergency calls for services, which will assist in controlling our call volume growth in the most cost-effective way.

Our non-ems fire calls had a very slight increase. We can contribute this to the efforts of our CRR staff. Our CRR staff works with our local building owners and businesses to reduce unwanted fire alarm activations by investigating the cause of the fire alarm and making recommendations for equipment replacement, engineering solutions, and updated maintenance routines.

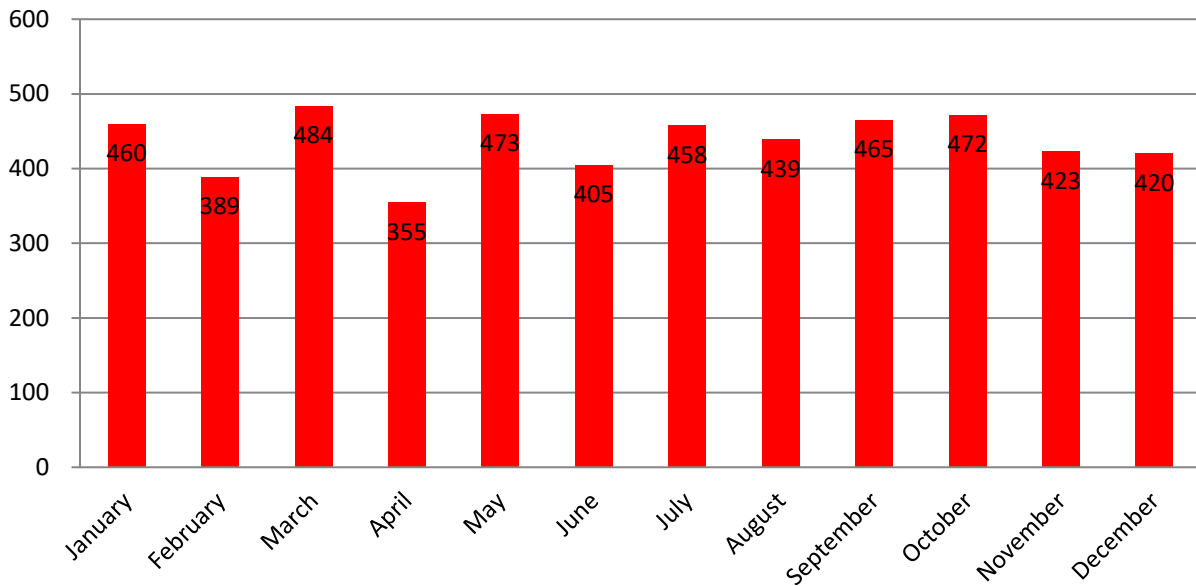
A more detailed view of calls for service is below. Our Operations and CRR Divisions continuously review it for operational effectiveness and opportunities

to minimize gaps in service levels.

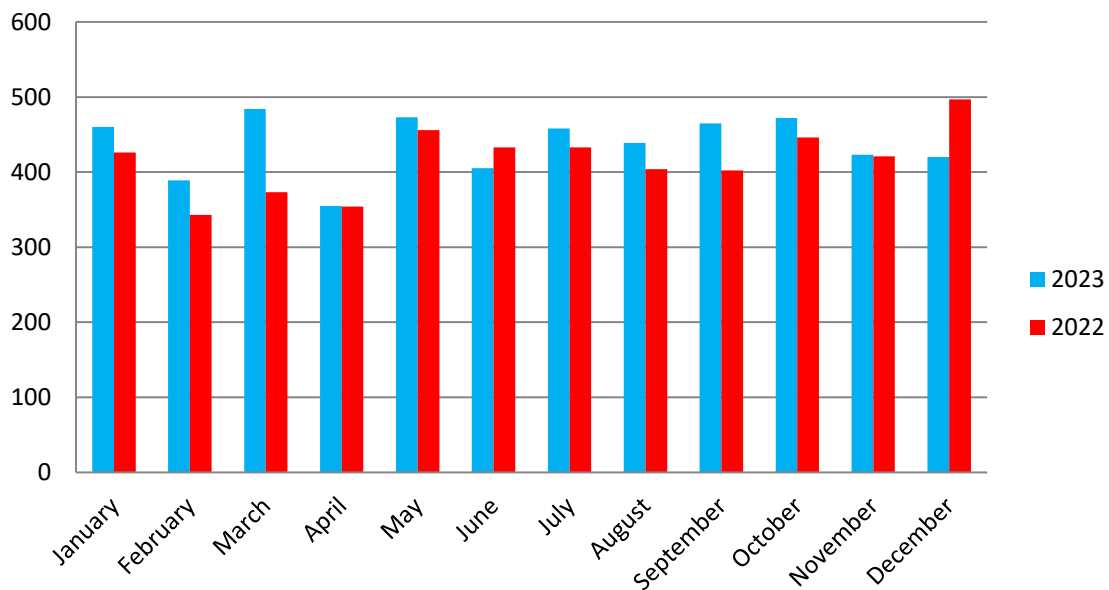


# OPERATIONS

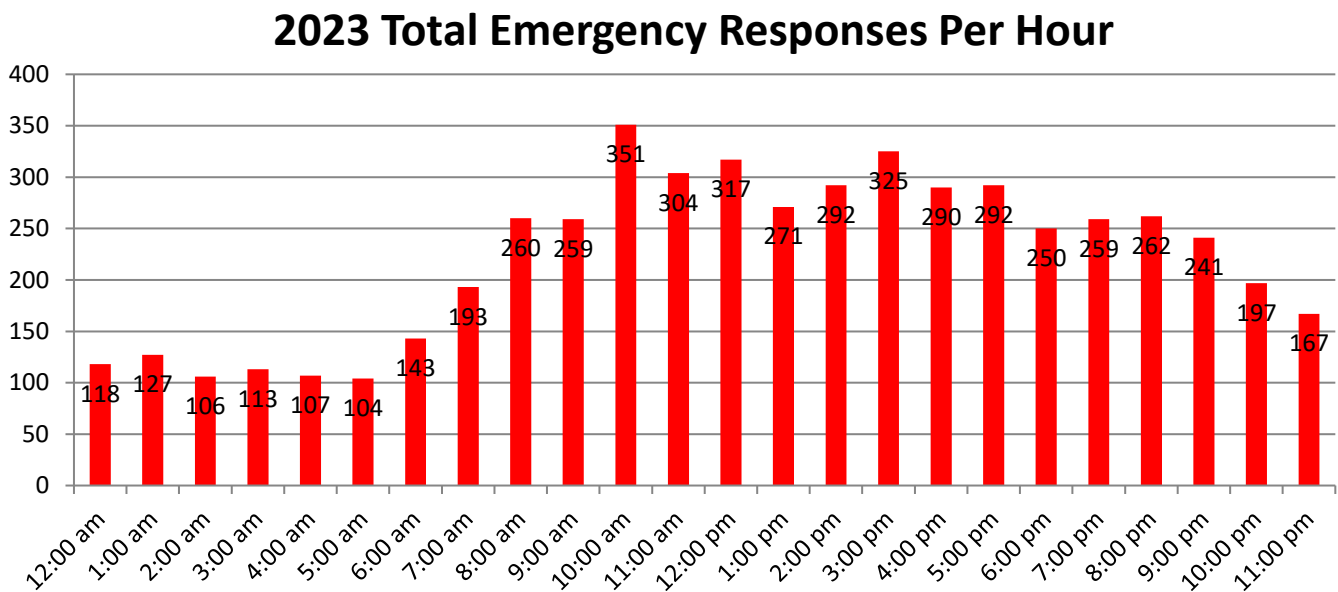
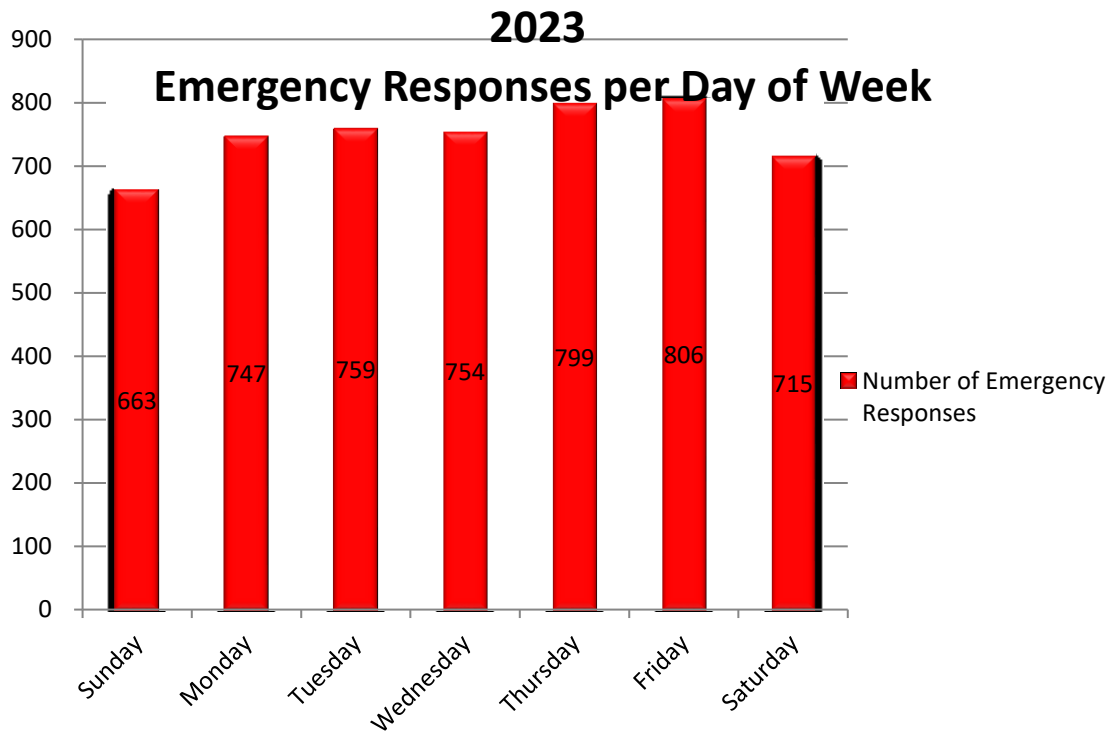
## 2023 Monthly Call Volume



## 2023 vs. 2022 Monthly Call Volume

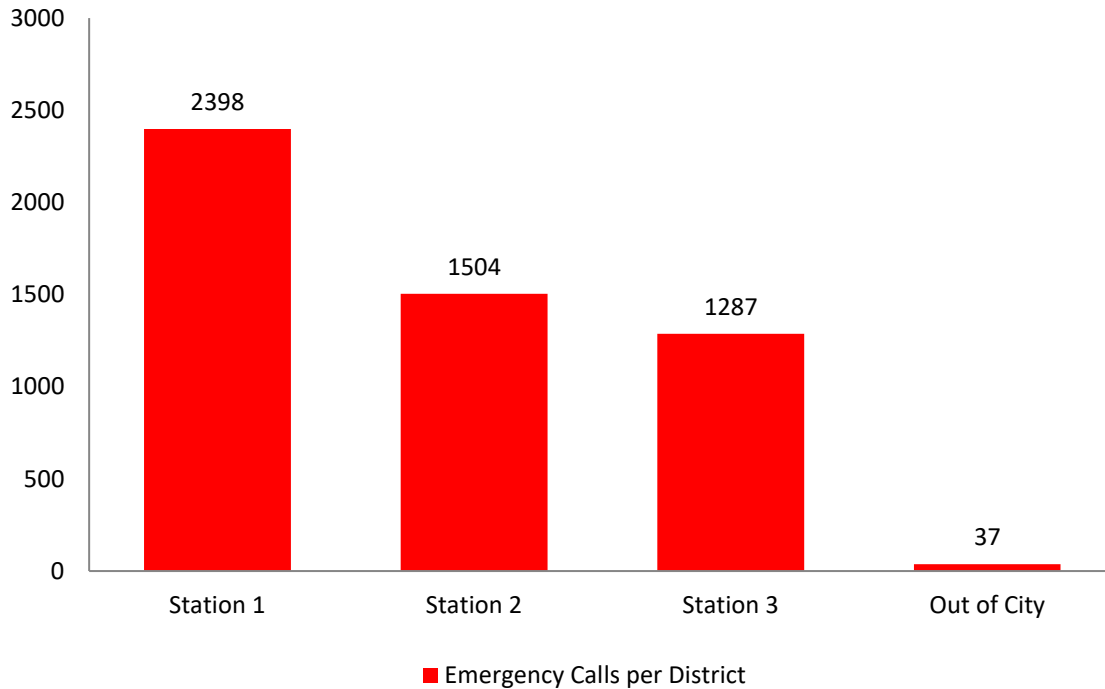


# OPERATIONS

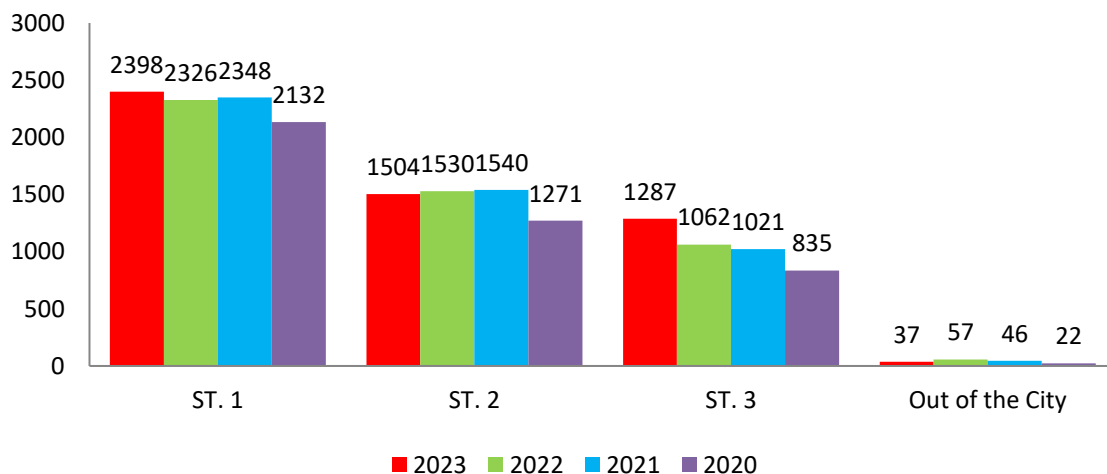


# OPERATIONS

## Emergency Response per District 2023



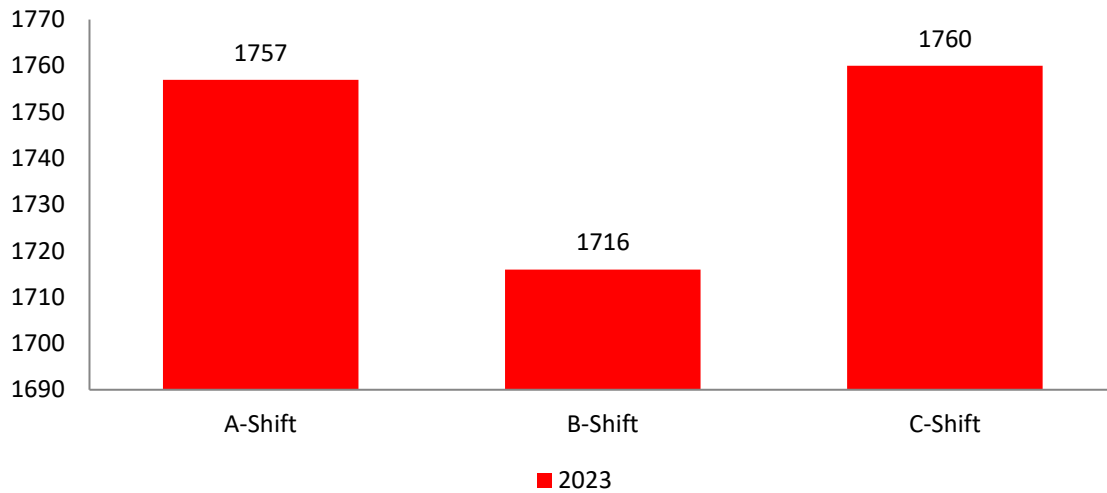
## Emergency Response per District- 4 Year Trend



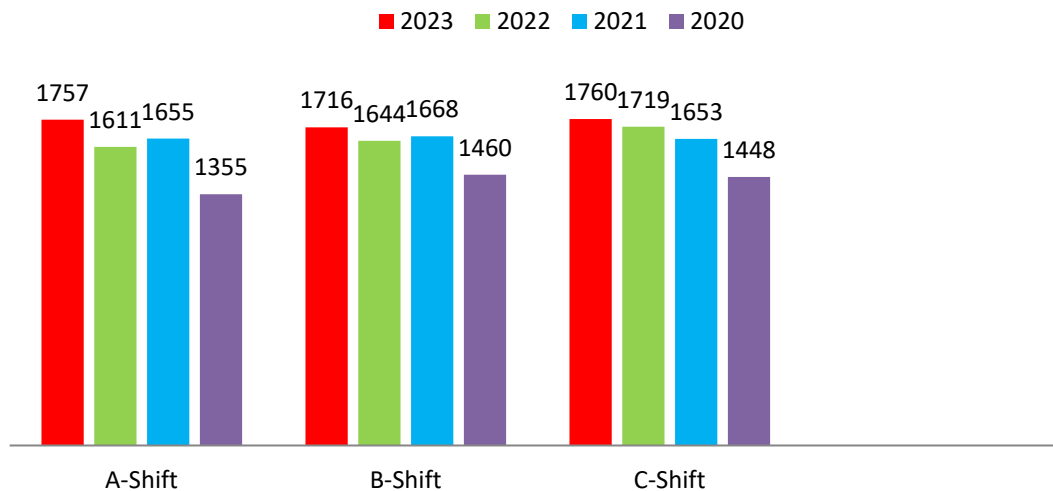


# OPERATIONS

## Emergency Response Per Shift 2023



## Emergency Response Per Shift 4 Year Trend



# OPERATIONS



EMS	EMS Call Non-MVA	4,221
	Motor vehicle accident with injuries	39
	Public service	5
Non-EMS	Public service	319
	Alarm / Smoke system activation, No fire	215
	Dispatched & canceled en route	111
	EMS Call Assist	64
	Gas leak (natural gas or LPG)	37
	Carbon monoxide incident	30
	Building fire	26
	Unauthorized burning	23
	Smoke scare, odor of smoke	21
	Electrical wiring/equipment problem, other	17
	Cooking fire, confined to container	14
	Trash or rubbish fire, contained	11
	No incident found on arrival at dispatch address	10
	Motor vehicle accident with no injuries.	9
	Power line down	8
	Passenger vehicle fire	8
	Natural vegetation fire, other	8
	Overheated motor	7
	Good intent call, other	5
	Oil or other combustible liquid spill	4
	Water or steam leak	4
	Removal of victim(s) from stalled elevator	3
	Chimney or flue fire, confined to chimney or flue	3
	Assist police or other governmental agency	2
	Lock-out	1
	Aircraft standby	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.

## 2023 WFD Emergency Incident Response Times

<u>Total Incidents</u>	Time of Tone	Turnout Time	Travel Time	Response Time	Committed Time	2023
Lower	0:00:01	0:00:01	0:00:01	0:01:00	0:01:00	EMS
Upper	0:05:00	0:05:00	0:15:00	0:20:00	6:00:00	
Count	4309	4233	4302	4305	4256	
Average	0:01:03	0:01:46	0:03:59	0:06:48	0:32:31	
Max	0:04:48	0:04:59	0:13:09	0:18:34	2:19:02	
Min	0:00:02	0:00:01	0:00:01	0:01:14	0:02:39	
Range	0:04:46	0:04:58	0:13:08	0:17:20	2:16:23	
Stdev	0:00:34	0:00:44	0:01:52	0:02:09	0:12:24	
<u>Total Incidents</u>	Time of Tone	Turnout Time	Travel Time	Response Time	Committed Time	2023
Lower	0:00:01	0:00:01	0:00:01	0:01:00	0:01:00	Non-EMS
Upper	0:05:00	0:05:00	0:15:00	0:20:00	6:00:00	
Count	883	839	793	787	856	
Average	0:01:17	0:01:47	0:04:36	0:07:39	0:20:43	
Max	0:04:54	0:04:54	0:14:45	0:19:59	4:52:07	
Min	0:00:04	0:00:03	0:00:01	0:01:27	0:01:09	
Range	0:04:50	0:04:51	0:14:44	0:18:32	4:50:58	
Stdev	0:00:46	0:00:56	0:02:28	0:02:54	0:21:12	
<u>Total Incidents</u>	Time of Tone	Turnout Time	Travel Time	Response Time	Committed Time	2023
Lower	0:00:01	0:00:01	0:00:01	0:01:00	0:01:00	Structure Fire
Upper	0:05:00	0:05:00	0:15:00	0:20:00	6:00:00	
Count	24	24	22	22	20	
Average	0:00:57	0:01:47	0:04:01	0:06:41	1:18:49	
Max	0:02:20	0:03:10	0:07:30	0:09:58	4:52:07	
Min	0:00:11	0:00:05	0:01:12	0:03:12	0:05:41	
Range	0:02:09	0:03:05	0:06:18	0:06:46	4:46:26	
Stdev	0:00:33	0:00:53	0:01:44	0:01:54	1:15:54	

# 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

1/1/2023 - 12/31/2023

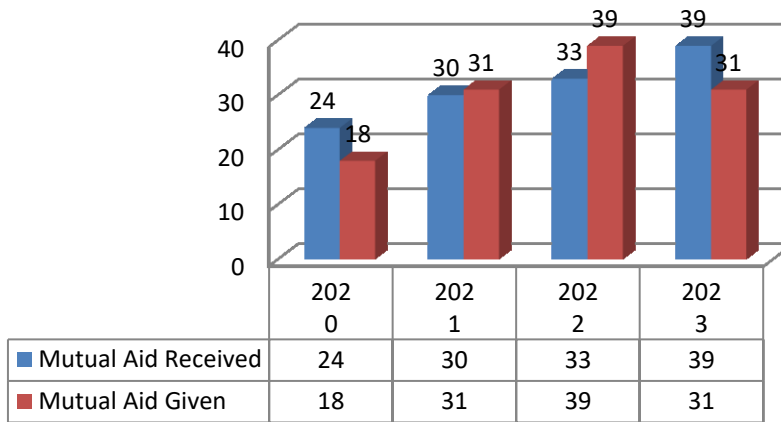
MEDIC 1	1,909
MEDIC 2	1,501
MEDIC 3	1,334
BATTALION 1	1,086
ENGINE 1	246
ENGINE 2	213
ENGINE 3	204
LADDER 1	144
UTILITY 1	30
Chief 3	29
UTILITY 2	23
CHIEF 2	19
CHIEF 1	13
UTILITY 3	12
UTILITY 4	6
MEDIC 4	4
ENGINE 4	2
	0
<b>Total</b>	<b>6,775</b>



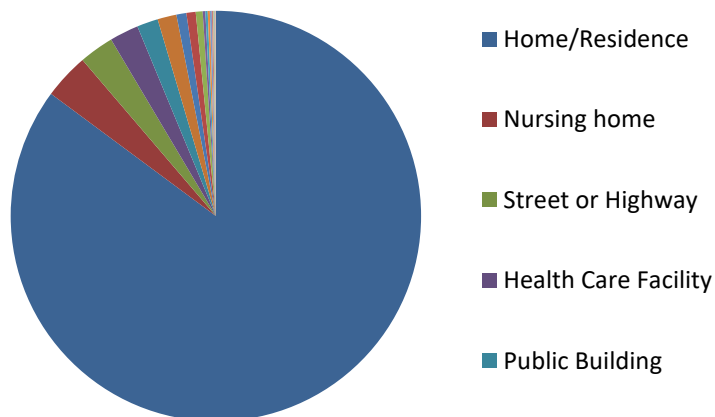


# OPERATIONS

## Mutual Aid Summary



## 2023 Location Type Summary



Home/Residence	4,553
Nursing home	192
Street or Highway	146
Health Care Facility	122
Public Building	89
Private commercial establishments	80
Industrial Place or Factory	42
Residential Institution	39
College	29
Prison	11
Place of Recreation or Sport	10
Religious institution	9
Public park	8
Daycare center	6
Education	5
Wilderness area	2
Cultural building	2
Amusement park	2

# OPERATIONS

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## *Emergency Responses Per Fire Management Zones 2023*

Fire Management Zone	Calls For Service
112	761
111	660
212	568
312	530
134	488
211	470
222	304
221	197
322	190
121	181
122	173
321	138
311	130
313	76
WTF	61
332	59
334	53
331	49
131	46
333	37
223	36
135	35
CEN	14
213	12
CAN	6
133	5
132	3

# OPERATIONS

## EMS Division

## Wooster Fire

### EMS Level of Service Summary

1/1/2023 - 12/31/2023

BLS Emergency	2,968
ALS Level I Emergency	1,357
ALS Level II	18
Paramedic Intercept	1
<b>Total:</b>	<b>4,344</b>

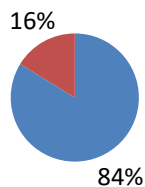


### EMS Pt. Age

1/1/2023 - 12/31/2023

### 2023 Patient Resident vs. Non-Resident

■ Resident ■ Non-Resident



A. < 10 Years Old	70
B. 10-20 Years Old	173
C. 20-30 Years Old	319
D. 30-40 Years Old	335
E. 40-50 Years Old	359
F. 50-60 Years Old	484
G. 60-70 Years Old	741
H. 70-80 Years Old	837
I. 80-90 Years Old	765
J. 90-100 Years Old	241
K. 100-110 Years Old	9
L. >110 Years Old	19

**Grand Total: 4,352**

\* EMS levels of service totals represent all patients served, including multiple patients per incident.

# OPERATIONS

Medicount Management Inc. is the Fire Division's third-party EMS transport billing company. The graphs below provide a snapshot of the Division's account. EMS transport billing is a cost recovery system that more equitably disperses the cost of providing EMS to its users. The data shows increasing revenue due to increased call volume and revenue per transport, which better represents our billing company's effectiveness and the Bat Captain's quality assurance activities. To streamline billing activities, we ensure an electronic interface between our EPCR software and Wooster Community Hospital's medical records software.

## CITY OF WOOSTER - 102

1/1/2023 to 12/31/2023 & 1/1/2022 to 12/31/2022

1/1/2023 to 12/31/2023

Total Charges	\$2,508,226.52
Total Payments	\$1,045,540.76
Total Adjustments	\$1,249,626.01
Total Write-offs	\$168,045.24
Total Refunds	\$3,065.91
Total Payments No Fee	\$0.00
Collection Rate	91.4%
Revenue Per Transport	\$310.81

1/1/2022 to 12/31/2022

Total Charges	\$2,344,838.41
Total Payments	\$1,042,017.80
Total Adjustments	\$1,369,482.32
Total Write-offs	\$245,228.21
Total Refunds	\$1,930.85
Total Payments No Fee	\$0.00
Collection Rate	102.8%
Revenue Per Transport	\$331.66

### Charge Detail

ALS	\$1,106,178.00	1,402	41.8%
ALS 2	\$17,310.00	15	0.4%
ALS NE	\$0.00	0	0.0%
BLS	\$1,299,794.10	1,937	57.8%
BLS NE	\$0.00	0	0.0%
Mileage	\$84,944.42	1.8	
Non Transport	\$0.00	0	0.0%
<b>Total</b>	<b>\$2,508,226.52</b>	<b>3,354</b>	

### Charge Detail

ALS	\$1,020,177.00	1,293	41.2%
ALS 2	\$20,772.00	18	0.6%
ALS NE	\$0.00	0	0.0%
BLS	\$1,224,575.00	1,825	58.2%
BLS NE	\$0.00	0	0.0%
Mileage	\$79,314.41	1.8	
Non Transport	\$0.00	0	0.0%
<b>Total</b>	<b>\$2,344,838.41</b>	<b>3,136</b>	

### Payment Detail

Auto Insurance	\$2,486.22	0.2%
Commercial Insurance	\$323,918.45	31.0%
Facility	\$0.00	0.0%
Medicaid	\$31,181.56	3.0%
Medicaid HMO	\$109,379.82	10.5%
Medicare	\$267,203.34	25.6%
Medicare HMO	\$213,766.79	20.4%
Patient Pays	\$73,720.96	7.1%
Veteran Affairs	\$16,393.30	1.6%
Workers' Comp Insurance	\$7,490.32	0.7%
<b>Total</b>	<b>\$1,045,540.76</b>	

### Payment Detail

Auto Insurance	\$2,009.54	0.2%
Commercial Insurance	\$282,833.96	27.1%
Facility	\$0.00	0.0%
Medicaid	\$9,585.11	0.9%
Medicaid HMO	\$145,021.70	13.9%
Medicare	\$258,620.83	24.8%
Medicare HMO	\$231,633.31	22.2%
Patient Pays	\$83,266.02	8.0%
Veteran Affairs	\$18,971.12	1.8%
Workers' Comp Insurance	\$10,076.21	1.0%
<b>Total</b>	<b>\$1,042,017.80</b>	

### Adjustment Detail

Auto Insurance	\$0.00	0.0%
Commercial Insurance	\$248,239.75	19.9%
Facility	\$0.00	0.0%
Medicaid	\$154,166.79	12.3%
Medicaid HMO	\$412,889.71	33.0%
Medicare	\$218,578.60	17.5%
Medicare HMO	\$209,854.37	16.8%
Patient Pays	\$3,922.01	0.3%
Veteran Affairs	\$398.30	0.0%
Workers' Comp Insurance	\$1,576.48	0.1%
<b>Total</b>	<b>\$1,249,626.01</b>	

### Adjustment Detail

Auto Insurance	\$0.00	0.0%
Commercial Insurance	\$248,429.34	18.1%
Facility	\$0.00	0.0%
Medicaid	\$58,213.56	4.3%
Medicaid HMO	\$547,255.02	40.0%
Medicare	\$252,362.72	18.4%
Medicare HMO	\$253,358.34	18.5%
Patient Pays	\$7,314.69	0.5%
Veteran Affairs	(\$1.32)	0.0%
Workers' Comp Insurance	\$2,549.97	0.2%
<b>Total</b>	<b>\$1,369,482.32</b>	

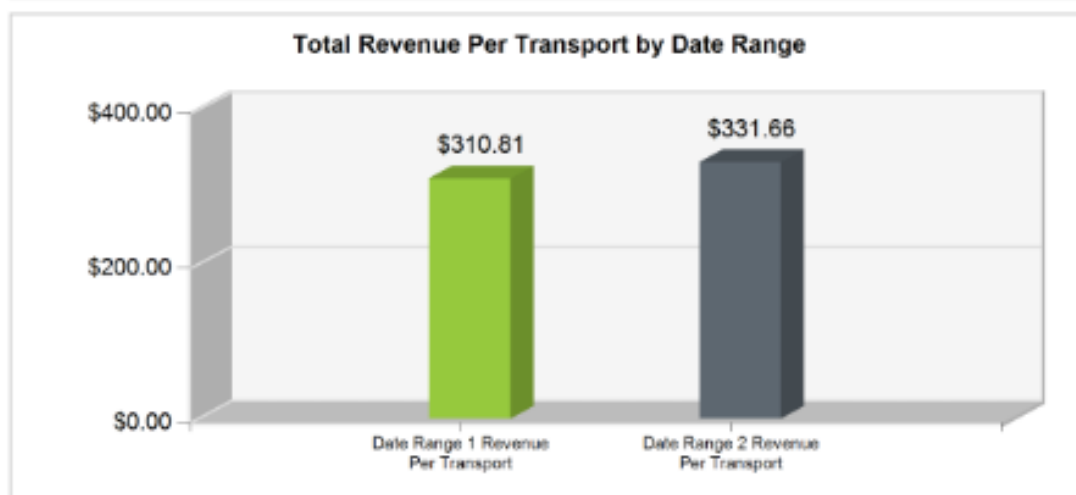
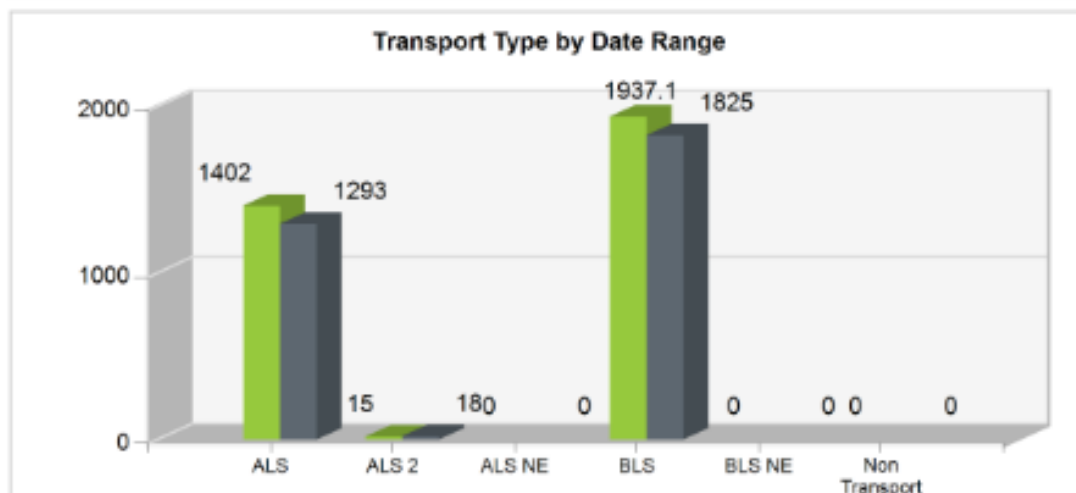
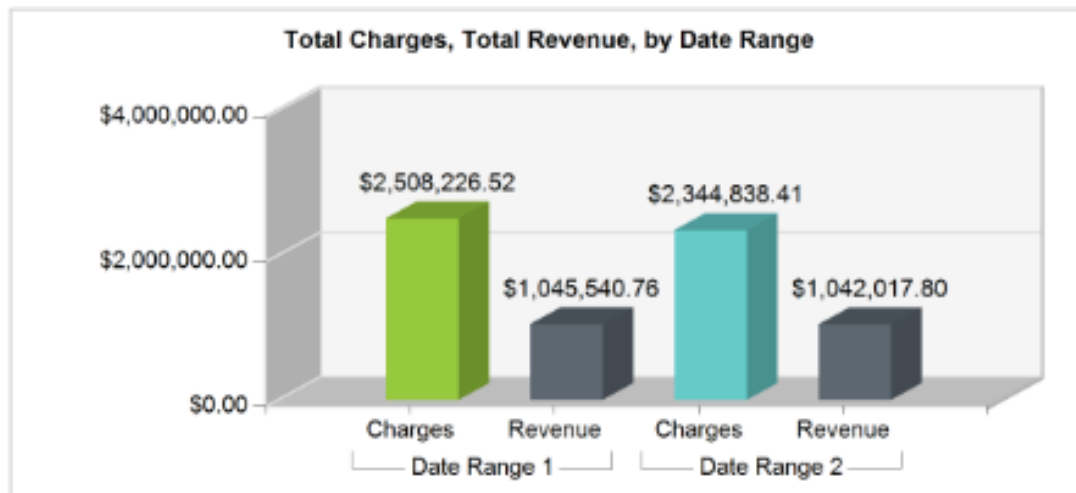


# OPERATIONS

## CITY OF WOOSTER - 102

1/1/2023 to 12/31/2023 & 1/1/2022 to 12/31/2022

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



# OPERATIONS

## 2023 Top Medical Procedures Performed

### Wooster Fire

#### Procedure Summary

1/1/2023 - 12/31/2023

Assessment Adult	3,918
SpO2	3,453
BG level	1,038
IV	1,001
12 Lead	561
12 Lead Transmitted	548
4 Lead	520
Temp	379
Blood Draw	357
Contact Med Control	280
Pain Measurement	165
Assessment Ped	111
Wound Care	89
Splinting	55
Capnography	44
BV/Mask	38
Cervical Collar	30
IO Adult	18
CPAP	17
Suctioning	16
i-gel Supraglottic Airway	16
Defibrillation-Manual	15
CPR-Manual	15



## 2023 Top Medication Distributed

### Wooster Fire

#### Medication Summary

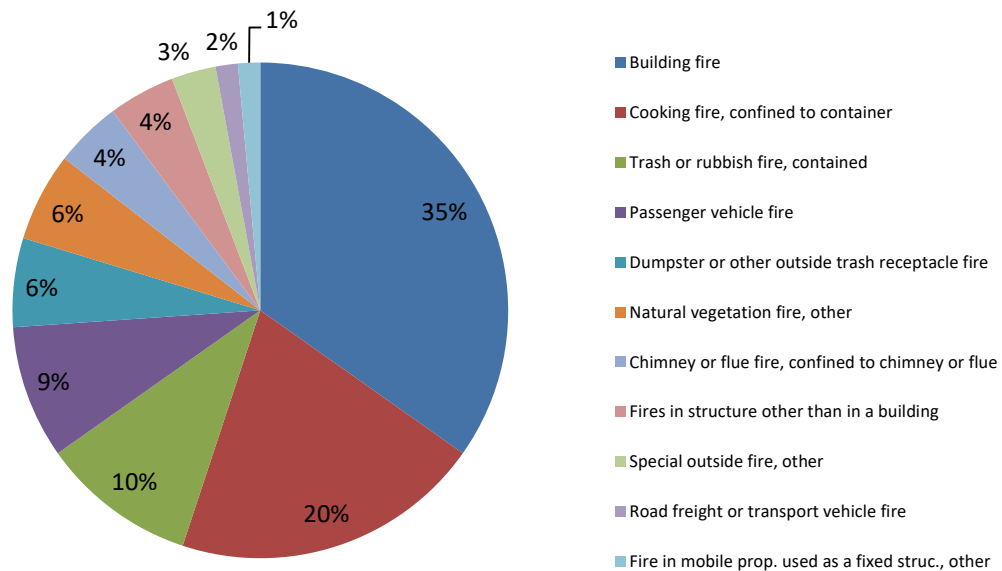
1/1/2023 - 12/31/2023

Oxygen	518
Normal Saline	308
Aspirin	106
DuoNeb	96
Nitroglycerin	76
Zofran	70
Epi	64
Narcan (Naloxone)	56
Fentanyl	37
D10 (Dextrose 10%)	33
Oral Glucose	24
Epi 1:1,000	15
Versed	11
Albuterol	10
Solu-Medrol	10
Benadryl	7
Promethazine	7
Ketamine	6
Ketorolac (Toradol)	5
Amlodarone	5
Oxymetazoline (Afrin)	5
Morphine	4
Atropine	4
Labetalol (Normodyne)	3
Sodium Bi-Carb	3

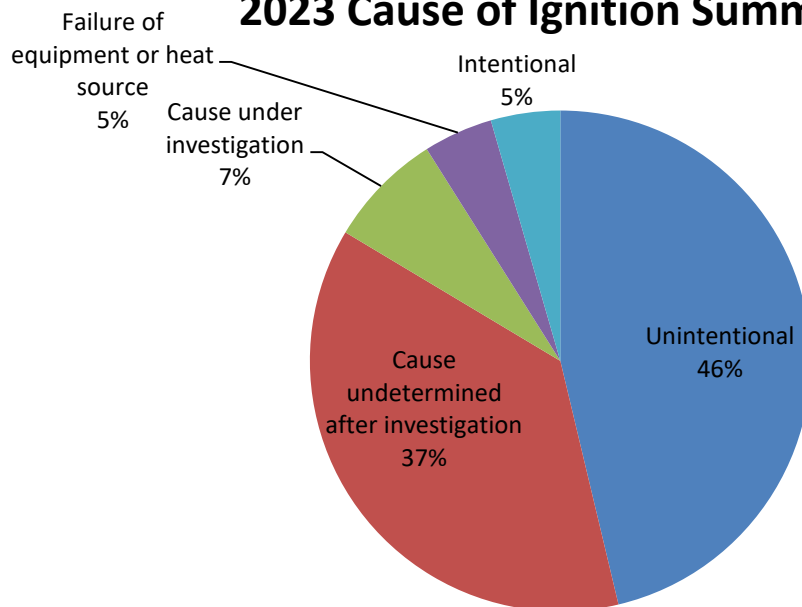
# OPERATIONS

## Fire Division

### 2023 Working Fire Summary



### 2023 Cause of Ignition Summary



# OPERATIONS

## 2023 Total Property Loss and Saved from Fire

Incident Number	Date	Property Value	Property Loss	Contents Value	Contents Loss	Total_Loss
23-00123-N	01/08/2023	\$25,000,000	-\$4,500	\$0	-\$0	-\$4,500
23-00533-N	02/06/2023	\$150,000	-\$10,000	\$100,000	-\$10,000	-\$20,000
23-00623-N	02/11/2023	\$1,000	-\$250	\$0	-\$0	-\$250
23-00876-N	03/03/2023	\$63,870	-\$63,870	\$25,000	-\$25,000	-\$88,870
23-01020-N	03/12/2023	\$2,500,000	-\$25,000	\$2,000	-\$1,000	-\$26,000
23-01044-N	03/13/2023	\$40,000	-\$300	\$0	-\$0	-\$300
23-01427-N	04/08/2023	\$80,000	-\$5,000	\$0	-\$0	-\$5,000
23-01762-N	05/06/2023	\$21,897,740	-\$10,000	\$0	-\$0	-\$10,000
23-01811-N	05/09/2023	\$2,000,000	-\$5,000	\$0	-\$0	-\$5,000
23-01936-N	05/17/2023	\$100,000,000	-\$5,000	\$10,000,000	-\$5,000	-\$10,000
23-02066-N	05/25/2023	\$250,000	-\$30	\$0	-\$0	-\$30
23-02137-N	05/30/2023	\$5,000	-\$5,000	\$0	-\$0	-\$5,000
23-02430-N	06/20/2023	\$100,000	-\$5,000	\$50,000	-\$0	-\$5,000
23-02459-N	06/22/2023	\$100,000	-\$0	\$50,000	-\$500	-\$500
23-02826-N	07/18/2023	\$200,000	-\$100,000	\$0	-\$0	-\$100,000
23-02877-N	07/22/2023	\$2,000,000	-\$1,000	\$0	-\$0	-\$1,000
23-03415-N	08/28/2023	\$500	-\$500	\$0	-\$0	-\$500
23-03464-N	08/31/2023	\$50,000,000	-\$0	\$50,000,000	-\$10,000	-\$10,000
23-03494-N	09/03/2023	\$50	-\$50	\$100	-\$100	-\$150
23-03658-N	09/11/2023	\$20,000,000	-\$0	\$10,000,000	-\$1,000	-\$1,000
23-04183-N	10/18/2023	\$10,000,000	-\$0	\$100	-\$100	-\$100
23-04254-N	10/22/2023	\$0	-\$0	\$1,000,000	-\$300	-\$300
23-04301-N	10/25/2023	\$500,000,000	-\$0	\$500,000,000	-\$600	-\$600
23-04320-N	10/26/2023	\$40,000,000	-\$2,500	\$1,000,000	-\$1,000	-\$3,500
23-04481-N	11/05/2023	\$250,000	-\$5,000	\$10,000	-\$0	-\$5,000
23-04594-N	11/14/2023	\$5,000	-\$5,000	\$0	-\$0	-\$5,000
23-04609-N	11/15/2023	\$100,000,000	-\$1,000	\$10,000,000	-\$500	-\$1,500
23-04630-N	11/16/2023	\$100	-\$10	\$0	-\$0	-\$10
23-04770-N	11/27/2023	\$141,590	-\$2,000	\$0	-\$0	-\$2,000
23-04994-N	12/13/2023	\$60,000	-\$60,000	\$20,000	-\$20,000	-\$80,000
23-05083-N	12/19/2023	\$25,000	-\$25,000	\$25,000	-\$25,000	-\$50,000
23-05184-N	12/27/2023	\$136,690	-\$35,000	\$20,000	-\$20,000	-\$55,000
Grand Totals		\$875,006,540	-\$376,010	\$582,302,200	-\$120,100	-\$496,110
					Total Property Saved	\$1,456,812,630





# 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/ AC Keller 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 must be completed by all staff members.

In 2023, our training unit worked on essential fire and emergency skills and provided specialized instruction on leadership and special operations topics.

Specifically, our staff members gained advanced knowledge of the strategies and tactics of lithium-ion battery fires. This topic has gained national attention after numerous fires occurred from improperly charging electric portable vehicles. As we continue to develop our confined space unit into a county-wide Land Based Rescue Team. All WFD staff members completed an awareness-level technical rescue operations series training. This included Incident Management, Rope Rescue, Search Tactics and Handling Victims, S&R for Structural Collapse, Tech Rescue Vehicles & Equipment, S&R for Water Incidents, S&R for Confined Space, S&R for Wilderness, and S&R for Trench Excavation. This training provided foundational knowledge and skills to initiate a tech rescue incident. Multiple staff members took advantage of advanced operations-level training classes

offered by the  
Region 5 Collapse  
Search and Rescue Strike team.



To ensure we maintain operational proficiency & effective time management, the training division utilizes a combination of online digital training, company officer hands-on training, and shift training. In the fall of 2023, the Training Division conducted live-fire exercises at the Wayne County Regional Training Facility. This opportunity allows our members to fight live fire and train on advanced tactics in a controlled setting.

The training division coordinated the following classes/programs:

- EMS Con. Education Classes
- Nationally recognized Blue Card incident management training.
- Ohio Fire Chief and Ohio Fire Officer Credentials / Re-credential
- Tech Rescue Awareness
- OFA Leadership In Supervision: Creating Environments for Professional Growth
- Haz-Mat Operations Refresher
- Confined Space Refresher
- Ice Rescue Refresher
- IAAI Seminar, Northern Ohio Arson Seminar.
- Fire Code Expo

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 2023, the total number of training hours was 4,749.

## 2023 CE Totals

A-SHIFT	EMS	FIRE
BALAS*	10	18
CHRISTIE	10	46
CELLAR	36	78
CUDLIP	18	41
CUTLIP	10	43
DURSTINE	10	69
TANNHOF	10	57
KERMODE	60	43
MARTIN	10	80
MESHEW	23	66
HAWKINS	10	63
EDGELL	42	77
TROYER	10	41
BILANCINI	49	40
KNOX**	4	45

C-SHIFT	EMS	FIRE
BROWNSON	10	116
A. MAAG	14	86
KELLER	11	127
MILLER, N	10	84
SHAFFER	20	92
MAHANEY	10	207
SMITH	17	173
STULL, J	20	125
CALLAHAN	17	141
THOMPSON	11	112
IANNARELLI	10	81
WEBB	24	110
MILLER, J	10	85
KRICHBAUM	16	124
GLASS**	2	20

B-SHIFT	EMS	FIRE
SPRINGER	23	172
BUZZARD	14	96
BURKHOLDER	26	80
EBERLY	25	90
KIEFER*	2	10
LINDSAY	25	86
M. MAAG	17	64
O'NEAL	20	70
BROCKWAY- PRIEST	10	103
SPURLOCK	24	64
STULL, B*	4	9
WELLS	16	90
WELTY	15	71
UNIACK	18	73
WILL**	5	60
NEVILLE**		

Chief/FSI	EMS	FIRE
SALEY	18	87
MURPHY	12	53
KIPER	9	61
BERRY	10	61

EMS	813
FIRE	3936
GRAND TOTAL	4749

\* 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.



Once again, in 2023, completing several large-scale projects consumed considerable time for our personnel through plan review and on-site inspections. CRR Division inspection numbers were down slightly from 2022 due to the long-term medical leave of our Deputy Fire Marshal for a significant portion of the year. However, the hours spent on inspections were remarkably higher due to the number of acceptance tests and the size of these construction projects.

Our CRR staff investigated and applied mitigation strategies to several super-utilizers of our fire and EMS services. These activities directly help reduce the impact on our operational crews. Our staff members focused on following up with all fire alarm responses to control the rising call volume and ensure the fire alarm systems function correctly. In 2023, multiple fire and EMS super-utilizers were investigated, and mitigation strategies were implemented to reduce the impact on our crews where possible. A focus on following up on all fire alarm responses continues in efforts to control the rising call volume and ensure the fire alarms are functioning correctly. The CRR Division continues to see many fire alarm responses to the College of Wooster and is working with their team to minimize our response to these alarms.

The CRR division continues to host the quarterly meeting of area fire inspectors termed "The Fire Department Connection." The group was the brainchild of Dep. Fire Marshal Berry through discussions with other area fire inspectors. Dep. Fire Marshal Mike Berry provides local inspection training opportunities while discussing items of local concern. Three quarterly meetings were held in 2023 and covered topics such as agritourism, serious hazard orders/citation process, and fire-related human behavior. (SK)



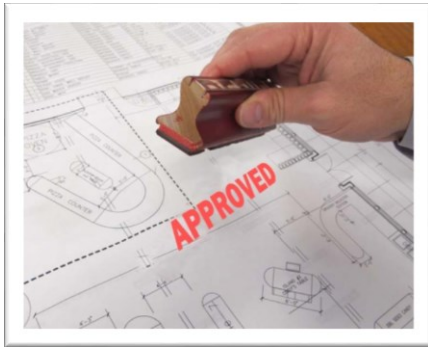


# COMMUNITY RISK REDUCTION

## ***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. Compared to the previous year, 2023 showed a slight decrease, with 82 plan reviews conducted by the CRR Division. In addition, numerous meetings were held with community partners to address concerns and questions before and during construction. This ensures the fire division has the needed protection and access to these properties, and the businesses avoid unnecessary changes during construction.



## ***Fire Prevention, Code Enforcement, & Education***

The CRR Staff (Asst. Chief & Dep. Fire Marshal) conducted 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.

In 2023, the CRR Division again inspected all mobile food units operating in the City of Wooster. These inspections also require a full propane inspection by a State of Ohio-certified plumber for those using LP gas. 84 mobile food unit inspections were performed. Many of these inspections occurred during the Wayne County Fair, with the large crowds present at the fair and other community events utilizing mobile food units. These activities help to ensure the safety of those attending these events and the operators themselves.

In 2023, the CRR staff conducted the following:

- 302 Fire Inspections.
  - 186 regular inspections & 97 re-inspections
  - 10 daycare inspections & 9 foster care inspections
- 433 Fire Prevention Activities.
- 49 adults were provided fire extinguisher training.
- Public education to 99 adults & 488 children.
- Fire station tours for 18 adults & 12 children.
- 12 KNOX boxes, 3 KNOX Locking FDC caps & 6 KNOX Gate locks were installed.

The above inspection, prevention, and education activities are in addition to responding to emergencies and required departmental training (NEOFPA, IAAI, Fire Code Expo, etc.). (SK)

Plan Review & Environmental Assessments	82
Fire Prevention Activities	735



# COMMUNITY RISK REDUCTION

## *Mobile Integrated Healthcare*

The CRR Division began its initial mobile integrated healthcare activities by focusing on 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. (SK)



## Contact with Super Utilizers

To minimize frequent responses to the same location, a concerted effort is placed on identifying these super-utilizers and determining the cause(s) of the responses or alarms. In doing so, the CRR Division has identified the need for additional resources from outside agencies to assist with individual needs. Working with these agencies, we can help residents coordinate other services that minimize or mitigate the demand for emergency services. Some of these services we have assisted in coordinating are:

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

In addition to facilitating the above home services, we are tracking and identifying the location(s) and reasons for frequent responses to skilled & assisted living facilities and medical providers. Over the past few years, we have identified a trend of utilizing emergency medical services for non-emergency transports or transfers. This trend takes away resources available to our citizens and reduces the resilience of our emergency response system. We have narrowed the causes of these non-emergency incidents down to reduced available private ambulances, reduced staffing at the requesting facilities, and lack of staff training on proper procedures. As we continue to review the impacts these calls have on our services, we will also be researching the opportunities to facilitate reimbursement/fees for those facilities that abuse services outlined in our fee schedule.

From a non-EMS perspective, we continue to identify fire alarm issues and ensure prompt maintenance. We have reduced or eliminated repeat false alarms to the same sites. In 2023, 14 identified super-utilizers or occupancies of concern were addressed. Many issues at these locations have been mitigated, while work continues to assist those at other places in whatever manner possible. The CRR Division continued working with the College of Wooster to reduce fire alarm responses. The College of Wooster agreed that their 24-hour-a-day security personnel should be responding first to the majority of fire alarms on the campus, especially those involving alarms from individual dorm rooms. However, changes in leadership at the College and Security have delayed this process. We are working with the new leaders and their architects to make the necessary changes to their dispatch center to allow this. The CRR Division is hopeful this change can be implemented in 2024. (SK)





# COMMUNITY RISK REDUCTION

## Drone (sUAS) Program / Unit

The Wooster Division of Fire uAS unit was called out to 11 missions in 2023. Three calls were for fire scene oversight, three were for missing/endangered persons to assist WPD, and five were to help the Wooster Police Department. The drones were deployed five additional times to assist other city divisions. A/C Kiper, Dep. Fire Marshal Berry and Lt. Brownson are the three FAA-certified pilots for the unit. The team had approximately 71 hours of flight time between training and missions.



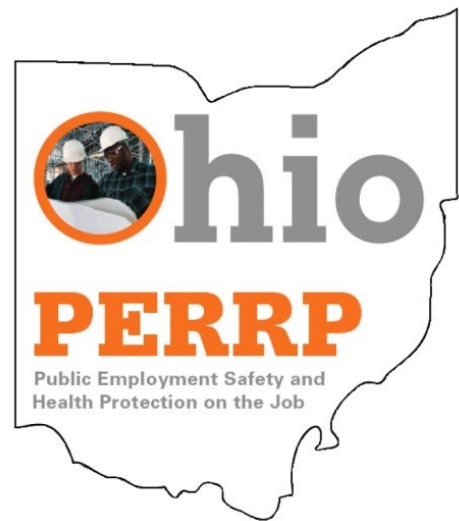
The uAS unit continues to participate in a collaboration of public safety drone programs throughout northeast Ohio. The NEO-PSURT (Northeast Ohio Public Safety Unmanned Response Teams) group meets quarterly and is focused on training and new technology uses for drone programs. The goal is also to form five groups throughout Ohio in the five FEMA regions to have typed teams available in each region when needed. (SK)



## 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 risk management and incident prevention goals. By reviewing all incidents and investigating those deemed appropriate, we have identified incidents that could have been prevented and stop them from reoccurring by utilizing different procedures or methods, using additional personnel in the case of backing incidents, or by changes to the equipment used by the employees.

In 2023, 30 incidents were reviewed, and none were found to require further investigation. Again, a couple of areas were identified to keep an eye on, and a discussion was held with the appropriate division heads to watch for future issues (SK).



# SPECIAL UNIT SUMMARY

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## 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 2023, the FIU investigated 22 fires. Of those 22 fires:

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



I am incredibly proud that the WFD FIU team has made great strides in the past few years and continues to do so today. Because of dedicated members and the support we receive from WFD leadership, we have continued to grow as a team and are considered to be one of the finest teams in Northern Ohio (Per the SFM Fire and Explosion Investigation Bureau).

Our team is built on...

- FIU "team communication"
- Scene safety for all WFD members
- Consistent/systematic approaches to every fire – based on NFPA 921
- Consistent documentation standards
- Thorough hypotheses, checks and balances
- Critical thinking and decision-making based on ethics and integrity
- Evidence: collection, chain of custody, preservation, documentation
- Working closely and in cooperation with other investigative entities:
  - State Fire Marshal's Office Fire and Explosion Investigation Bureau
  - SFM Forensic Lab
  - Ohio Bureau of Criminal Investigation (BCI)
  - Wooster Police Department
  - Various Insurance Investigators / Companies
  - Various Private Fire Investigation Companies
- FIU specific training:
  - Tested continuing education (CFI Trainer and conferences)
  - WFD Firefighter ongoing education - on-scene preservation
  - "Fire Department Connection" – county training – FIU-related topics
  - Origin and Cause report - quality assurance reviews
  - IAAI FIT-certified investigators

Fire Investigation Unit Cont:

**CURRENT WFD FIU Team:**

- Assistant Chief Scott Kiper – CRR Division Chief
- Investigator Michael Berry – CRR Division Deputy Fire Marshal
- Investigator Jeff Buzzard – B Shift
- Lt. Joshua Brownson – C Shift
- Investigator John Cutlip – A Shift
- Lt. Michael Springer – B Shift
- Investigator Jonathan Stull – C Shift
- Investigator Scott Martin – A Shift
- Investigator Brent Krichbaum – C Shift

**RETIRED MEMBER(S):**

- Lt. Joe Kiefer – B Shift

**TRAINING:**

- ☒ Lt. Springer – Northern Ohio Arson Seminar in Ashland / IAAI Ohio Chapter Educational Seminar in Columbus
- ☒ Investigator Stull - Northern Ohio Arson Seminar in Ashland / IAAI Ohio Chapter Educational Seminar in Columbus
- ☒ Investigator Buzzard – Northern Ohio Arson Seminar in Ashland
- ☒ CFI Trainer – All members

\*\*In closing, I'm once again very proud to say that our FIU team was able to prove an incendiary fire that took place on November 7, 2022. Although this fire happened in 2022, the investigation went into 2023. With the help of the SFM Lab and BCI, our team was able to take and preserve evidence (gasoline can) from which BCI could pull DNA. The DNA was an instant match on the person of interest, and a grand jury indicted this individual and is awaiting trial.

Respectfully submitted:

Michael Berry  
Deputy Fire Marshal



# SPECIAL UNIT SUMMARY

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The FIU-PU recorded all incidents digitally in 2023.

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 DFM's 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

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## 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) SCBAs, 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**

*(No unit personnel changes in 2023)*



## Fill Station/ SCBA Room

The unit's dedicated room/work area 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 minor repairs. The RevolveAir Fill Station has all quarterly maintenance and breathing air quality checks performed by MES Inc.

## Training

All fire division members continue receiving hands-on training with the MSA G1 SCBA. Members train with the MSA Escape Packs and MSA Air Carts during the annual Confined Space Training. The SCBAs were also used throughout 2023 for training exercises and new FF orientation. Members participated in Live Fire Training at the WC Fire Training Facility in September.

## Additions / New Equipment

Four new quick connect / disconnect fittings were added to the Scott Revolve Air Fill Station. These fittings allow two SCBA cylinders to be filled while two cylinders are in the standby position. When thread cylinders (escape pak) need filling, the quick connect fitting can be unscrewed quickly to secure the standard thread cylinder. This has allowed a more efficient operation.



# SPECIAL UNIT SUMMARY

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## 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 SCBAs continue to perform exceptionally well for the Fire Division. Fire Safety Services Inc. handles any repairs or service needs that arise.

All SCBAs 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 every year. The test consists of each SCBA placed on a Sperian Biosystems PosiChek3 breathing machine, ensuring the SCBA meets the manufacturer's specifications.



In July 2023, all fire division SCBAs were flow tested by Fire Safety Services Inc. They completed all testing in one day. Fire Safety Services Inc. dispatched three technicians to conduct our annual testing. They also travel to each station to complete testing. This process makes logistics simple and eases the burden on the Fire Division.

## Fit Testing

Beginning in 2018, the Breathing Air Unit implemented in-house Fit Testing of SCBA face pieces. 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 every year. It also allows new hires to be tested promptly upon start date. This piece of equipment aims to ensure each member has the correct-sized face piece. The test includes several different actions and movements that mimic the stresses a face piece would encounter while used by a member during an incident. All fire division members were fit-tested in 2023.

## Hydro Testing

Hydrostatic testing is required by the United States Department of Transportation (DOT) on a regular 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 2023, all remaining required SCBA bottles were hydro-tested by Environmental Controls Fire Protection Inc. All SCBA cylinders tested passed. No SCBA cylinders were condemned in 2023.

Respectfully submitted,

**FF Matt Cudlip**

Breathing Air Apparatus Unit

# SPECIAL UNIT SUMMARY

## EMS Operations- Supplies and Procurement Unit

The EMS Unit is responsible for licenses and permits, quality assurance, audits, and coordination with the Wooster Community Hospital EMS Coordinator. The EMS Division also works with the training unit concerning EMS training goals and the apparatus committee concerning needs with new vehicle purchases. Overseeing purchases and handling 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 AEDs). The unit strives to keep up with technology and provide the response units with the best equipment while remaining fiscally responsible.



In 2023, we delayed the purchase of heart monitors as new products became available on the market. Those funds were moved to the Medic 4 Remount project, slated for 2024, to ensure progress. The City was awarded the State of Ohio EMS grant that provided funds to support updating EMS equipment & training. The unit will continue to research available products, equipment, & techniques to improve EMS services for the City. WFD coordinated a meeting with Wooster Hospital

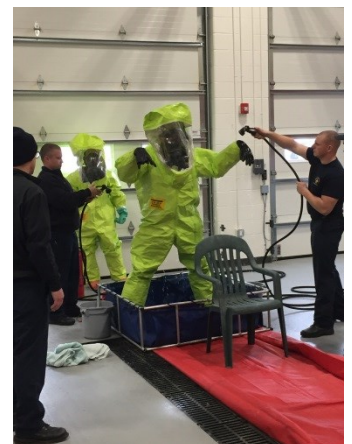
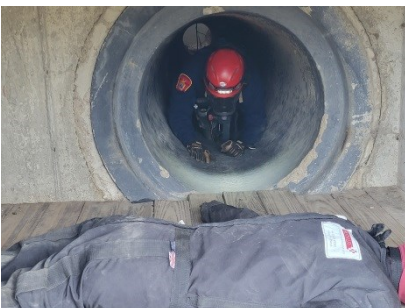
Administration to discuss EMS medical control and the level of services provided by and to county-wide EMS providers. A significant contributing factor that prompted the meeting has been the newly defined plan for the funding previously provided by the Beaverson Fund.

*Respectfully submitted,*  
**Capt. Mike Maag**

## Haz-Mat Unit & Confined Space Rescue Unit

In 2023, Wooster Fire conducted our annual Hazardous Material & Confined Space Rescue refresher course provided by Bad Day Training. All three shifts attended over three days. Additionally, the Fire Division and WC Fire Chief's association purchased new equipment to build out the WC Land Base Rescue Team, with a tentative deployment date of late 2024.

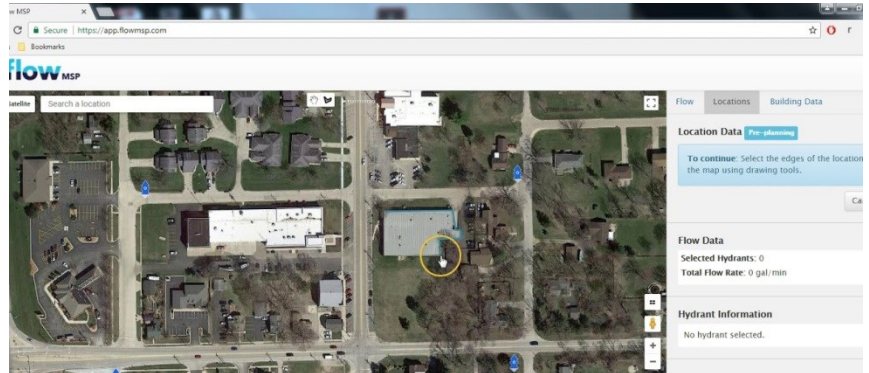
Respectfully submitted,  
**FF Durstine**



# SPECIAL UNIT SUMMARY

## Pre-Plan Unit

Utilizing FlowMSP pre-plan software for the second complete year, the unit has conducted and completed over 450 pre-plans within the city limits. In 2023, the Pre-Plan unit had 8 people assigned, and multiple other FFs offered to help throughout the year. In 2023, the unit focused on large manufacturing facilities and buildings with high hazards. We completed pre-plans on buildings with complex and large areas under a roof to help the commanding officer of the fire scene quickly access the needed information to make a well-informed tactical fire ground decision.



Respectfully submitted,  
LT Meshew

## Critical Incident Stress Debriefing (CISD) & Juvenile Fire Setter Unit

The Fire Division cooperates with and has two staff members on the TRI County CISD team & two members who coordinate juvenile fire setter education.

The team responds to and helps conduct debriefings, which help minimize the emotional and psychological impact on the emergency responders. In 2023, unit members attended 4 debriefings for our region. They included supporting emergency responders in Morrow County, Richland County, and Wayne County.



The Juvenile Fire Setters team members met with and provided education to two juveniles multiple times throughout 2023. The unit is happy with the simple educational approach based on each juvenile's situation, which has yielded positive results.

Respectfully submitted,

LT. Edgell





# SPECIAL UNIT SUMMARY

## Station Supply Unit

The station supply unit maintains & acquires the needed supplies and materials to keep the stations operating and in service. In 2023, the unit maintained a central supply at station #1 and moved it to St. #2 once the renovation project commenced. Any needed station supplies and the cleaning dispensing system were moved and installed at the temp. fire station #1. The conversion of cleaning products, truck wash, and bulk laundry detergent systems continues at all stations.



All small power equipment was repaired in-house, and unit members repaired or maintained numerous station appliances.

The station supply unit continued to push for efficiencies as we transitioned to using bulk cleaning systems vs. a more extensive quantity commissary system.

Respectfully submitted,  
LT. Shaffer

## Communications Unit

In 2023, the Communications Unit maintained our cache equipment and accessories. Two radios were sent out to Motorola's depot for repair. The unit continued to replace portable radio batteries as they became inoperable and replaced multiple broken mobile radio remote mics. Additionally, the unit coordinated the installation of four KNOX BOX Key Defender units into Command and Utility vehicles.



Other active units that provide support services:

Infectious Disease Unit, Health & Safety Unit, Rapid Intervention Response Unit, IT/Records Mgt. Hardware Unit, Weed Control Unit



# STAFF

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## ***Firefighter of the Year***

### **LT Kristen Brockway-Priest**

In 2023, The Wooster Exchange Club's FF of the Year program was re-instated after the pandemic. Kristen Brockway-Priest was nominated and received this award at a ceremony held in the fall. Kristen was an LT on B-shift and has been an asset to the Division since 2014.



## ***Retired***

### **LT Joe Kiefer**

Joe was hired in August of 2001 as a firefighter and promoted to LT in 2016. During his tenure with the Division, Joe was a company officer on B-shift, functioned on the FIU unit for many years, and helped mentor new staff. Joe retired in Sept. of 2022.



### **FF Brad Stull**

Brad was hired in May of 1990 as a firefighter. During his tenure with the Division, Brad led the small equipment repair unit and provided guidance and support to our pump operation training. Brad retired in August of 2023.



### **FF Ron Balas**

Ron was hired in Oct. of 1995 as a firefighter. During his tenure with the Fire Division, Ron has been an active member of the Fire Division and a leader for the Honor Guard. Ron retired in June 2023



### **ASST. Chief Nathan Murphy**

Nathan was hired in March of 1998 as a firefighter and promoted to Asst. Chief in 2014. During his tenure with the Division, Nathan was active on the Union's Executive Board, deeply loved conducting training, worked for & on the Steering Committee for the WC Regional Fire Training Center, and held the position of President for the WC Fire Chief's Assoc. Nathan's last duty day was 12/29/23, and officially retired in January of 2024.

## ***Promotions***

**Don Keller- Asst. Chief**

**Greg Thompson- Captain**

**Kristen Brockway-Priest - Lieutenant**

**Marc Lindsay- Lieutenant**





# GOALS & OBJECTIVES ACCOMPLISHED

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In 2023, the Division has been very active in its commitment to accomplish our annual goals and objectives. All while providing timely and professional services to our community.

## ***Stations, Equipment, and Apparatus:***

- The apparatus committee diligently updated the Fire Division's fire and EMS fleet. In 2023, the Unit monitored and worked on paint selection and coordinated the building process for a 100-foot ladder truck on order since 12/23. The unit also finalized the Medic 4 Remount project, which was moved up to 2023, since the purchase of the cardiac monitor was delayed.
- We purchased a 2023 Ford F-150 Lighting to replace U2. This is our first all-electric vehicle (EV) in the Division, with the goal of having our CRR Division's vehicles fully electrified.
- We completed engine & aerial testing and maintenance. Additional pump valves were replaced in Engine 4.
- The Drone Team acquired a new spotlight that can be attached to the Drone(s) to enhance our night-time mission capabilities.
- A Personal Protective Equipment Committee was established, and they researched specifications and vendors for our turnout gear moving forward. 4 new sets were purchased in 2023.
- Began the construction phase of the Fire Station #1 renovation/addition project.
- Completed the renovation and moved into temporary fire station #1 (1171 Mechanicsburg Rd).



## ***Administratively, the fire division:***

- We collaborated with Wooster FFs L-764 to redevelop the FF Fitness testing process, which resulted in a significant increase in participation and increased fellowship.
- We facilitated Health & Wellness education/testing in conjunction with WPD.
- We conducted Entry Level FF, Lateral FF Testing, and officer testing for LT, Captain, and Asst. Chief. All resulting in the hiring and promotion of professional staff members.
- We continued participating in the Construction Management process and purchasing FF&E for the Station #1 renovation project.
- As a board member, we assisted in hiring a new Director for the Wooster-Ashland Regional Council of Governments regional dispatch center.
- We provided officer and Leadership training to facilitate all officers in obtaining and maintaining the Ohio Fire Chiefs Association's Ohio Fire Officer (OFO) credentialing program.
- Acquired the 2023 EMS Grant.
- Completed departmental training for professional development.
  - Confined Space & Haz-Mat refresher,
  - Fire Investigation- Arson seminars.
  - Incident Command Training and Cont. Education: Blue Card.
- Installation of KNOX BOX Key Defenders in Command and Utility Vehicles.



# 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 the above goals are living documents and ongoing projects that need continuous attention and development.

In 2024, the Fire Division plans to:

- Continue to work and develop the above ongoing document goals.
- Finish the construction of the Station #1 renovation.
- Build out the county-wide special operations land-based rescue team to an Ops level.
- Update Dispatch Run Cards after the move back into St. 1.
- Focus on health and wellness initiatives.
- Encourage company training and more hands-on Divisional training.
- Conduct a 360 on the organization's special units.



2023 can be summed up with 1 word.... BUSY. Our Operations Division ran the most calls for service the Fire Department has ever had. Our CRR Division was down staffing due to medical leave. This resulted in Asst. Chief Kiper pulling double duty, and line firefighters helping out by conducting inspections while on shift. Multiple staff retirements created the need to on-board new staff members and provide training to get them operational.

Additionally, the retirement of seasoned officers allowed us to transition staff members into new leadership positions. Breaking ground on the Fire Station #1 renovation project created a domino effect of extra work for all staff members. Crews cleaned, moved from the old

station, and made the temp. station operational. We modified operations, made Fire Station #2 our operations headquarters, and relocated staff and apparatus. These tasks are compounded on top of our normal daily workload and training requirements. All resulting in a very BUSY year. I want to thank our staff for their hard work and dedication in serving the Fire Division, the City, and the public.

As we look forward to 2024, the Fire Division will continue to identify service-level gaps so 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



