

# **2022 Northwestern Joint Fire District Annual Review**



I am pleased to share our 2022 annual report. The Northwestern Joint Fire District members and I are grateful to our community for the support and trust they have instilled in us. We recognize that community support is one of the most profound rewards for an organization. You will find statistics about our responses and insight into our accomplishments, additions, goals, and officers.

The Northwestern Joint Fire District may be a new organization with deep roots in the fire service and our communities. However, as we transition, we remain a proud professional organization. Our members provide emergent and non-emergent services to our citizens and visitors.

Last year we provided services to our customers by responding to a record of 595 calls. We will continue to focus on emergency preparedness and readiness. In addition, we will continue to support our emergency services operations through suppression, training, and prevention for our citizens.

The Northwestern Joint Fire District continues to change and evolve as an organization. These changes have led to our diversified Paid-On-Call, Part-Time, and Full-Time personnel staff. We seek out new approaches, ideas, philosophies, and operational processes to meet our goals while utilizing the skills and abilities of those here. I am proud of each department member because we can work together for the betterment of the district and its citizens.

I want to commend our excellent staff, which has put in unprecedented time and effort this past year. I would be remiss if we didn't stop and thank the wonderful community we serve. We do not take this privilege lightly and will continue to live up to our core values of "Tradition, Integrity, and Service."

On behalf of the Northwestern Joint Fire District officers and firefighters, I thank each trustee for the four townships and our Fiscal Officer, Allison Hamilton, for their support throughout 2022. Without this support, our Fire District could not be as thriving as it is.

*Tim Merrick*

Chief Tim Merrick

# **Mission Statement**

We are committed to providing fire suppression, medical services, and other emergency and non-emergency activities to the residents and visitors of the Northwestern Joint Fire District. We will respond to emergencies promptly, professionally, and courteously and strive to promote public safety awareness through public education and fire prevention.

## **Vision statement**

We are a responsive, forward-thinking organization and progressive part of the community we serve. We are committed to excellence and professional accountability through practical training, technology, and adapting to the changing needs of our community. Cost-effectively, we embrace new technologies and techniques, focusing on training and education to provide the highest level of customer services and satisfaction in a professional and caring manner.

## **Core values and meanings-**

- Tradition- Preserving and carrying forward the legacy of those who served before us.
- Professionalism– In application, appearance, attitude, and standards
- Integrity– Demonstrate honesty and fairness, developing a community partnership based on continued trust, respect and common goals.
- Compassion– Demonstrate kindness and empathy
- Responsibility and Accountability– Professionally, personally and fiscally responsible for our actions. We are caretakers of taxpayer money. We see ourselves as stewards of taxpayer dollars.
- Respect– For each other, our department and our customers, the citizens and visitors within the fire district boundaries.
- Diversity– Be open minded and responsive to the uniqueness of our community without regard to age, gender, religion or ethnic origin
- Commitment– In all department endeavors
- Teamwork– Encourage unity and a cooperative attitude

We acknowledge that 2022 provided some unexpected challenges. These challenges gave us many rewards and growth opportunities. 2022 was a year where we expected some short lived stabilization with the new direction of multi station district instead of a single station model. The form of change is one of the largest and complex undertaking that occurs in the fire service. Everything that is known and all systems that are in place must be changed or modified. One thing that did not change is the intent and commitment to improving the quality of life for our residents in both emergent and non-emergent settings.

The additional officers were essential for the success of the two-station model. Both bring a career worth of time leading other firefighter. The addition of the second station will help with response times, improve the odds of survivability and reduce the frequency that we rely on mutual aid. More personnel and stability in staffing will help meet our existing, emerging, and expanding service requests. We will continue to monitor and develop creative means to balance the increased demand for assistance within our community's financial resources.

The addition of the District Chiefs was vital to our successful expansion. Both members bring years of full time experience to the department below is a short bio of all the department officers.



New Sign at the Liberty Station

# Northwestern Fire District's Officers

## **Chief Timothy M. Merrick (Administration)**

Tim began his fire career as a volunteer with the Liberty Township Volunteer Fire Department, in Raymond, Ohio as volunteer in 1993. In 1995 was hired by the City of Marysville. In 2000 he earned the rank of Lieutenant at the Liberty Township Fire Department. His appointment to the position of Fire Chief in February 2021. The Northwestern Joint Fire District appointment came from the fire board after a statewide search. Tim brings many technical skills to the position including; Firefighter 1&2, State of Ohio Paramedic certification, State of Ohio Fire Safety Inspector, and Fire and EMS Instructor, NFPA 1403 live fire instructor, Incident Command, EMS, Special Operations, Technical Rescue, Fire Suppression, HazMat, Health & Safety, Strategic Planning, Fire Training Academy, Officer Training and Labor Relations, Company Officer Development, Leadership by the numbers, Managing Company Operations (MCTO), Incident Safety Officer. He has also completed the National Fire Academy Managing Officers. Tim is a recipient of the State of Ohio Star of Life Award and has his Associates degree from Columbus State. He is also enrolled at Columbia Southern University.

## **District Chief John Cook- (Operations)**

John started in the Fire Service at the age of 17 with Perry Township Volunteer fire department while serving with Perry Township spending several years, he decided that the fire services is what he wanted to do for a career. John attended the Ohio Fire Academy and was hired by Allen Township Fire Department part time then Full time in 1996 and later promoted to lieutenant until his retirement in 2020. John has also worked at Liberty Township Fire Department. He has training and certifications as a Paramedic, Fire Officer 1,2,3, Hazmat Tec, Basic Rope rescue, BLS, Pals, ACLS Instructor. John became the Fire Chief of Leesburg Township in 2018 and was instrumental in the redirection of the fire department from a true volunteer to now being part of the Northwestern Joint Fire District. John is charge of the districts operations. He is married to his wife Jennifer and have two daughter Emma and Madison. John also received the Medal of Honor for his efforts for his life saving efforts, when he rescued a fellow firefighter as their apparatus and the firefighter became overrun with smoke and flames on September 9, 1999.

## **District Chief Dave Hawkins (Training)**

After returning home from active duty from the army Dave started his career volunteer firefighter Concord Township where he worked until January 1998. In 1992 Dave was hired as a full time firefighter paramedic by Allen Township where he is still currently employed. In 1997 he was promoted to the rank of Captain. Currently he works as the 3-unit Battalion Chief and the Fire Code Official. His training includes wilderness survival and search and rescue, man tracking for SAR and law enforcement, fire investigations, background investigations. He is an instructor in (SPEAR System) Defensive Tactics, Stop the Bleed, Active Shooter Rescue Task Force.

## **LT /EMT-P Kim Barrett**

Kim started out as an explorer with the Liberty Township Fire department in 1995, then a volunteer firefighter with Liberty Township, where she served for the last 20 plus years. Kim, her husband, and her children all reside in the District. Kim brings experience from working part-time from several different departments and 20 years of full-time experience at The City of Marysville. Her training includes firefighter 1&2, State of Ohio Paramedic, Fire Officer 1, Company Officer Development 1-3, leadership by the numbers, Managing Company Operations (MCTO), Incident Safety Officer, HazMat Technician, Juvenile Fire setters and complete medic school in April 2022. Kim has primarily part-time firefighters assigned to her and has taken on the responsibility of formalizing and educating the new full and part time members of the day to day operations, staffing and expectations. Lt Barrett also currently working on her associates degree.

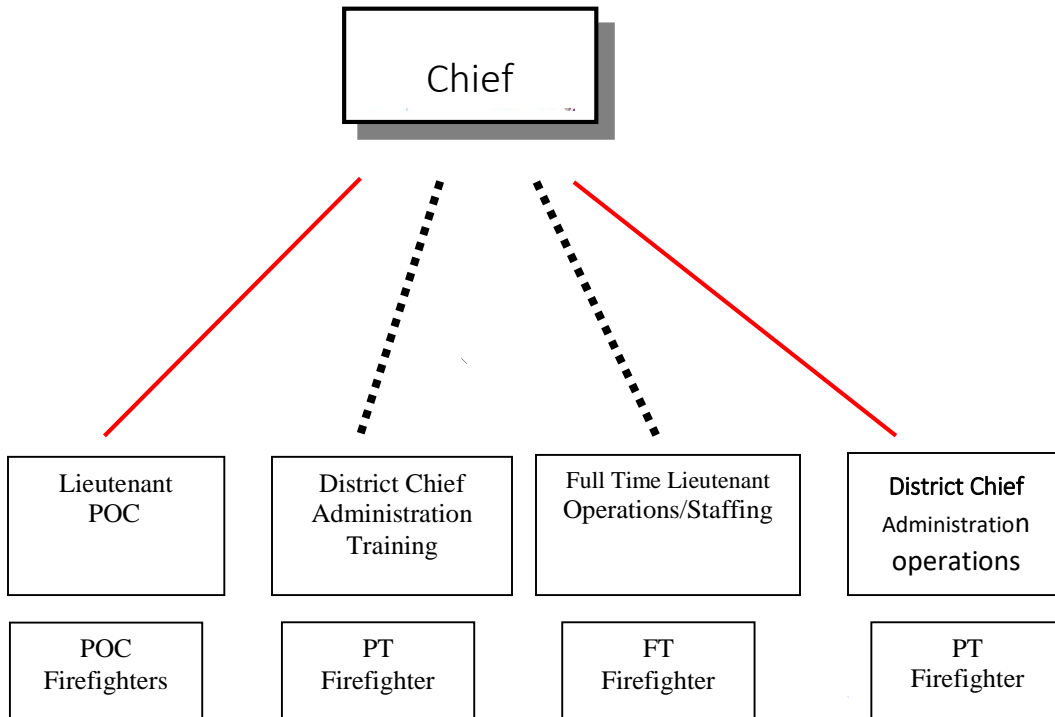
## **Lt/Paramedic Rob Morey**

Rob started out as a volunteer firefighter with Liberty Township, where he served for the last 15 plus years. Rob, his wife, and 4 children all reside in the District. Rob brings experience from working part-time from several different departments such as Allen Twp., City of Marysville, and Pleasant Valley Fire. His training includes firefighter 1&2, State of Ohio Paramedic, Hazmat operations and has developed the signup program that most of the Union County Fire Department use for part-time shift coverage. He has a Bachelor of Science in Computer Science with a concentration in the business system and over 20 years of IT and HR roles at Cardinal Health. Rob is the contact point for all the POC's of the District. Some of the major projects that Lt. Morey has headed up in 2022 is devolving our google suit, upgrading and installing the computer monitors at both stations and development of the online HR platform.



\*\*\*The blue flame is from the natural gas burning off. There are several areas that have not been updated with secondary shut off valves to stop the flow. The gas company had to dig up the road to stop the leak before we could finish extinguishing the fire.

# Organizational Chart as of October 2022





# Stations

## Station 291



## Station 301

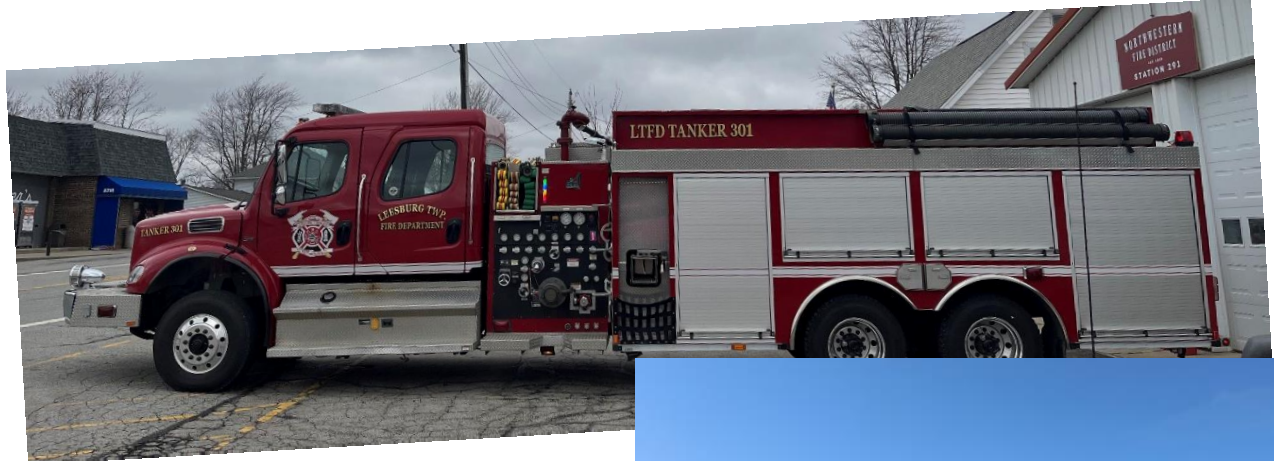


The addition of Leesburg Township to the Fire District forwarded us the chance to not only help out additional Union County residents, it also provided us with the location to better serve a large portion of what was then southeastern portion of the District all while still being good stewards of the community monies. The addition of the second station will help with response times, improve the odds of survivability and reduce the frequency that we rely on mutual aid. More personnel and stability in staffing will help us meet our existing, emerging, and expanding service requests. We will continue to monitor and develop creative means to balance the increased demand for assistance within our community's financial resources.



# Equipment

With the addition of Leesburg Township, the Fire District now has quite the fleet of apparatus. We now stock and operate 3 ALS medics, 3 station/service vehicles,



2 fully equipped front line fire attack engines, 2 tender/tankers, 2 grass trucks, an engine/rescue, 2 station vehicles and 2 operational fire stations to maintain.



For the most part, the addition of the Leesburg Township equipment is up to date and allows personnel to safely perform their skills or deliver the medications needed. We have experienced the same problem as before, the equipment is older and is beginning to fail or break with the increase of use.



The installation of a pre-plumbed chemical proportioning system to help to assure the proper level of cleaning agent is used at the stations. This system will also help reduce the excess product usage from an unregulated system. Plus, all the products are from a local business.



We also purchased smaller Personal Protective Equipment in 2022. Items such as Accountability tags, Helmet shields, Fire and Extrication gloves, suspenders and particulate filtering hoods

Helmet	\$ 300.00
Coat	\$ 1,200.00
Pants	\$ 875.00
Boots	\$ 400.00
Hood	\$ 100.00
Glove	\$ 100.00
Extrication Gloves	\$ 50.00
Station uniform	\$ 500.00
Personal Mask	\$ 500.00
	\$ 4,025.00
Actual cost per year/ per member for gear	\$ 402.50
Active 911	\$ 72.00
Fire Rescue online training	\$ 100.00
Online HR system for corp	\$ 192.00
Life Insurance	\$ 120.00
Total cost per member in benefits	\$ 484.00
Total cost per member to be on the roster	\$ 886.50



SEEK Thermal Cameras were also purchased replacing the 20-year-old originals that would no longer keep a charge or remain running. The cameras help our first responders locate people or hotspots when the second count. This purchase assures that each front line fire apparatus has a camera on it to assist in the search and rescue efforts.

SCBA	\$ 6,800.00
Radio	\$ 7,000.00
S&R Thermal imager	\$ 3,500.00
<b>Total Sharable</b>	<b>\$ 17,300.00</b>



Changes NFPA 1961 has required us to adapt and reconsider what with and how we fight fire. With the completion of an internal audit at both stations and Leesburg Township received a grant to purchase all new hose in 2021 we determined that there was an abundance of 2.5 and 3-inch hose that will not use. In addition to the hose that was out of date or damaged.



Instead of throwing away the hose we donated it to a small rural volunteer department in southern Ohio. The chief advised that they operate solely on donations and that the hose we were donating is the newest hose they have and plan on sharing it with some of the other volunteer departments in their area.

## The Department Dashboard

A live time online tool that allows members to not only see what trainings and events are coming up but also the station assignments for the day and upcoming shifts

**Department Dashboard**

**NFD - Shared Calendar**

**Tuesday, January 31**

- 8:00am Officers meeting
- 11:00am Hawkins @ 301

**Friday, February 3**

- 7:45am Med Date Check
- 9:00am Meeting with Erin Emmerson

**Wednesday, February 8**

- 7:00pm EMS Training at Liberty Station

**Thursday, February 9**

- 8:00am Hawkins @ 301

**Friday, February 10**

- 8:00am ACLS Refresher

**Wednesday, February 15**

[Google Calendar](#)

**Northwestern Fire Training**

**Tuesday, January 31**

- 8:00am Professional Rescue CPR Provider
- 7:00pm EMS Training at Liberty Station

**Friday, February 10**

- 8:00am ACLS

**Wednesday, February 15**

- 9:00am Open Burning EPA

Showing events until 03/31. [Link for more](#)

**Daily Staffing - Northwestern Fire District**

	01/30/2023	01/31/2023	02/01/2023
	1-Unit	2-Unit	3-Unit
<b>Raymond AM</b>	Barnett Trout Weirick	Barnett Smith Barker Ray	Graham Johnson Trout Barker
<b>Leesburg AM</b>	Fury Gorman	Hawkins Egg	Marsteller Cannon
<b>Raymond PM</b>	Roush Marsteller	Barnett Fury Smith Ray	Graham Johnson Trout
<b>Leesburg PM</b>	Carl Roush	Hawkins Egg Jumper	Marsteller Cannon Wilson

# Grants-



**FEMA**

The Northwestern Joint Fire District was not eligible for federal and state grants in the 2021 calendar due to not having our SAMS, Dun & Bradstreet Number, or FDID numbers in place.



In the 2022 grant cycle we are applying for approximately 950,000.00 in grants. Including a regional grant for SCBA's, a station modification grants to install diesel smoke ejector in Station 301, and an equipment grant to replace Tanker 291. In addition to these grants we will be applying for the 2022 /2023 SAFER grant to hopefully help offset the cost of hiring the next round of full time members.





# Community Engagement-

## Public Relations



The Fire District assisted the Leesburg Township Firefighter Associations annual pancake breakfast. In addition to this event we were present at the Trunk or treat event in Liberty Township and the trick or treat night help in Magnetic Springs. We were also invited to the Raymond ball association day in the park and had a large participation in the shop with a hero event and hosted a fundraiser for Retired Chief Segner



# Training



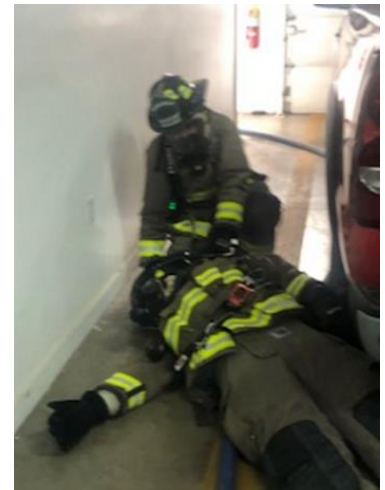




Training enables firefighters to respond more efficiently, reducing the property damage caused by fires. This can be essential in situations where fire damage to the community could be substantial. Training provides firefighters with needed experience.

On the medical side training improves effectiveness and efficiency, helps reduce risk and provides opportunities for additional career growth

Northwestern is providing access to Fire Rescue One. This is an online training platform to help ensure we keep our current POC members and provide a standardized training platform for all members in 2022 there were 347.5 hours of logged training by our members.



This is in addition to the 1257 hours of hands on training that was completed in 2022.

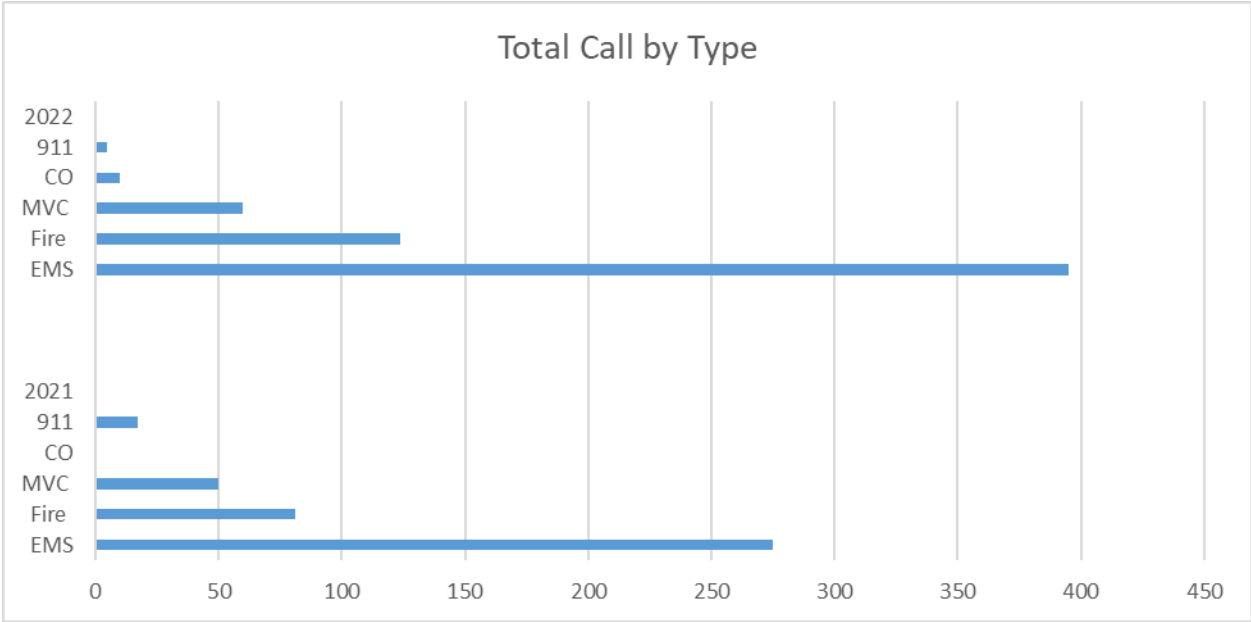
**In total there was over 1600 hours of training  
This was over 3 times the hours logged in 2021**

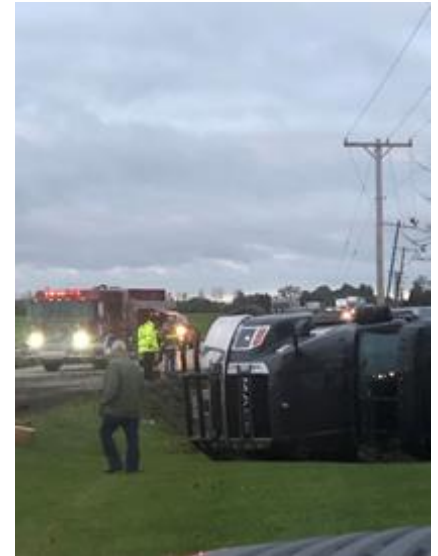
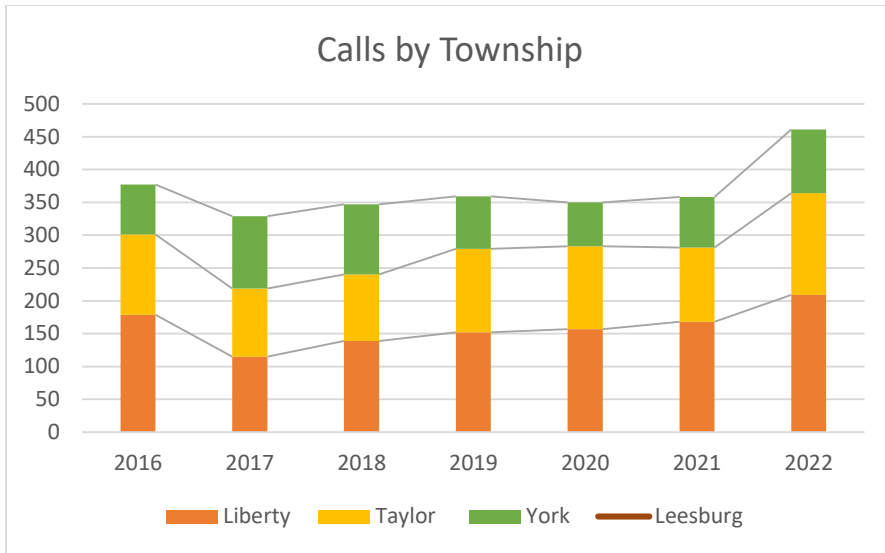


# Fire and EMS Operations

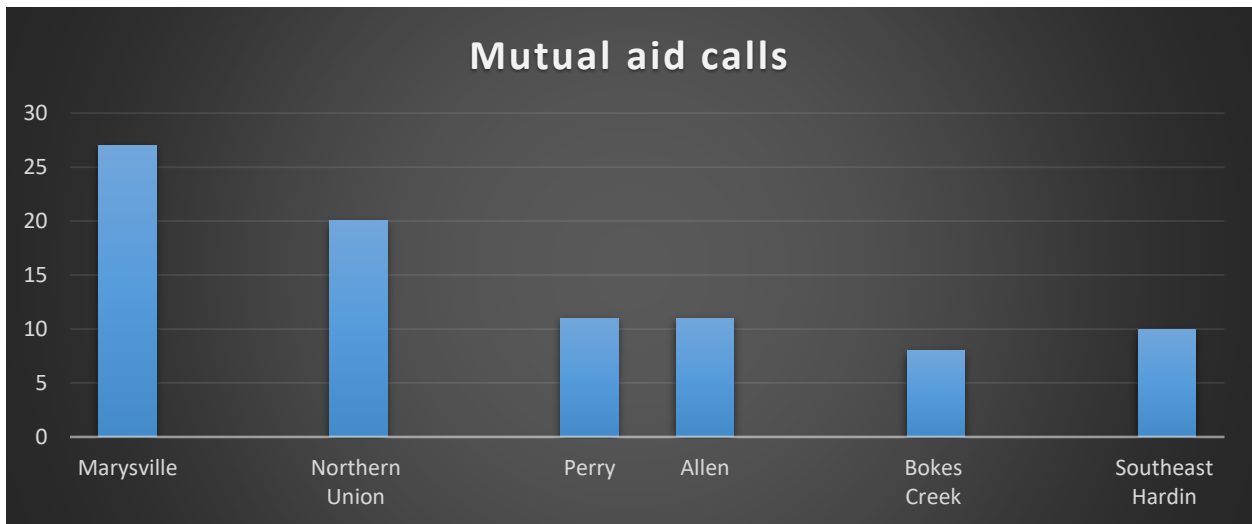
## 2022 Fire and EMS Runs were 30 % over 2021

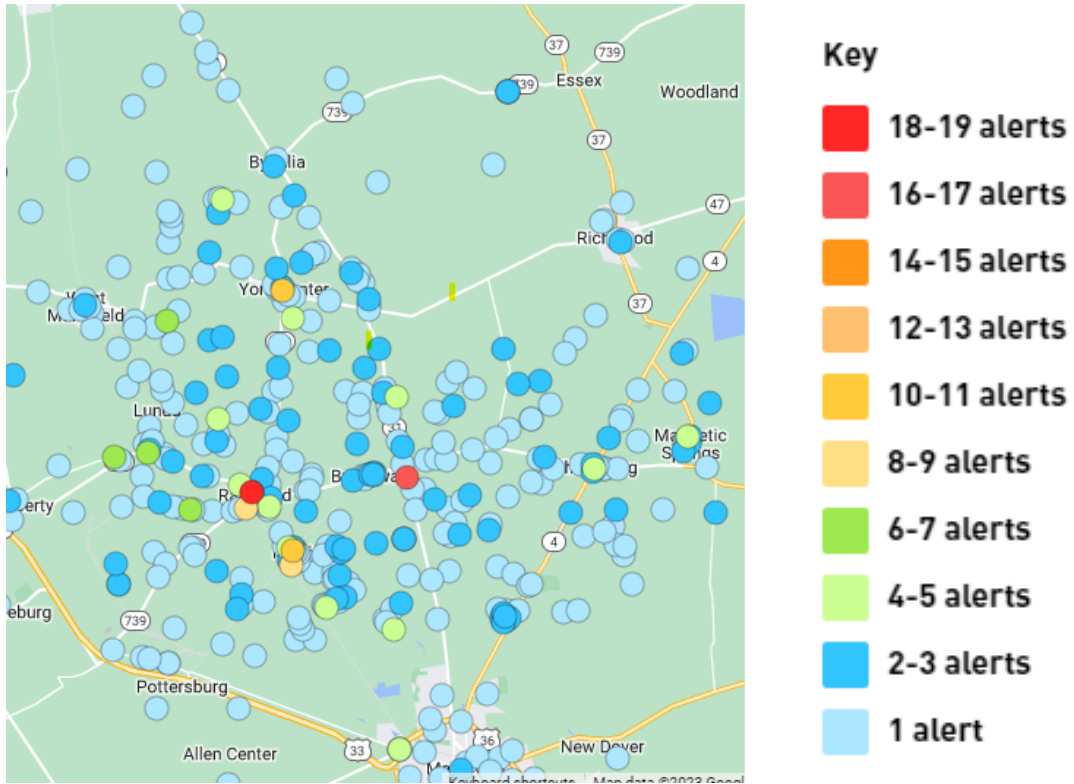
The Northwestern Joint Fire District responded to 595 calls for service in 2022. In total there were 395 EMS calls (68%), 124 fire calls (21%), 60 MVA (7%), 16 calls for 911 Unknowns (4%).





We continue to have an outstanding working relationship with our neighboring departments. We are always willing to help out others in need and are grateful for the assistance they provide us. Northwestern provided mutual aid a total of 87 times and was assisted 41 times in 2022





Above is where the incidents and frequency of location



## EMS Billing-

The Fire District continues to utilize Medicount Management to conduct EMS billing for transports. The funds generated from EMS billing is to be used to purchase EMS supplies, equipment, EMS software, and other equipment related to EMS operations. In 2022 the Fire District generated approximately \$84689.33 from EMS billing.

EMS billing brought in 84689.33 in revenue for 2022. This is approximately 30% higher than Liberty's collection of \$60000.00 in 2020 and 1.47 times the money generated in 2021.

Month	2022	2021	Net Change
January	\$ 7,298.90	\$ -	\$ 7,298.90
February	\$ 8,583.00	\$ -	\$ 8,583.00
March	\$ 9,505.75	\$ -	\$ 9,505.75
April	\$ -	\$ 1,636.88	\$ (1,636.88)
May	\$ 8,002.48	\$ 3,364.07	\$ 4,638.41
June	\$ 4,937.35	\$ 5,508.04	\$ (570.69)
July	\$ 5,509.39	\$ 3,816.78	\$ 1,692.61
August	\$ 8,056.57	\$ 3,188.88	\$ 4,867.69
September	\$ 5,332.12	\$ 8,582.51	\$ (3,250.39)
October	\$ 5,726.66	\$ 4,762.48	\$ 964.18
November	\$ 11,134.83	\$ 4,507.91	\$ 6,626.92
December	\$ 10,602.28	\$ 9,547.66	\$ 1,054.62
Grand Total	\$ 84,689.33	\$ 44,915.21	\$ 39,774.12

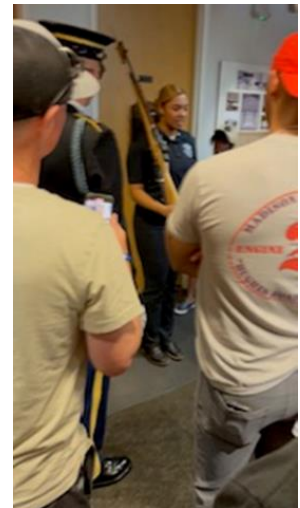


## Collaboration-

Each year, the Union County Health Department hosts a multiple location clinic so that cats and dogs over four months can get vaccinated. One of the direct benefits to the citizens is that they can get their animals vaccinated without paying a vet bill. The Union County Health Department, the Union County Humane Society, sponsor this event. Union County veterinarians volunteer their time. We continued to be a hosting site for the Union County Rabies Clinic.



In June of 2022 Chief Merrick returned to the National Fire Academy to finish the Managing Officers program. This program provides the opportunities to collaborate with fire leaders from across the United States. In addition to the intensive learning environment it also affords once in a lifetime opportunity for those leaders to meet people and be part of things are not afforded to the public.



The Union County Fire Chiefs continue to develop standardized policies and practices that all departments in the county utilize during emergency operations. Helping increase the safety and the efficiency of operations when on an emergency call. I was reappointed Chair of this organization in November 2022.

In December, our members participated in the Shop with a Hero. This is organized by the Union County Sheriff's Office, allowing kids to shop with a Hero from around the county. We had 13 kids assigned to us.



# 2022 Goals in Review

## Goals with Trustees

The Board of Trustees' goals was as follows  
Recruitment of members, Retention of members,  
Cleanliness of station, Determining fanatical goals.

i) **Recruitment of members-** This is an ongoing task. The shortage of individuals joining the fire service and employers' restrictions will constantly require evaluating this goal. The Northwestern POC member count has been from 8 to 12 over the last year, with all members being active on calls and training. The 12 members do not include 3 additional members, including myself, who live in the district and respond to calls.

ii) **Retention of members-** We finished the

year with 57 members. The focus point of retention in 2022 and through the expansion was on retaining the POC members. The POC members are vital to the success of our operations and have shown on more than one occurrence throughout the year a vital leg in our system. Whether it be a call that requires more than one piece of equipment, multiple calls at once, or when the staffing on the station was low, they are the ones we rely on. These members just show up and make it happen.

(1) Retention of Part-time is also essential. The need for 30 or 40 part-times still exist due to the number of firefighters needed daily to adequately staff both stations.

iii) **Cleanliness of the station-** in 2021 we did a facelift on Station 291. We have been working through the process to do

the same at Station 301. The hope was to have it completed in 2022, due to the paperwork process that did not happen. One of the biggest benefits that Station 301 has over 291 is space. But open space still develops into clutter, efforts have been made to make Station 301 as functional as possible. Additional mattresses were purchased. Racks were bought to



organize and increasing the storage space while decluttering the appearance and protecting the extra turnout gear. .

iv) **Determining fanatical goals-** The first and most important financial goal was to secure self-funding by passing a District-wide levy. The residence showed their support to our vision. An unexpected benefit of this was that it generated more funds than expected. This with the addition of expanded collection area including Leesburg Township along with being diligent with money has placed the Fire District in a very secure fanatical situation for the future.

v) **Development of a fifth quarter-** The development of a 5th quarter plan for the next 5 years, was stopped due to the expansion and additional station. We will continue to use a 5% increase annually escalator in all categories to determine the long-term stability for hiring full-time and the amount of money needed to be voted on in the future after identifying all sources of income.

Merging/expansion of the District that started May/June of 2022

created a significant shift in focus and direction of the district. While as a system we continued to progress forward, several items were stopped or postponed due to potential operation changes from one station to a two station operations model along with the short timeline to develop, secure

and properly review the documents needed to secure the 2023 funding for addition of Leesburg Township to the Fire District.





## Fire Chiefs Goals for 2022

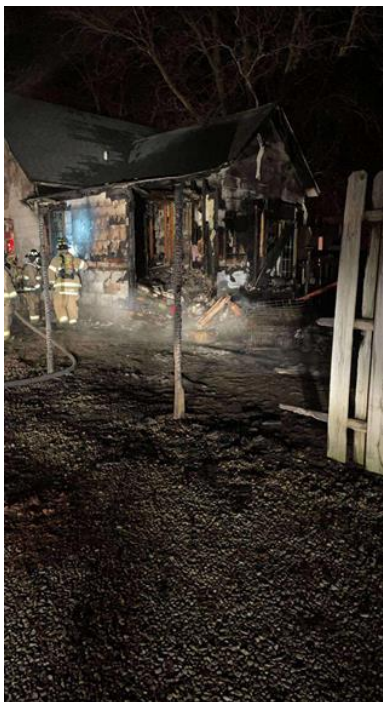
- a) Establish goals with trustees- It was determined that the same four goals of retention, recruitment, cleanliness and fanatical goals. The fanatical goal was not completely accomplished due to adding a fifth goal of completing the merger with Leesburg Township, this was accomplished in September 2022. We did not complete the 5th quarter 5-year plan due to the change in focus and expansion of the district.

Reevaluation of the mission statement completed October 2022

1. It was determined that our mission, vision and Core Values still fit the direction and changes that the district was facing. The fact that there were going to be two stations and additional members needed did not change the fact of what we are committed to providing fire suppression, medical services, and other emergency and non-emergency activities to the residents and visitors of the Northwestern Joint Fire District. We will respond to emergencies promptly, professionally, and courteously and strive to promote public safety awareness through public education and fire prevention.

(2) Perform a reevaluation of our operation analysis completed in October 2022-

1. Several areas of our operations needed to be reevaluated due to deficiencies and performance gaps that were identified. Along with items that required inspections by the state, from the SWOT analysis and programs that were put into place to collect data that were not performing without duplicating efforts.



## 2022 Additional District Goals Accomplished.

1. Work with the Leesburg Township Trustees and residents for education and the overall benefits of the merger.
2. The Northwestern Fire Board of Trustees and the Leesburg Township Trustees worked hand in hand to make sure the proper steps and processes were completed to not only formalize Leesburg Township joining the district but to assure the approved district tax levy was in place to provide adequate funding for the staffing we currently need and moderate growth for the Fire District
3. Applied for AFG grants
  - a. In 2022, Several area departments joined as one applied for a FEMA regional grant to purchase new SCBAs. A benefits of working with others in a regional grant is the fact that this money if awarded is not applied to the maximum allowed per department.
4. Correcting the lack of structure for the HR need items and training
  - a. Online annual departmental HR training through Fire Rescue One program for all members.
  - b. Continuing to require all new members to have a valid physical before starting.
  - c. In addition, we will begin to utilize an Online platform for onboarding and employee evaluations and maintaining accurate contact information



5. The addition of Leesburg corrected the loss of the CE site with the organizational changes

a. In addition to the annual subscription to Fire Rescue ONE which helps provided a standardization of both EMS and Fire training as a base foundation for our members. The on line service allows the membership to obtain the required certification hours when convenient for them. Dr. Cortez's group CE site number is used for monthly training. This allows us to utilize our



instructors to help members maintain the hours needed for recertification.

6. Uniformity in training and expectations
7. Purchasing stock of uniforms shirts and jackets for all members
8. Re designed the Northwestern Run cards
9. Development of our own radio template
10. Becoming a recognized fire protection district for ISO. We are now an ISO 8 rating
11. Utilize the programs that we already pay for call effectiveness and cost efficiency
  - a) Image Trend for truck Checks
    - i) Stopped using Check it, we were not getting the data we needed and learned that we can get it out of Imagetrend
    - b) Using Active 911 to send messages/ staffing issues and updates to the membership
      - i) Modified the response button on the active 911 app
      - ii) Eliminates the extras on the screen that do not positively impact the call.
      - iii) All members that “respond” from home have been educated to hit responding. This will pop up in real-time on the TV s that are already in the station, so the duty crew knows who is responding from home.
      - iv) TV in Bay for response (active911)
      - v) The TV was placed to allow the duty crew a quick glance after getting dressed to see who and how many are responding to help determine truck assignments.



12. Development of Job descriptions for POC, part-time, full-time, and the different officers within the district and performance evaluations for each.
  - a. The system should help remove the subjectivity from the evaluation.
  - b. While the system does use the traditional point value based it also provides predetermined benchmarks for each level. Along with opportunities for the evaluator and the member to make comments and provide goals based on their job descriptions.

## 2022 District goals ongoing/ in process

- (1) Strengthen our relationship with neighboring departments
  1. To meet the citizens' challenges and expectations, the district must continue to grow and modify our services. We rely on our neighboring departments to assist when our resources are stretched thin.
- (2) The Union County Fire Chiefs continue to development of standardized policies and practices
  1. Utilized by all departments in the county during emergency operations.
  2. This helps increase the safety and the efficiency of operations when on an emergency call. I was reappointed Chair of this organization in November 2022. Improve the Marketing of the Fire District and the services provided via Media platforms.
- (3) Improving interaction with the schools
  1. When Raymond Elementary returned to the classrooms this year, the Northwestern Fire District was there to welcome them back.
- (4) Reevaluating the programs, we use to perform online equipment and truck checks
  1. The system is to help manage our assets and other critical items for routine checks and inventory.
  2. The operations management software will also track inventory and asset maintenance.
  3. Tracking these requirements will help reduce improper inventory practices, documentation, and communications.
  4. Able to perform equipment or vehicle checks anytime, anywhere on the mobile application, with real time data.





(5) In the 2022 grant cycle we are applying for over \$1,000,000.00 in grants.

1.

Including a regional grant for approximately \$200,000.00 for SCBA's,

2. \$92,000.00 for a station modification grants to install diesel smoke ejector in Station 301,

3. A \$925,000.00 equipment grant to replace Tanker 291.

4. In addition to these grants we will be applying for the 2022 /2023 SAFER grant to hopefully help offset the cost of hiring the next round of full time members.



(6) Develop a Union County ISO (Insurance Services Office) Task Force. This task force aims to help reduce the overall ISO rating within the Fire District and throughout the county. This is a multiple-year goal.

(7) Improving our brand

1. The Fire District has placed emphasis on marketing. We utilize the department Website and Facebook to provide fire safety and general information about the Fire District. Over the past year, we have had over 500 followers on our social media page and helped spread the word about general safety in our community.

2. Assisting at the Lions Club Dinner

3. Lunch with the Raymond senior group

4. Trick or Treat at Magnetic and Raymond

(8) All members to receive at the minimum an annual evaluation.

(9) There were several different program that we use. These programs were weighed out, tried, and evaluated. Some are being continued while others did not provide the data or services expected

(10) Re-evaluation of expectations, Job descriptions and performance evaluations