

# 2023 Northwestern Joint Fire District Annual Review



I am pleased to share our 2023 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. Our organization had begun its final chapter of change from what was once a true volunteer department in 1947 to part-time staffing in 2000, and now a fully staffed combination department comprised of full-time, part-time, and paid-on-call members, all having a vital part of our success as an organization. You will find statistics about our responses and insight into our accomplishments, additions, goals, and membership.

The Northwestern Joint Fire District is completing its third year with deep roots in the fire service and our communities. Throughout the transition, we remain a proud professional organization, building the foundation for our culture and history within the fire service.

Last year, we provided services to our customers by responding to a record of 722 emergency incidents with a total request of 828, including non-emergent requests for help. 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 evolve as an organization. These changes have led to our diversified Paid-On-Call, Part-Time, and Full-Time personnel staff. We continue to seek out new approaches, ideas, philosophies, and operational processes to meet our goals while utilizing the skills and abilities of those here while placing a focus on training and bringing a variety of training to bolster the member's base knowledge to help mitigate the emergency when call to handle. I am proud of each department member; our ability to work together for the betterment of the district and its citizens is one of our greatest assets.

I commend our excellent staff, who have 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 2023. Without this support, our Fire District could not be as thriving as it is.

*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.

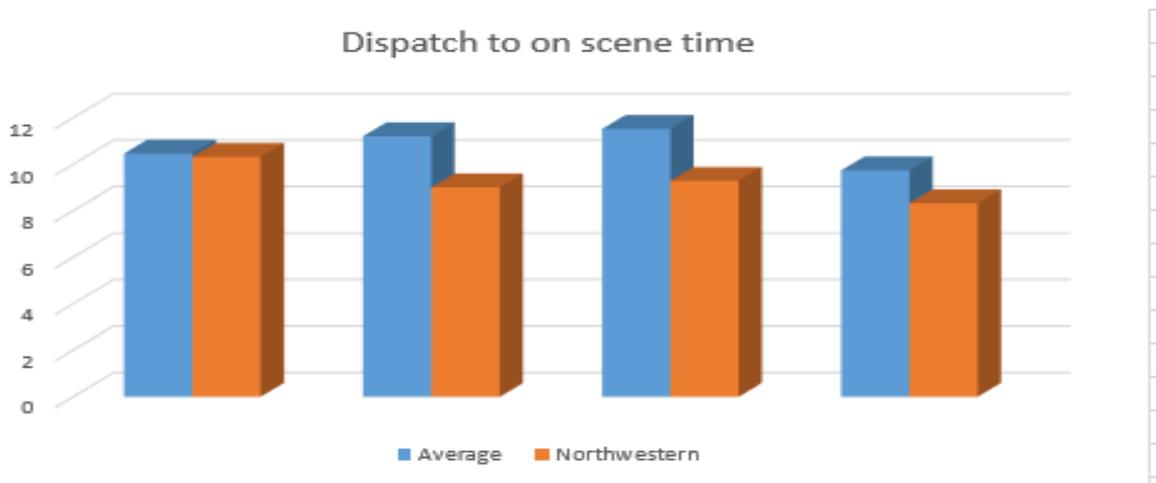
## **Core values and meanings-**

- 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

2023 provided some unexpected challenges, while some of these challenges gave us rewards and growth opportunities. 2023 was the first year that stabilization of staffing and direction of multi station district model occurred. This change from a single station to multi-station is one of the most complex undertaking that occurs in the fire service. Everything that is known, how we operate and all support systems utilized has to be changed or modified. While these challenges test our systems and efficiencies, the changes cannot have a negative impact on the overall quality of life for our residents in both emergent and non-emergent settings.

Personnel and stability in staffing was a focal point for 2023. The addition of the second station tested our staffing numbers and models while meeting 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.

Even with the challenges there was a noticeable decrease in the time from dispatched to on scene. Since there is no pre-determined location and time for emergencies the number may always vary. Even with that stated there was a decrease in time from dispatched to on the scene. This is significant for our citizens, placing the expectation to meet or beat the standards of a staffed department let alone the residence of Leesburg that were not.



	Average	Northwestern
2020	10.47	10.32
2021	11.21	9.01
2022	11.53	9.29
2023	9.74	8.33

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.

The purchase and addition of the digital sign at the Leesburg station by the Leesburg Township Trustees has helped us inform and beginning to help us educate the public of on what services we offer.



New Sign at the Leesburg Station

# Organizational Command Chart

## Board of Trustees

### Fire Chief

**Lt Barrett**  
(Operations and Staffing)

**Lt Morey**  
(POC Members)

**District Chief**  
(Training)

**District Chief**  
(Operations and support )

## Organizational Chart and Shift Assignments

### Chief of the Department

**Lt Barrett, District Chief Cook, District Chief Hawkins, Lt Morey**

#### One Unit

**Lt/P Barrett (EMS Instructor)**  
**FF/P Collins**  
**FF/E Crabtree**

#### Two Unit

**FF/P Furry**  
**FF/E Covert**  
**FF/P Brewer**  
**FF/E Harper**

#### Three Unit

**FF/P Hawkins(EMS Coord)**  
**FF/E Johnson**  
**FF/E Weirick**  
**FF/P Behrendt**



# Equipment

With the addition of Leesburg Township, and the donation from the Union County Sheriffs Office of 2 retired cruisers, 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 Command Vehicles 3 station vehicles and 2 operational fire stations to maintain.



With the merger of 2 different departments there are some additional expenses that have to occur for interoperability. One of these expenses and task was standardizing the SCBA packs. While both Liberty and Leesburg used MSA they were not the same. All packs, mask and bottles were modified during the annual testing.





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

Helmet	\$ 300.00
Coat	\$ 1,200.00
Pants	\$ 875.00
Boots	\$ 400.00
Hood	\$ 100.00
Glove	\$ 100.00
Extraction 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

We also purchased 9 sets of Personal Protective Equipment (PPE) in 2023 of the full time members. This allows the member to not have to wear a dirty set of turnout gear after a fire. A saving in expenses of having staffing verses responses from home or volunteer is in extra equipment



needed to effectively and safely perform on the call. The biggest expense saving change is the amount of radios that need to be on each apparatus. Previously there were five (5) radios on each engine now there is one (1). This a reduction of \$28000.00 per engine from the previous practices.

SCBA	\$6,800.00
Radio	\$7,000.00
Personal TIC	\$1,000.00
S&R Thermal Camera	\$3,500.00
5 Gas Detector	\$3,500.00
Total Sharable	\$21,800.00

Along with this change and in an effort to standardize responses and equipment an additional four personal SEEK Thermal Cameras units and charger was purchased. By purchasing the demo units, we were able to save over \$2000.00 dollars for the



same units. This allows each member on duty to have a thermal camera to help locate people or hotspots when the second count. These personal TICS should be used at every automobile crash that involves an electric vehicle looking for thermal runaway.

Changes to the NFPA 1961 standard and practices is required us to adapt and reconsider what with and how we fight fire. After the internal audit at both stations,



an abundance of 2.5 and 3-inch hose was identified and will not use due to changes in tactics. Additionally, all the hose that was out of date was removed. The one big change that will affect how we purchase hose in the future is the fact that we can no longer get the hose re coupled. What that means is when a section of hose gets a burn hole, leaking coupling or tear in the jacket we can no longer simply remove the

damage section and have 2 shorter sections. The hose now has to be replaced. The concept of 100 foot sections of 1.75 in hose to minimize the coupling hanging up is reduced is no longer a cost effective way to purchase hose.

Instead of throwing away the hose we donated it to the same small rural volunteer department in southern Ohio that operate solely on donations again in 2023.

# 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.



**35 YEARS** OF SERVICE | 1987 - 2022



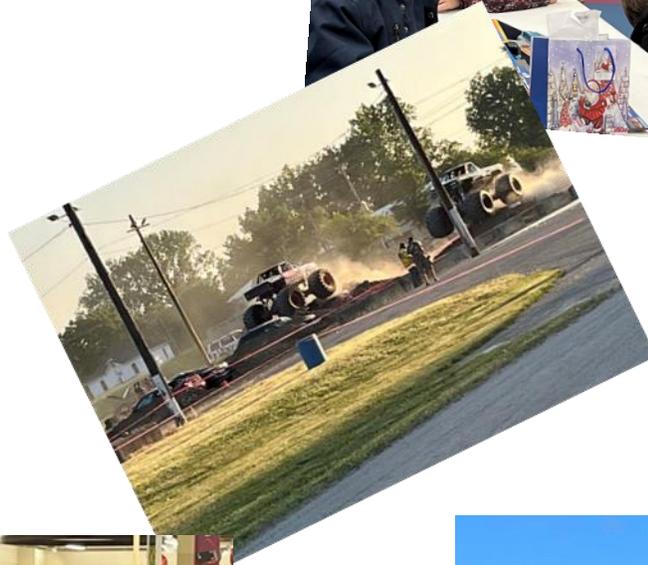
In the 2023 grant cycle we applied for approximately 950,000.00 in grants. Including a regional grant for SCBA's, a station modification grants to install diesel smoke ejector in Station 301, and an equipment

grant to replace Tanker 291 and the SAFER grant. Due to a computer system error only part of our applications were accepted. We are re-applying for the same grants in 2024 minus the safer grant because it is no longer being offered, the totals are over 1.2 million dollars if we are awarded all of them.



# Community Engagement-

## Public Relations



**FILE OF LIFE**

**UNION COUNTY SENIOR SERVICES**

KEEP INFORMATION UP TO DATE - Call (937) 644-1010 for a new form

Name: \_\_\_\_\_ Date of Birth: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_



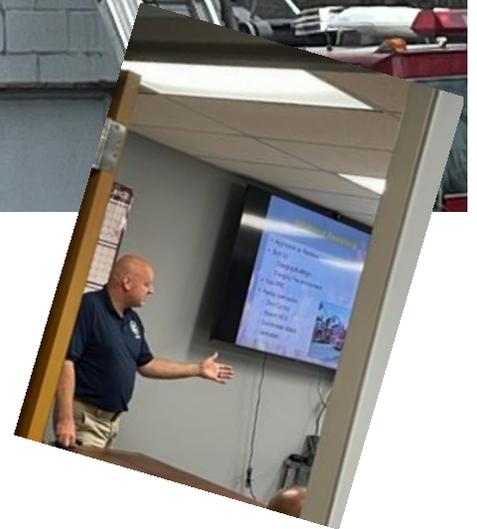


# Training –

**In total there was over 4847 hours of training 3 times the hours logged in 2022**



Training is more important today than ever before. With the decreasing number of structure fires and increased risk and hazards our responders need to be more efficient, maximizing the reduction of property damage caused by fires and injury prevention. It is important to remember that there are several aspects of a call that we have no control of the add to the positive or negative outcome of the situation.





The importance to focus on the areas that we have total control of are vital for our success. Areas such as readiness of the trucks, how much time to get into your protective gear and seatbelt on.

Safe and effective

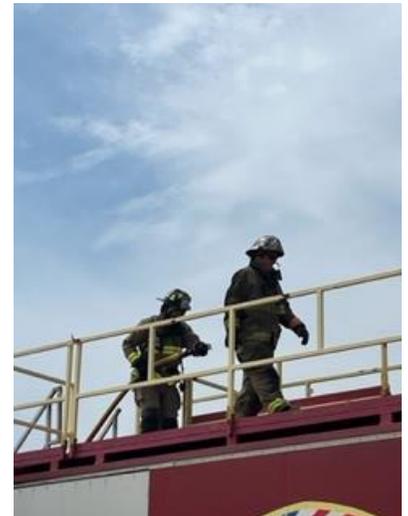
driving practices along with taking the correct tools with you, from a glucometer and BP cuff to tools used to force a possible locked door every time. On the ems



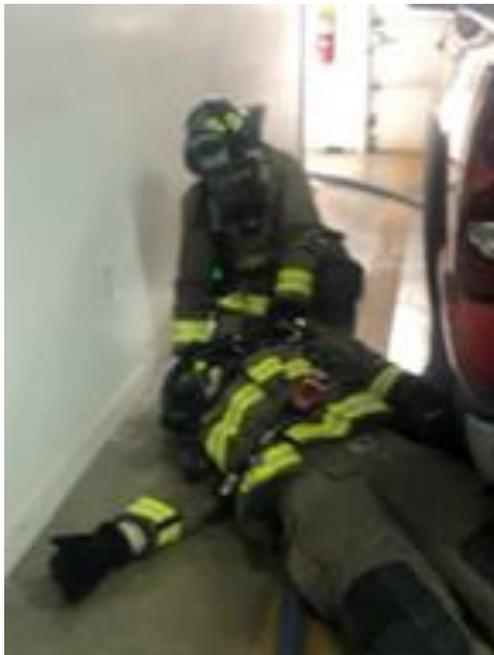
scene quick recognition of a possible stroke or STEMI can save a life, just like proper hose deployment and water placement can minimize fire and water damage.



Training is an important part of our department and is a primary source to obtain critical skills.

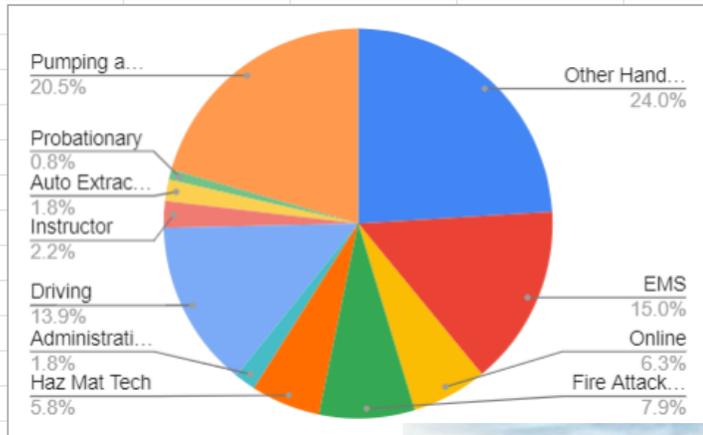


Failure in any of these controllable situations can lead to substantial losses for the homeowner or our department.



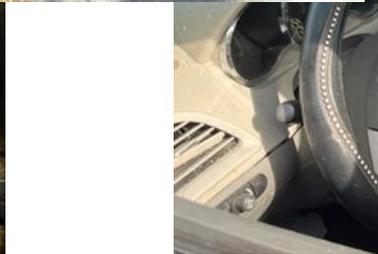
Northwestern is providing access to Fire Rescue One. This is an online training platform to help ensure we keep our current POC members and provide a standardized training platform for all members in 2023 there were 304 hours of logged training by our members using this system.

Other Hands On Training	1165
EMS	727
Online	304
Fire Attack Lab	384
Haz Mat Tech	280
Administration	86
Driving	672
Instructor	107
Auto Extracation	86
Probationary	41
Pumping and Hose	995



# Fire and EMS Operations

28% increase in calls in 2023 over 2022



<i>COUNTA of Year</i>	<i>Year</i>
<i>Run Type</i>	<b>2023</b>
911 unknown	4
CO Check	2
EMS	453
FIRE	96
MVA	43
Smoke Detectors	1
<b>Grand Total</b>	<b>599</b>

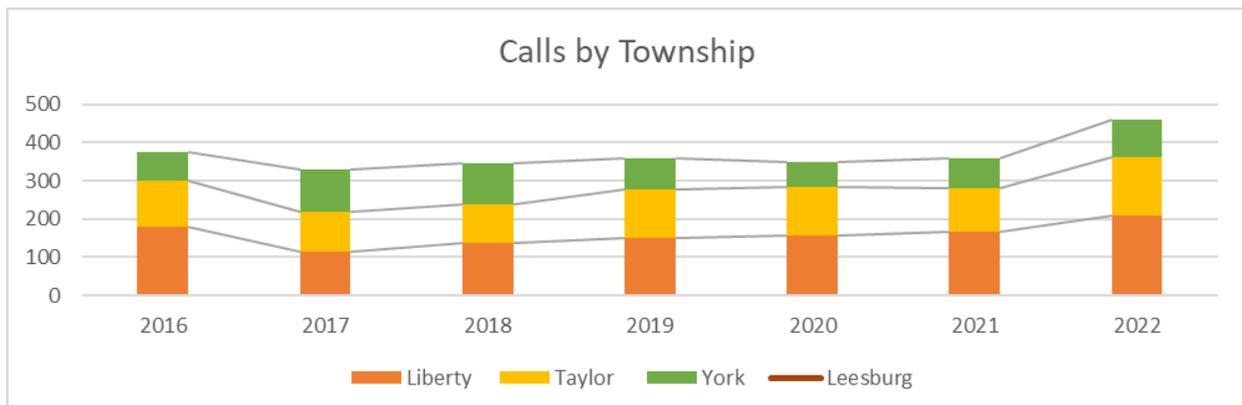
The Northwestern Joint Fire District run volume increased to record numbers again in 2023 there was a total of 828 reports including Mutual Aid



2023 responded to 599 calls for service in the district of the 828 emergent calls for service. alone this does not include any inspections or public relation events. In total there were 453 EMS calls (60%), 96 fire calls (13%), 43 MVA (6%), 4 911 unknowns and 2 CO emergencies (1%) that occurred in the district.

### 2023

<i>COUNTA of Sub Type</i>	<i>Run Type</i>						
<i>Township</i>	911 unknown	CO Check	EMS	FIRE	MVA	Smoke Detectors	Grand Total
Leesburg	1	1	113	28	14		159
Liberty	1	0	167	33	6		209
Taylor		0	91	24	19	1	137
York	2	1	82	11	4		102
<b>Grand Total</b>	<b>4</b>	<b>2</b>	<b>453</b>	<b>96</b>	<b>43</b>	<b>1</b>	<b>599</b>





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 161 times and was assisted 37 times in 2023

58 Mutual Aid Fire (7.5%) 31 Mutual Aid MVC (4%) and 66 (8.5%) Mutual Aid Medical.



## 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 2023 the Fire District generated \$104953.91 from EMS billing.

### 2023-Compared to 2022

Month Name	Current Year	Previous Year	Net Change	% Change
January	\$8,229.89	\$7,298.90	\$930.99	
February	\$6,961.27	\$8,583.00	\$-1,621.73	
March	\$12,613.17	\$9,503.94	\$3,109.23	
April	\$4,961.84	\$9,494.79	\$-4,532.95	
May	\$10,085.31	\$8,002.48	\$2,082.83	
June	\$8,342.83	\$4,937.35	\$3,405.48	
July	\$6,275.06	\$5,509.39	\$765.67	
August	\$15,060.38	\$8,056.57	\$7,003.81	
September	\$5,598.20	\$5,332.12	\$266.08	
October	\$13,298.75	\$8,386.23	\$4,912.52	
November	\$10,489.46	\$11,134.83	\$-645.37	
December	\$3,037.75	\$9,178.88	\$-6,141.13	
<b>Total</b>	<b>\$104,953.91</b>	<b>\$95,418.48</b>	<b>\$9,535.43</b>	<b>9.99%</b>

There was a 10% increase in EMS billing brought in 2023 from 2022

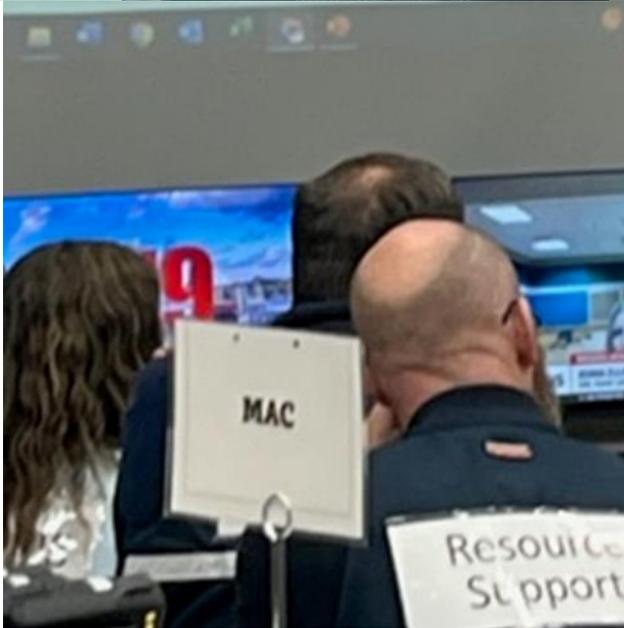
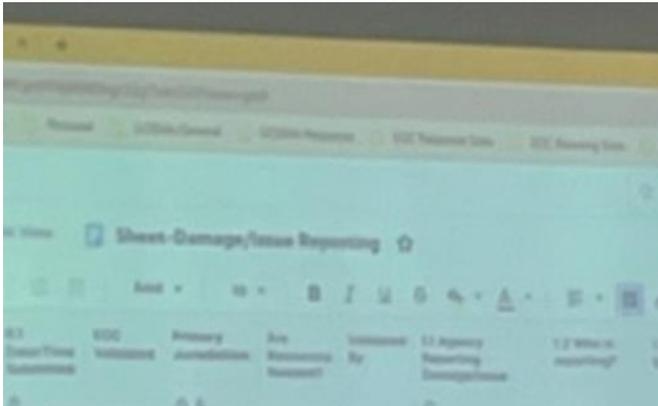
Month Name	Current Year	Previous Year	Net Change	% Change
January	\$7,298.90	\$0.00	\$7,298.90	
February	\$8,583.00	\$0.00	\$8,583.00	
March	\$9,503.94	\$0.00	\$9,503.94	
April	\$9,494.79	\$1,636.88	\$7,857.91	
May	\$8,002.48	\$3,364.07	\$4,638.41	
June	\$4,937.35	\$5,508.04	\$-570.69	
July	\$5,509.39	\$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	\$8,386.23	\$4,762.48	\$3,623.75	
November	\$11,134.83	\$4,507.91	\$6,626.92	
December	\$10,602.28	\$8,290.80	\$2,311.48	
<b>Total</b>	<b>\$96,841.88</b>	<b>\$43,658.35</b>	<b>\$53,183.53</b>	<b>121.82%</b>

In 2022 there was 96841.98 generated in the EMS funds which was \$20,000.00 over our beginning of the year estimate.

<b>Month Name</b>	<b>Current Year</b>	<b>Previous Year</b>	<b>Net Change</b>
<b>January</b>	\$0.00	\$0.00	\$0.00
<b>February</b>	\$0.00	\$0.00	\$0.00
<b>March</b>	\$0.00	\$0.00	\$0.00
<b>April</b>	\$1,636.88	\$0.00	\$1,636.88
<b>May</b>	\$3,364.07	\$0.00	\$3,364.07
<b>June</b>	\$5,508.04	\$0.00	\$5,508.04
<b>July</b>	\$3,816.78	\$0.00	\$3,816.78
<b>August</b>	\$3,188.88	\$0.00	\$3,188.88
<b>September</b>	\$8,582.51	\$0.00	\$8,582.51
<b>October</b>	\$4,762.48	\$0.00	\$4,762.48
<b>November</b>	\$4,507.91	\$0.00	\$4,507.91
<b>December</b>	\$9,668.04	\$0.00	\$9,668.04
<b>Total</b>	<b>\$45,035.59</b>	<b>\$0.00</b>	<b>\$45,035.59</b>

January 1 2021 began Northwestern as a full functioning emergency service.

# Collaboration



**Full Scale Emergency Operations Center (EOC) Drill for a Natural Disaster**

**There is not a better example of collaborate as first responders than the efforts given in showing tribute to one of our own**



Retire Chief Lloyd Segner

May 4 1947 - June 8,2022

Lloyd dedicated his life of service to the citizens of Liberty, Taylor, and York Townships after serving the department for 60 years 42 of them as a chief. On June 8 2022 Chief Segner lost his battle with occupational cancer. With an enormous amount of aid and support from Fire Departments and members of Allen Township, Jerome Township, Northern Union and the Marysville Division of Fire. We were able to provide the family the support they need and give Lloyd a proper send off to start our own healing process. While there was a communication issue at the state level in all there were 22 departments plus retirees from all over Ohio as well as a former Liberty member who is now and officer for Atlanta Fire in Georgia





# Annual Community Rabies Vaccination Clinic

Sunday, May 21

1-4pm

Locations In Marysville, Milford Center , And Raymond

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.

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

The Union County Multi-Year Training and Exercise Plan (MYTEP) is the roadmap for Union County to accomplish the training and exercise priorities captured by emergency management stakeholders during the 2024 Training and Exercise Planning Workshop (TEPW). This document is a framework for measures taken to train upon and test the Union County Emergency Operations Plan (EOP). Utilizing the trainings and exercises outlined in this Plan, Union County stakeholders will gain a better sense of preparedness to respond and recover after an emergency or disaster.

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

Northwestern was the Host site for 3 different county wide training in 2023

# 2023 Goals in Review

## Goals with Trustees

The Board of Trustees' goals was as follows Recruitment of members, Retention of members, Appropriate staffing of stations, beginning to determine our operational budget.

**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 for all levels. The Northwestern POC member count went from 12 to 7 due to inactivity over the last year with one new POC member joining. The 7 POC members were all active on calls or in training in 2023. These members do not include 5 additional members, including myself, who live in the district and respond to calls.

i) **Retention of members-** We finished 2022

with 57 members that number was reduced to 43 due to inactivity of our, POC and part time staff. The focus point of retention in 2022 and trough the expansion was on retaining the POC members while the numbers look negative because we went from 12 to 7. We have 2 members move into the district. There are 14 active members that live in the district. unlike before. The POC members remain vital to the success of our operations and our increased staffing has generated additional notification problems that hopefully will be resolved with the new Dispatch system. These members just show up and make it happen.

ii) **The Retention of Part-time members** became a problem in 2023. A large part of this problem was other departments hiring full time. We ended up doing the same due to the large amount of overtime that was being generated to staff both stations. With the increase of full time personnel, and the change in mentality we no longer the need to retain 30 or 40 part-times. The current numbers are showing 15-25-part time are currently needed for adequate staff both stations. This number will reduce again as soon with the completion of



the stations and hiring of the 5<sup>th</sup> fulltime member per shift that has been approved.

iii) **Cleanliness of the station-** in 2021 we did a facelift on Station 291. We planned on doing the same to Station 292 in 2022, due to the paperwork process that did not happen. This project changed once again at the end of 2023 with the Leesburg Township committing to the District. After several discussions throughout 2023, the board expressed their beliefs and wishes and we began to focus on a massive renovation and addition to Station 292. This will allow the district to move the offices of the fire district over to the Leesburg Station, build a station that meets today's and the near future's needs while figuring out a plan for the Raymond location and building for the future.

iv) **Determining fanatical goals-** 2023 was the first year that the fire district drew all of its funds from the District-wide levy that is in the 3<sup>rd</sup> year of or 10-year plan. The district placed money in an interest account for the first time. Since our millage was based off of a 10-year estimation of expenses. This interest will help combat the unexpected rising cost of operations that we face to reducing the need and extending the time before we have to ask the citizens for additional funding.

v) **Development of a fifth quarter-** The development of a final 5th quarter plan for the next 5 years, was paused in 2023 until the final decision from Leesburg Township was made. Reason being if they decided to withdraw we could utilize our 2020-2024 plan. With the original plan and estimation of expenses and income for a year available. The development of a 2024-2029 strategic plan did occur.



# Fire Chiefs Goals for 2023

- a) Establish/ reaffirm goals with trustees- It was determined that the same general goals of retention, recruitment, cleanliness, organizational and fanatical goals as points of focus. Completed December 2023.

With Leesburg committing to the district a 5<sup>th</sup> quarter plan was developed continuing to use a 5% increase annually escalator in all categories to determine the long-term fanatical stability of the district. The stability of staffing via hiring additional full-time personnel and building of appropriate facilities for the Northwestern staffing to live and train in are top priority in 2024.

- b) Reevaluation of the mission statement Completed October 2023

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 Northwestern would remain a two station department and additional fulltime members 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. A

- c) Perform new SWOT analysis Completed Sept 2023

Identifying and analyzing internal strengths and weaknesses and external opportunities and threats that shape current and future operations and help develop strategic goals. This was performed in 2020 several of our strengths became weakness due to the changes. Additional the list expended greatly in all for areas.

- d) Perform a reevaluation of our operation and staffing analysis Completed in August 2023-

Several areas of our operations needed to be reevaluated due to deficiencies and performance gaps that were identified in 2022.

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 and empowering the members but require them to follow the agreed policies.

- e) Secure Training CE Site- Completed December 2023

After Learning that the CE site from Leesburg was also invalid and had been for years. Along with the addition of fulltime members and needing flexibility in class schedules for POC members. We as Northwestern can official start teaching our own CE program in February

2024 due to the work of District Chief Hawkins. This certification will allow us to no longer have to purchase utilize a medic refresher program that cost \$500.00 per student for the entire program or \$5.00 per credit hour for extra. This certification is part of the big picture on why we want our members to be instructors. This certification along with the members becoming American Heart Association instructors for Basic Life Support (CPR), Advance Cardiac Life Support (ACLS) and Pediatric Advanced Life Support (PALS) has a potential annual saving of \$20,000.00 for a 40-member department.



## 2023 Additional District Goals Accomplished.

1. Working with the Leesburg Township Trustees and Magnetic Springs Elected Officials on 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. Updated all required federal programs to be eligible for grants.

4. Radios purchased for the 1-1-2025 deadline
5. Redevelopment of the probationary packet- by listening and accepting the recommendations that were delivered from evaluations, SWOT analysis, one on one meetings the probationary packet was greatly enhanced to help mitigate some of the short comings that were being identified.

6. Applied for AFG grants

- a. In 2023, 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.

7. Continued providing training ab 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
8. Continuing to develop uniformity in training and expectations
  9. Purchasing stock of uniforms shirts and jackets for all members
  10. Development of Job descriptions for a Senior Firefighter and performance evaluations for each.



- a. This position is performance based not EMS certification level based.
- b. The system should help remove the subjectivity from the evaluation.



- c. 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.

## **2023 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) Clear lines of communications and span of control
  1. Delegation of responsibility to other members and established expectations. While this seem simple when either the member is new to the department or has little to no experience in the fire service delegation with success without constant involvement is a slow process.
- (3) 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.
- (4) Working on getting the 5 additional radios approved by the county commissioners to be added to our cash for use. In all we are replacing 15 radios of the 20 radios purchased last year are replacing radios that were not updated or broken and will stop working 1-1-2025.
- (5) Improving interaction with the public
  1. Attended several different social events and activities throughout the district.
- (6) Improving interaction with the schools
  1. Working with the Raymond Elementary to be more involved with the school and activities.
- (7) Reevaluating the programs, on how we use to perform online equipment, station and truck checks and data collection.
  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.
- (8) Able to perform equipment or vehicle checks anytime, anywhere on the mobile application, with real time data. In the 2023 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. \$110,000.00 for a station modification grants to install diesel smoke ejector in Station 292 and retrofitting 291,
    3. A \$975,000.00 equipment grant to replace Tanker 291.
    4. State fire Marshal grant for equipment and training reimbursement.
  - (9) Working with other FD to 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.
  - (10) Working with other FD Chiefs updating the county SOG that we use during calls. By streamlining expectations and for the members to have a better understanding prior to arrival will help reduce the overall number of responders needed to control a scene and help reduce the amount of time spent due to the efficiency of those on the scene throughout the county.
  - (11) Continuing to improve 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.
    2. When advertising for the 3 additional full time positions we received over 20 applications.
    3. Over the past year, we have had over 750 followers on our social media page and helped spread the word about our activities and general safety in our community.
    4. Lunch with the Raymond senior group
    5. Trick or Treat at Magnetic and Raymond
  - (12) All members to receive at the minimum an annual evaluation.
  - (13) Re-evaluation of expectations, Job descriptions and performance evaluations