



SAVING LIVES SINCE 1904



Honorable Mayor and Board of Council
City of Fort Thomas
130 North Fort Thomas Avenue
Fort Thomas, Kentucky 41075

April 20, 2020



In 2019, your Fire Department continued to provide excellent emergency services to our community. The numbers of runs we handled increased from a total of 1,773 in 2018 to a total of 1,885 in 2019. The nature of the runs will be broken down as part of this report.

In addition to our traditional emergency Fire/EMS and Fire Prevention – Code Enforcement responsibilities, we have again endeavored to provide several value-added programs to our community. This report will identify those programs and explain their values.

Your department continues to take an active role in regional, state and national organizations dedicated to the delivery of quality services in public safety, the fire service, emergency medical services and emergency preparedness. We have continued to seek out and apply for grants to augment the efforts of the city to fund our activities and we have been successful in those efforts.

Finally, this report will no doubt identify those areas in which we need to improve our performance to better serve our customers, the citizens of Fort Thomas, as we look forward to the future.

We hope that this report explains in detail the efforts of our personnel over the past year. We would also take this opportunity to express our gratitude to the Mayor, Board of Council and Administration for their continued high level of support for the Fire Department.

Respectfully Submitted,

Mark K. Bailey, Chief

FROM THE CHIEF'S PERSPECTIVE: A YEAR IN REVIEW

The year **2019** was again a very busy year for the **Fort Thomas Fire Department**. The following is a breakdown month-by-month of our major activities:

January – 159 total responses, 28 drills and 264 staff hours, major training-Fire – annual Hazardous Materials Refresher.

February – 160 total responses, 34 drills and 414 staff hours, major training-Fire - consisted of fire attack and associated drills on a structure at 338 Rossford Ave. AND EMS – Pediatric Advanced Life Support Class. The FD was awarded a thermal imager grant from the Kentucky Fire Commission in the amount of \$3200.00 The FD also participated with the Campbell County Office of Emergency Management and our schools with National Emergency Preparedness Month.

March – 147 total responses, 33 drills and 479 staff hours, major training- Fire – Incident Safety Officer Class taught by KCTCS.

April – 161 total responses, 19 drills and 116 staff hours, major training-Fire – various Fire Training classes were conducted during the month of April with the primary classes being Hose Testing and Evolutions AND EMS – Infectious Diseases and the FTFD Exposure Control Plan.

May – 164 total responses, 25 drills and 179 staff hours. The Fire Department assisted with two presentations for the 3rd grade students of Ruth Moyer. Also, a number of our personnel either completed college classes and degrees or began summer classes to work on their respective degrees. Furthermore, EMS Week was May 19th through May 25th. This year's National theme was EMS Strong – Beyond The Call! Also, the FD participated in the Rolling Thunder event to show support of POW's and MIA's on May 22rd.

June – 165 total responses, 24 drills and 146 staff hours, major training- Fire – focused on fire hydrant testing throughout the city and annual walk-through of St. Elizabeth Hospital. We also participated in the Farmer's Market on June 19th and the Tiny Tots Programs through the Recreation Department Summer Program on June 25th and June 28th.

July – 174 total responses, 28 drills and 156 staff hours, Major assignment for month-Fourth of July Parade and *Independence Day Celebration*. The FD was again very proud to be a part of the festivities!

August – 145 total responses, 23 drills and 149 staff hours, major training- EMS –Patient Case Reviews presented by Dr. Tim Love, Medical Director. Fire – Aerial Operations and Driver Training. We also again participated in the annual Eggs and Education Breakfast for the Fort Thomas City Schools as a table sponsor.

September – 147 total responses, 25 drills and 218 staff hours, major training- EMS-Respiratory and Selected Protocol Drugs AND Fire- Sprinkler Training. The Fire department also participated in the Merchants and Music Festival event on September 28th in Tower Park. On September 30th, FF/P Chris Wulfeck retired after 20 years of service to the FTFD

October – **Fire Prevention Month** – 163 total responses, 23 drills and 198 staff hours, major assignment for month-Fire Prevention Public Education (See details under Fire Prevention Section). The Major Fire Prevention activity was our First Annual Firefighter for a Day. Ms.

Grace Mumper from St. Thomas was selected as our FF. This was a special day for Grace and her family as well as the FTFD.

November – 134 responses, 27 drills and 213 staff hours, major training- Fire –winterizing all fire hydrants in the city. FF/P Adam Hinkel was hired to join our department AND on November 30th, Captain Chris Amon retired after 20 years of service to FTFD.

December – 166 responses (our total responses for the year were 1885), 18 drills and 108 staff hours. Training for the year 2018 consisted of 309 drills and 2663 staff hours. The Fire Department also participated in the City Holiday Walk on December 1st.

As you can see, the year **2019** was a very busy and productive year for the **Fort Thomas Fire Department**.

In closing, the Fort Thomas Fire Department looks forward to 2020 in continuing to provide the utmost in protection and education for the citizens of the City of Fort Thomas.

Thank you Mayor Haas, Board of Council and Administration for all of your constant support.

Ft. Thomas Fire Department Mission Statement

The mission of the Ft. Thomas Fire Department is dedicated in serving the citizens to prevent loss of life, personal injury, and property damage through Emergency Response, Current Departmental Training, Fire Prevention, and Community Education.

The Department will provide Emergency Medical Services at the level of advanced life support towards the health, safety, and well-being of the patient/s.

The Department will provide optimal services in an efficient manor to the needs of our community and recognized by our community and our peers as leaders in the event of an Emergency.

The Department will set examples of professionalism regardless of rank or position and actively participate in community events.

The Department will assist neighboring fire departments through mutual aid agreements to the extent that the City of Ft. Thomas is not left in harms way.





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PERSONNEL 2019
Fire Department Officers



Chief Mark K. Bailey



Captain Steve Lumpp



Captain Chris Amon



Captain Tammy Webster



Lieutenant Rick Daugherty



Lieutenant Kasey Carr



Lieutenant Eric Scherpenberg

FF/P Wulfeck



FF/P Watson



FF/P Rust



FF/P Edmondson



FF/P Kaufman



FF/P Shepherd



FF/P Bryant



FF/P Strady



FF/P Behrle



FF/P Andrasik



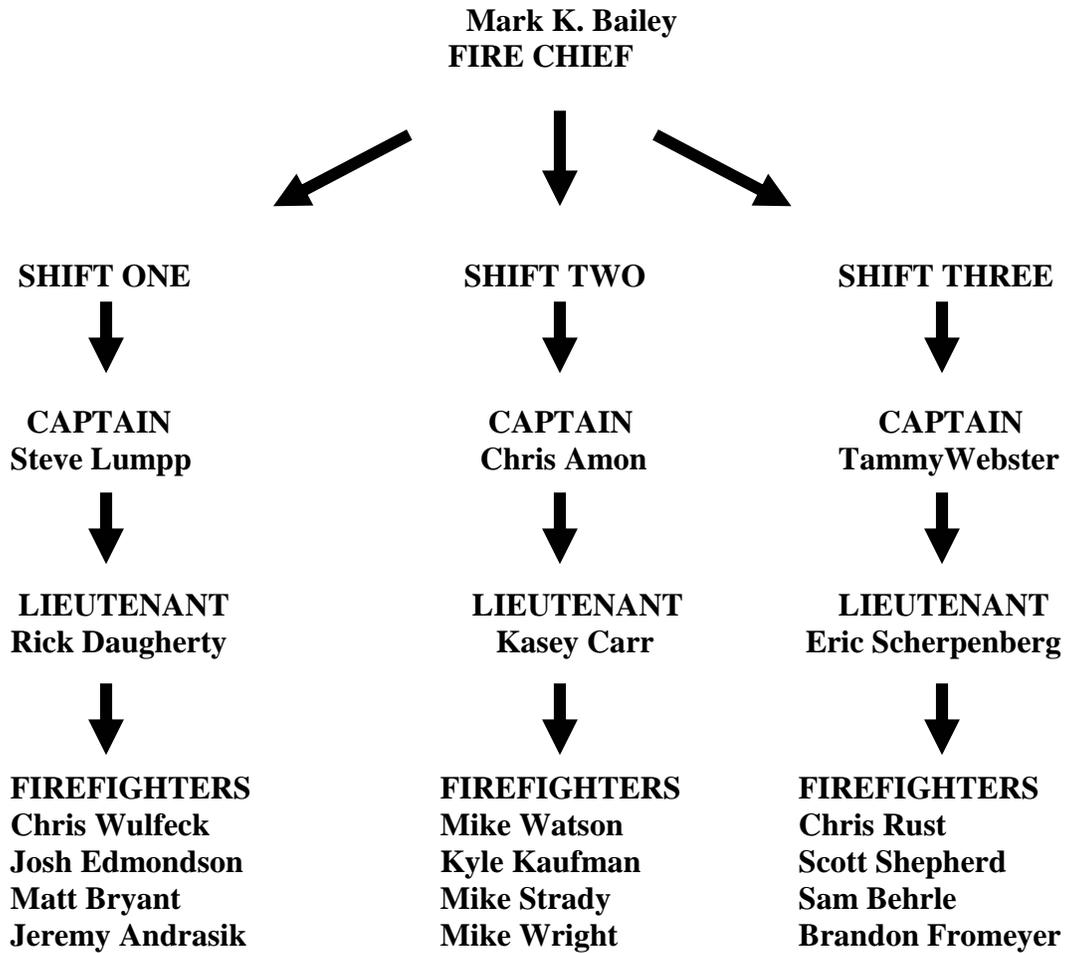
FF/P Wright



FF/P Fromeyer



Ft. Thomas Fire Department Organizational Structure



Administrative Assistant – Elaine Henderson
Chaplain – Ken Clift

FORT THOMAS FIRE DEPARTMENT
OFFICER/SHIFT RESPONSIBILITY ASSIGNMENTS

2019

SHIFT 1

CAPT./P STEVE LUMPP	FIRE TRAINING COORDINATOR, CIS ADMIN., INSPECTIONS COORDINATOR (INC. EDUCATIONAL FACILITIES)
LT./P RICK DAUGHERTY	INSPECTIONS ACCOUNTABILITY, CPAT, TURNOUT GEAR (PPE) GRANTS MANAGER,
FF/P CHRIS WULFECK	FIRST AID/CPR PROGRAMS (INC. HMS PROGRAMS), PRE-PLANS
FF/P JOSH EDMONDSON	HYDRANTS, EXTINGUISHERS, PRE-PLANS
FF/P MATT BRYANT	PRE-PLANS
FF/P JEREMY ANDRASIK	PRE-PLANS

SHIFT 2

CAPT./P CHRIS AMON	VEHICLE MAINTENANCE COORDINATOR HOSE, MINOR EQUIPMENT
LT/P KASEY CARR	INSPECTIONS PRE-PLANS COORDINATOR
FF/P MIKE WATSON	EMS SUPPLIES, PRE-PLANS
FF/P KYLE KAUFMAN	SCBA MAINTENANCE, PRE-PLANS
FF/P MICHAEL STRADY	PRE_PLANS
FF/P MIKE WRIGHT	PRE-PLANS

SHIFT 3

CAPT./P TAMMY WEBSTER	EMS COORDINATOR
LT./P ERIC SCHERPENBERG	INSPECTIONS FIRE PREVENTION/PUBLIC EDUCATION OFFICER FACILITY COORD./SUPPLIES
FF/P CHRIS RUST	SMALL ENGINES/EQUIPMENT, PRE-PLANS
FF/P SCOTT SHEPHERD	RADIOS & PAGERS, PRE-PLANS
FF/P SAM BEHRLE	PRE-PLANS
FF/P BRANDON FROMEYER	CAR SEAT INSTALLATIONS, PRE_PLANS

ADMINISTRATIVE ASSISTANT



Elaine Henderson

CHAPLIN



Ken Clift



FF/P Chris Wulfeck
Retired September 30, 2019



Captain Chris Amon
Retired November 30, 2019

NEW EMPLOYEES 2019-2020



FF/P ADAM HINKEL – HIRED 12/2019



FF/P MATT FITE – HIRED 1/2020



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GRANT PROCESSES

Lieutenant Rick Daugherty, Grant Coordinator

The fire department continues to aggressively pursue grants for funding and equipment via private foundations as well as the state and federal government. Many of these grants have purchased equipment that is used solely by your fire department. Several of the grants have been for countywide projects and others have been partnerships with other cities/communities. For Fiscal year 2019 the Fire Department was rewarded an AFG grant for a diesel exhaust capture system, in the amount of \$56,000. This system will be used in the bay area and connected directly to apparatus to capture all exhaust particulates and dispose of them directly outside. This is to decrease the daily risks to the Fire Department personnel, as well as all staff, to harmful cancer-causing agents omitted from apparatus exhaust.

Grant Requests Awarded 2001-2016					
Year	Source	Request	Award	Match	Total
2001	AFG	PPE (gear)/SCBA	\$56,700	\$5,670	\$62,370
2001	AFG	prevention programs/props	\$41,790	\$4,170	\$45,960
2003	St Luke	EMS training	\$3,500	\$0	\$3,500
2002	AFG	Training Room	\$56,279	\$5,628	\$61,907
2005	AFG	1 TIC, RIT Pack, MDT	\$52,559	\$2,766	\$55,325
2008	AFG	2 TIC	\$19,000	\$1,000	\$20,000
2008	AFG	Regional Radio	\$263,156	\$65,789	\$328,945
2008	Wal Mart	Rescue Randy	\$1,000	\$265	\$1,265
2008	KY Fire Commission	Fitness equipment Elliptical Machine	\$4,000	\$0	\$4,000
2010	KOHS	Warning Devices	\$85,500	\$24,000	\$109,500
2011	KOHS	PPE boots/EMS Coats	\$10,000	\$0	\$10,000
2010	AFG	Radio Narrow banding	\$215,280	\$53,820	\$269,100
2010	AFG	Pumper	\$327,750	\$17,250	\$345,000
2010	AFG	Gear Lockers	\$8,075	\$425	\$8,500
2010	KOHS	SCBA Fill Station	\$42,000	\$0	\$42,000
2012	KOHS	Cardiac Monitor	\$25,000	\$7,200	\$32,200
2012	KY Fire Commission	Fitness Equipment Universal Machine	\$5,000	\$0	\$5,000
2013	KY Fire Commission	Elliptical Machine	\$4,500	\$0	\$4,500
2013	AFG	EMS Cardiac Monitor & Station Alerting	\$37,050	\$1,950	\$39,000
2013	KOHS	Multi-Gas Detectors	\$7,000	\$0	\$7,000

2014	KY Christian Paramedics	Mattresses	\$24,700	\$0	\$24,700
2014	KOHS	Multi-Gas Detector	\$1,500	\$0	\$1,500
2015	KOHS	Power Cot and Loading System	\$35,000	\$0	\$35,000
2015	KY Fire Commission	Treadmill	\$4,000	\$0	\$4,000
2016	AFG	Air Packs	\$130,000	\$6,500	\$136,500
2016	SB 66	EMS Supplies	\$1,250	\$0	\$1,250
2001 -2016 Awards			\$1,402,389	\$196,433	\$1,658,022

The table shown above represents only the grants that have been awarded to the fire department. The department has submitted numerous other grants that have gone unfunded. In the future the department will continue to apply for available grants, at the state and federal level, as long as funding sources are still available.

PROFESSIONAL AFFILIATIONS ACTIVITIES

National

- **Fire Department Instructors Conference**
- **National Fire Protection Association**
- **International Association of Fire Chiefs**
- **International Association of Fire Fighters**

Statewide

- **Kentucky Firefighter's Association** –FF/P Scott Shepherd attended the annual conference in Owensboro Kentucky.
- **Kentucky Association of Fire Chiefs** – Chief Bailey is an active member of this organization.
- **Kentucky State Commission on Fire Protection, Personnel Standards, and Education (Kentucky Fire Commission)** – Chief Bailey and Captain Lumppp maintain a close working relationship with this organization relative to the tracking of fire service training hours for our personnel.
- **Emergency Medical Services Educators of Kentucky** – Chief Bailey is an active member of this organization.
- **Kentucky Board of Emergency Medical Services** – Chief Bailey and Captain Webster maintain a close working relationship with this organization and continue to monitor Kentucky's Administrative Regulations 202 KAR Chapter 7 and Kentucky Revised Statutes, Chapter 311A, covering all aspects of Emergency Medical Service throughout the Commonwealth.
- **Kentucky Ambulance Providers Association** – Chief Bailey maintains a close working relationship with this association reference to regulations and legislative issues affecting EMS in the Commonwealth.

PROFESSIONAL AFFILIATIONS ACTIVITIES CONTINUED

- **Kentucky Emergency Medical Services Academy** – Chief Bailey serves as chairman of this organization and assisted in formulating the curriculum for the Paramedicine Associate Degree Program offered through Western Kentucky University and Bowling Green Community College.
- **Kentucky Community and Technical College System** – Chief Bailey continues to serve as an adjunct instructor for the EMS Evaluator Course taught through KCTCS and the Kentucky Board of Emergency Medical Services. We currently have 16 Fire Instructors (12 Instructor 1 and 4 Instructor 2) through KCTCS and the Kentucky Fire Commission.
- **Green River/Bryant Stiles Fire Officers School** – Captain Lumpp maintains a close tie with this prestigious school through the Kentucky Firefighters Association.

Regional

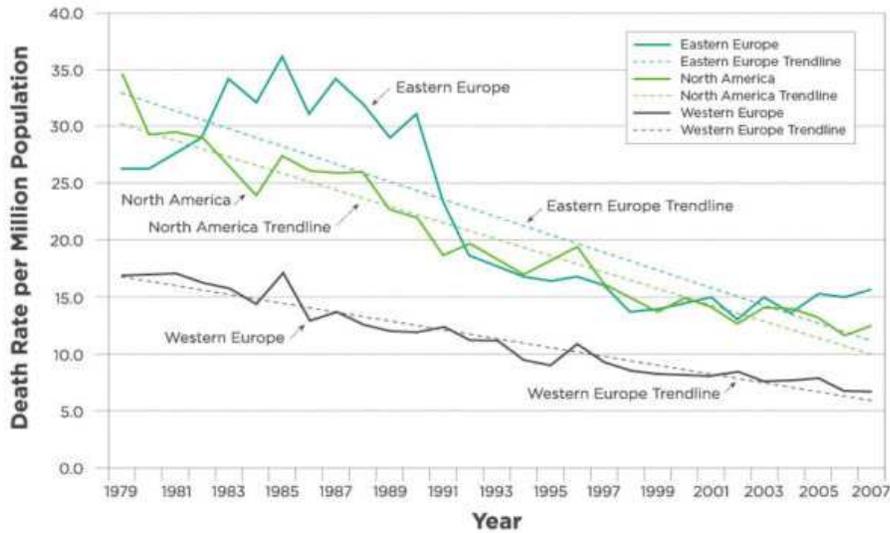
- **Northern Kentucky Hazardous Materials Unit** – Agency that provides Hazardous Materials response capability for the Northern Kentucky Region.
- **Greater Cincinnati Hazardous Materials Unit** – Agency that provides Hazardous Materials response capability for the Greater Cincinnati Region.
- **Cincinnati State Technical and Community College** – Our department serves as a practical training site for both Fire, EMT and Paramedic Interns.
- **Gateway College** - Our department serves as a practical training site for EMT and Paramedic Interns.

PROFESSIONAL AFFILIATIONS ACTIVITIES CONTINUED

- **Northern Kentucky Firefighter's Association** – This is a regional association with Chief Bailey serving on the Radio Committee. Capt. Amon serves on the RIT Committee and the Recruitment /Retention Committee.
- **Northern Kentucky Fire Inspectors Association** – Captain Lumpp, Lieutenants Carr, Daugherty and Scherpenberg serve actively with the association.
- **Northern Kentucky EMS Advisory Committee** –Captain Webster currently serves on the ALS sub-committee.
- **Campbell County Fire Protection Association (formally CCFEA)**– Chief Bailey currently serves as the Advisor of the Association. Captain Amon servers on the Firefighter Safety Committee, FF/P Shepherd on the Radio Committee, Captain Lumpp on the Training and Schools Committee, Capt. Tammy Webster co-chairs the EMS Committee and Lt. Scherpenberg chair the Public Education Committee.
- **Campbell County Consolidated Dispatch Board** – Responsible for the operation of Public Safety Answering Point for Campbell County 911 Emergency Dispatching. Chief Bailey serves on Board of Directors as the Chairman of the Board of Directors.
- **Northern Kentucky Fire Officer Training School** – Captain Lumpp serves on the faculty.
- **Cincinnati/Northern Kentucky Intl. Airport Disaster Committee** – Chief Bailey serves as the representative for Campbell County Fire Chief's and the Campbell County Consolidated Dispatch Board on this committee.
- **Campbell County Fire Investigative Team** – FF/P Edmondson and Fromeyer serve on this team which investigate fires and their potential causes/origins in Campbell County.

Public Fire Safety Education and Fire Prevention Programs
Lt. Eric Scherpenberg-Fire Prevention and Public Education Officer

The fire men and women of the Fort Thomas Fire Department are committed keeping our community safe from the perils of fire and other life threatening emergencies. This commitment begins with prevention through educating the public on the dangers of fire and life safety interventions such as CPR. As always, our commitment to safety begins with the education of our youth in a close partnership with our local schools. Fire deaths in the United States have decreased by 38% since the 1980's¹; in large part due to the message of fire safety being taught in local schools each and every year by members of the local fire department. This public education campaign has followed in the footsteps of numerous other safety tools taught to children in school; such as buckling up while driving and saying no to drugs and alcohol. This creates a synergistic effort to provide children with lifelong safety skills and reduce unnecessary harm. This education effort when combined with the other facets of fire prevention which include inspections, investigation, and advocating for safer building construction create the results indicated on the graph below. The fire service is the point of the spear driving this trend towards reduced fire death and harm.

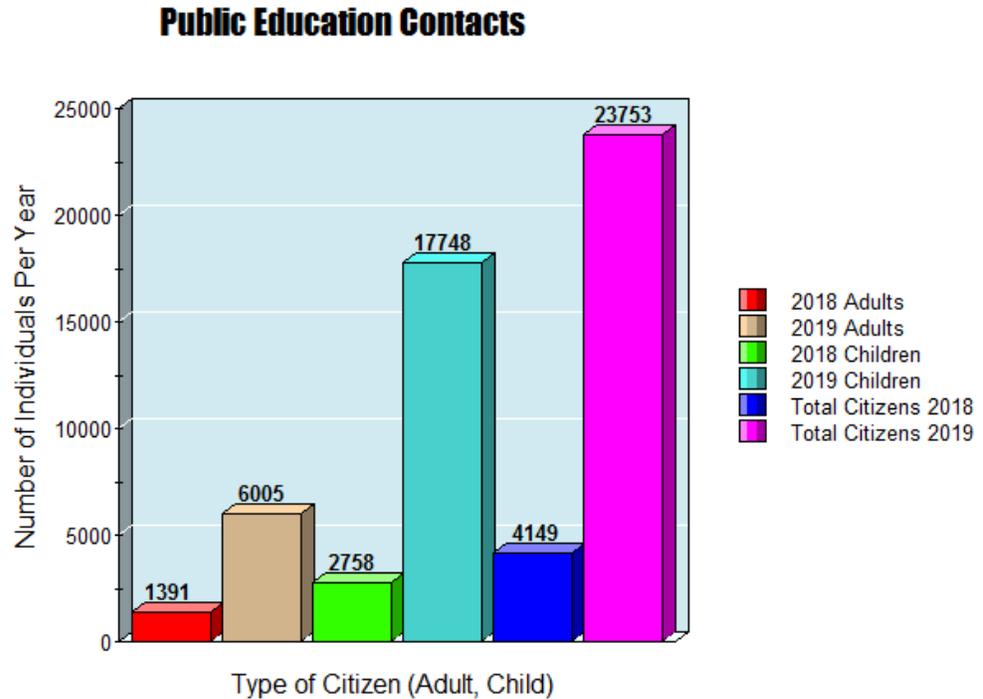


Source: [USFA – Fire Death Rate Trends: International Perspective, July 2011](#)

2019 brought exciting changes and challenges to public education in the City of Fort Thomas. Our public education effort was once again organized by Lt. Scherpenberg from Shift 3. This effort encompassed 398 staff hours and reached 17,748 children and 6,005 adults for a total of 23,753 citizens. This number represented an almost 500% increase over our 2018 numbers. (see graph below) Part of this increase was due to tracking public education contacts versus classes, however, a large portion of the increase was due to new public education initiatives such as our Hands Only CPR Challenge and Firefighter for a Day Contest. Our expanded outreach efforts support the larger trend of nationally decreasing death and destruction due to fires. This

¹[1.usfa.fema.gov](http://www.usfa.fema.gov)

trend can be directly attributed to the ongoing education of our citizens to prevent fires before they occur. Prevention of fires and injuries has been consistently recognized as one of the best returns on investments a community can make, and an excellent use of staff time and resources.



New for 2019 was our very 1st Firefighter for a Day Contest. All local 5th grade elementary school children were invited to compete to become a firefighter for a day and serve along with FTFD personnel. Out of the numerous well written essays we received, Grace Mumper, a 5th grader at St. Thomas Elementary was selected by a panel of judges to be our first ever firefighter for a day. Grace under the supervision of Cpt. Tammy Webster trained along side the men and women of the department, conducted life safety inspections, and had a chili dinner with the shift. Grace then attended the City Council meeting that same night and gave the fire department report. This day meant a lot to Grace whose grandfather was the fire chief of Norwood, Ohio and recently passed away. This contest was a huge success and one that we hope to repeat in 2020.



2019 was also a year for paving the way for the future of fire service education not only for Ft. Thomas, but for Campbell County as a whole. The Fort Thomas Fire Department once again led the way in regards to public education, not only in Campbell County, but the entire three county NKY region as a whole. Lt. Scherpenberg chairs the public education committee of the Campbell County Fire Protection Association along with coordinating the Northern Kentucky Junior Fire Marshall Poster Contest for the 4th year in a row. The Fort Thomas Fire Department was solely responsible for the over \$4,500 dollars of desperately needed outside donations solicited to keep the program alive and running. This increase allowed every department in Boone, Kenton, and Campbell Counties to participate in the contest regardless of ability to pay. Four local businesses even stepped up as major donors to support this region wide safety effort. The contest was a big success this year. Packets containing information about the NFPA's theme for the year along with games and prizes were sent out to classrooms ranging from kindergarten thru 5th grade from each of our local schools. In all over 1500 packets were sent out!



Fort Thomas will continue to lead the way in public education for the year 2020. Members of the Ft. Thomas Fire Dept will again file a FEMA AFG grant on behalf of Campbell County for a new fire safety trailer. Our current trailer is beloved by kids of

all ages; however, it is over 30 years old and showing its age. The previous trailer was financed through private fund raising efforts, and if we receive the grant, it will be at no cost to the city. The new trailer will be equipped with the latest in digital technology and fire safety simulators to capture the attention of today's audiences. This year we used the existing trailer to provide many valuable life safety lessons to children of our local schools. These sessions provided teaching in the following age-appropriate topics: kitchen safety, general child trauma prevention, home hazard detection awareness, calls for help and 911, home fire prevention, effective exiting and emergency escape, post-evacuation meeting place gathering, and others. This year we were able to maximize department resources by scheduling all of the schools in a single week and reaching 830 students by the end of the week.

In addition we also conducted another two additional Hands Only CPR blitz at the Highland versus Newport Catholic basketball game and at the St. Thomas Festival. This is a follow up on our 2017 blitz at the Highlands versus Dixie football game where thousands of people were instructed in hands only CPR and allowed to attempt the skill on CPR manikins that were stationed near the concession stand. This is a vital community effort to increase the instances of bystander CPR and improve survival rates for the members of our community.



While children are the main focus of our fire safety education, we believe fire safety education holds value at all stages of life. On November 1st 2019 the men and women for the Fort Thomas Fire Dept participated in a senior citizen wellness fair at the Campbell County YMCA and instructed local seniors on fire safety and trip hazards in addition to providing free biometric screenings.



The bulk of our fire safety education and prevention messages is provided to local elementary schools, however, we also strive to be active in the community and

attend events such as the Pumpkin Walk, Easter Egg Hunt, scout groups, and Touch-a-Truck.



The Fire Department also purchased a limited amount of smoke detectors and carbon monoxide detectors for our most vulnerable citizens. The detectors that were installed have a 10 year lithium ion battery that will prevent repeat calls to change the battery and possible fall scenarios for the citizens attempting to change their own batteries. These detectors continue to be the most important tool in providing early warning of a fire or carbon monoxide gas presence and the need for emergency action and evacuation.

This year, Firefighter/Paramedic Chris Rust again initiated and coordinated an innovative approach to deliver a timely reminder to the citizens of Fort Thomas of the importance of recognizing the hazards of fire present in the home. He recognized that a Highlands home football game with a huge scoreboard was an excellent opportunity to deliver this fire safety message during the fire prevention week.

Chris met with Mr. William Poff, the teacher of the Highlands High School Film and Production Class, and coordinated the production short but effective public service message carrying NFPA's 2019 theme of ***“Not Every Hero Wears A Cape-Plan and Practice Your Escape!!”*** This was yet another

effective partnership between the fire department and the school system. It will now be broadcast on a Time Warner Cable's channel throughout northern Kentucky.

<https://www.youtube.com/user/HHSFilmAndBroadcast>

This partnership was formally recognized by the Northern Kentucky Firefighters' Association on January 19th 2020, when Mr. Poff was surprised with an award for Excellence in Public Safety Education for his effort in creating fire prevention videos and life saving CPR instructional videos. We were extremely honored the Northern Kentucky Firefighters' Association recognized his longstanding effort and the partnership between Highlands and the Fort Thomas Fire Department.



of a

NKFA & FTFD in Association with Highlands High School Film & Broadcasting



FF/P Wulfeck, who coordinated our public CPR and First Aid classes offered at the fire station for at least 15 years retired this year and was replaced by FF/P Brandon Fromeyer. FF/P Fromeyer is an experience public educator and currently coordinates our car seat installation program as well. Classes are held monthly for a minimal cost to citizens at the fire station. The CPR/First Aid Classes allow us to instruct 150 potential first responders per year. In addition to the monthly CPR classes, the fire department has a long standing partnership with Highlands Middle School. Through this effort, CPR is taught to about two hundred 7th and 8th grade students at this school. FF/P Fromeyer also installed 34 car seats in 2019 which is a 26% increase from 2018.

In conclusion, the City of Fort Thomas continues to pave the way and be the leader in community fire protection education in both Campbell County and Northern Kentucky as a whole. We continue to create innovative ways to reach more people through various media. We recognize the challenge of educating our new digital learners and are innovating every year to ensure we keep current and push the envelope on what fire education can be.



STAFF DEVELOPMENT

Fire Training - Capt. Steve Lumpp, Fire Training Officer

Every year your fire department trains to handle any emergency that it might be called on to answer. This past year the average amount of training hours that each person participated in was 144 hours. The state of Kentucky requires each firefighter to attain 100 hours a year so we far surpassed that number as we have every year. Of those first 100 hours of training, 75 must be fire only and not EMS training. We ended up averaging 96 hours per firefighter of fire only training and 48 of EMS training.

Every 3 months the Officers of the Fire Department meet and plan the next quarter's training schedule. Several factors are used to decide what to train on. Several entities have requirements that we must meet such as the Insurance Services Organization (ISO), Occupational Health and Safety Administration (OSHA), Department of Transportation (DOT), and the Kentucky Fire Commission. Additionally, there are standards from the National Fire Protection Association (NFPA) that we meet to maintain a current "best practices" approach to the fire department activities and policies.

Taking these requirements from outside the fire department, the Officers also look at what our personnel need in terms of gaining new knowledge and skills and refreshing existing knowledge and skills. Then a schedule for the next 3 months is set up and lesson plans are drawn up and instructors are assigned their topics. If needed, outside resources are also arranged and scheduled. The classes are put on a calendar so each shift knows what training is assigned on each day.



This past year, in addition to EMS training, we spent a lot of time doing Safety training which includes knowledge and skills that keep us safe during emergency responses and when we are not making responses. Some of the Safety training included rescuing injured or incapacitated firefighters and how to recognize post traumatic stress disorder. This topic also included self rescue from a window on an upper story using a piece of fireproof rope that every firefighter carries and sliding down the rope. Driver training is another topic we spend a lot of time training on. This includes safely operating the fire trucks and being proficient with the equipment carried on them ensuring the equipment operates correctly.



Another very important topic we spend a lot of time doing is Pre-Planning and Disaster Planning. We have drawing and information on most of the commercial structures in the City. Some of this information details contact numbers, what hazards are present, what

type of fire protection systems are in place, etc. For training, we often walk through some of the more complex buildings and/or buildings with large populations to familiarize ourselves with them.

There are many other types of training that we do as the chart above illustrates. Some of these topics are seldom used techniques but when used need to be performed with speed and accuracy due to the high risks associated with them. Other topics are those which need to be done to ensure competency and build “muscle memory” to perform them accurately and correct any deficiencies. Overall, our annual in house training tries to ensure a complete and well rounded schedule addressing many different areas of concentration.

We have several personnel that are certified by the State of Kentucky as Fire Instructors. There are 2 levels: Level I and Level II. While we have 16 Level I Instructors, in 2019 we only had 3 Level II Instructors. Level II Instructors can write Lesson Plans and programs while the Level I Instructors can teach from Lesson Plans that somebody else has written. By having so many Instructors, each shift can train on a daily basis with personnel having time to prepare and teach in areas they may be more familiar with.



Sometimes it is useful for personnel to go outside of the department to gain new knowledge and skills. When personnel attend these classes they gain new certifications and bring information back to the Fort Thomas Fire Department to improve our service delivery or update our current methods of doing things. In the past year many personnel attended various classes or seminars.

Training Outside of the Fort Thomas Fire Department		
Name	Class	Hours
Daugherty Wulfeck	Fire Control & Building Construction at Georgetown Fire Symposium	8
Andrasik Scherpenberg Watson Webster	PTSD Seminar	7
Edmondson	Arson 2	21
Edmondson	Fire Inspector II	8
Carr Rust Scherpenberg Daugherty	Northern Kentucky Officer Leadership Symposium	16

Other times we may bring an outside instructor into the department to teach us. Often we also invite surrounding departments to participate in the class also. This past year we had Ron Becker from the Kentucky Community and Technical College System (KCTCS) teach the department Incident Safety Officer. This is a 16 hour National Fire Academy course which taught all the students how to be aware of safety on the emergency scene and if needed could act as a safety officer keeping everyone else safe on the emergency scene.

Occasionally the Fire Department gets an opportunity to practice skills in a house that is going to be demolished. Unfortunately, due to EPA regulations, it is very difficult to burn these houses and simulate fire attacks with actual live fire but we can do a lot of other skills. This past year we were fortunate to have a house at 338 Rossford and the commercial properties that will be become 1 Highland Avenue project. We practiced advancing hoselines, simulated fire attacks, roof ventilation, breaching walls, and search and rescue techniques.

Another area of training where having a location suited to a particular type of training is beneficial are hose streams. Recently, the Northern Kentucky Water Department has let us use their facility to flow water from the hydrants and back into the reservoir. This is beneficial because we aren't wasting any water and we are able to flow large quantities without worrying about runoff or drainage issues. We have been



able to flow several thousand gallons per minute and practice using high flow hose streams simulating defensive fire attacks.

With retirements also come new personnel to the Fire Department. This past year Adam Hinkel became our newest addition. As with all new firefighters they come in with their firefighter and paramedic certifications. They go through a 2 week orientation program which covers the basics of Fire Department and City operations. During this time and the next several months we work on making them competent on the way Fort Thomas Fire Department operates along with how to operate our apparatus and equipment. Despite having experience at other fire departments and certifications, becoming acquainted with another department's equipment and apparatus is always different due to the different types of equipment along with policies and procedures.

The Fort Thomas Fire Department also has personnel that belong to regional organizations. An example of this is the Campbell County Fire Investigation Team (FIT). Josh Edmondson, Eric Scherpenberg, and Brandon Fromeyer belong to this organization. There are not enough fires to make one department proficient in this skill so all of the departments in Campbell County contribute personnel to this and together they respond throughout the County whenever needed to investigate fires. We have several personnel with experience on investigating fires including those on the Team so we only call out FIT when a fire may need further investigation or involve a criminal element. The 3 personnel on the FIT train monthly with the team and do online training and may also attend seminars that further expand their knowledge of fire investigations.

Preparing for and answering emergency calls is one of the most important duties of the Fort Thomas Fire Department. No two emergency calls are alike. Preparing for these calls require training, training, and more training. The Fort Thomas Fire Department is dedicated to gaining new knowledge and skills and reinforcing their existing ones. We will always be trained to the best of our ability and be prepared to answer any emergency call.



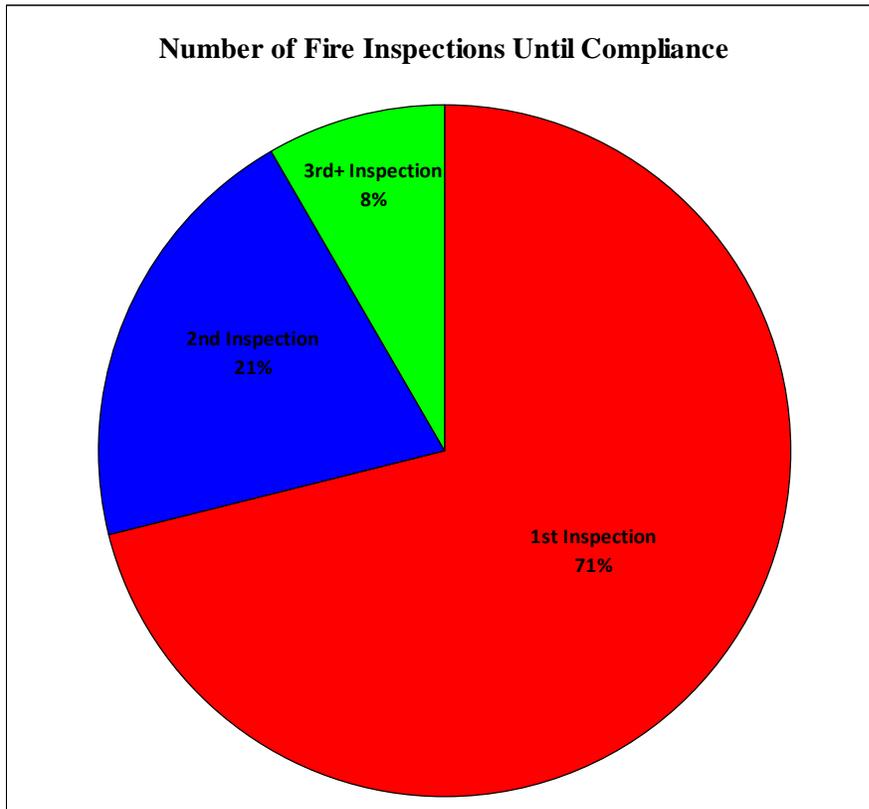
Fire Inspections

Fire inspections are one of the areas where the Fort Thomas Fire Department is able to be proactive by reducing the risk of fire and other hazards. Several elements make up a fire safety inspection which is done according to the 2012 Editions of the National Fire Protection Association's manuals for NFPA 1 and NFPA 101. Among these elements are reducing the risk of a fire starting, ensuring a fire is contained, notification of occupants and fire department if there is a fire, and making sure that occupants are able to safely escape a building.

The Fire Department inspects commercial/institutional and multi-family residential units (3 units or more). The State Fire Marshal's Office inspects the licensed facilities St. Elizabeth Fort Thomas, all nursing home and daycares in the City. The Fort Thomas Fire Department has 3 Lieutenants, 1 per shift, that are each responsible for about 150 buildings and a Captain coordinates the program and also does some inspections. All of the Inspectors work closely with the different departments of the State Fire Marshal's Office, the City of Fort Thomas Building Inspector and the Campbell County Building Inspector.

In addition to their regular fire training hours, each Inspector is certified to the Kentucky Level of Fire Inspector II and attends quarterly continuing education meetings where different inspection topics are reviewed and all of the Fire Inspectors from Northern Kentucky can discuss different problems and solutions to those problems that other entities may have experienced. Fire Inspectors also spend a lot of time researching the different Fire Code books depending on what they may have been inspecting to ensure that the correct Fire Codes are applied. They also answer a lot of

questions about Fire Codes and this requires research also so that the correct answer is given.



In 2019 the Fire Inspectors performed 556 fire inspections. Of those fire inspections, 71% of the buildings met the fire codes and did not require a second inspection. This is an increase from 2018 where only 53% of the buildings met the fire codes on the first inspection. This increase could be due to several factors but overall it is most important that many more occupancies were up to the fire codes on the first inspection this past year. As a result of more buildings meeting the fire codes on the 1st inspection, those buildings that required re-inspections decreased in 2019 as opposed to 2018.

Most deficiencies that are found during fire inspections are general maintenance items. Some of these may be light bulbs or batteries in exit signs or emergency lighting that need replaced; a current boiler inspection and posted certificate; or general housekeeping such as blocked exits or exit passageways. Sometimes there are more major items and the Fire Department will work with property owners to find the most economical method of meeting the Fire Codes.

Usually when a second or third re-inspection has to be done, it is due to a property owner has corrected some but not all of the deficiencies. Most of the time, with some clarification on Code requirements or extra time, a property owner repairs the remaining deficiencies and notifies the Fire Department before the 30 day re-inspection period nears. It is very rare that a property owner does not want to correct fire safety

problems and the Fort Thomas Fire Department appreciates this. Together the Fire Department enjoys being partners in fire safety with the Community.



Pre-Plans
Lieutenant Kasey Carr

2019 Fort Thomas Fire Pre-plan Report

A preplan is a document containing detailed information about a facility that allows firefighters to quickly and effectively respond to any crisis situation at that location. Fire Departments have to be prepared for many different possibilities when responding. Accurate maps and pre-plans are essential to ensure the safety of the public and the responders. These pre-plans include facility specific information about utility shutoffs, emergency exits, hazards, etc. so having site plans, plot plans, and floor plans is very helpful. In addition, they note areas such as access and exits, rooms, mechanical areas, utility shutoffs, sprinkler risers. Lastly, a list of current contact names and telephone numbers is very important for the Fire Department to have on the pre-plans.

Over the years, the need for pre-planning building information has been cited in National Institute for Occupational Safety and Health (NIOSH) line-of-duty death

reports. NIOSH noted that the fire departments involved were deficient in conducting a pre-plan survey prior to the fatal incidents. Developing and improving building intelligence skills enhance firefighters' tactical capabilities of anticipating fire behavior and water supply needs, preparing for search and rescue, meeting forcible entry challenges, placing hose and ladders, performing ventilation, containing the fire, and improving firefighter safety and survival.

A pre-plan also gives the incident commander (IC) "inside information" about the structure and its contents and allows fire officers to use their resources more efficiently, improving overall fire ground strategy, tactics, and the application of risk management.

The Fort Thomas Fire Department recognizes the importance of having accurate Pre-plans. Pre-plans are constantly reviewed and updated thru out the year as changes occur. I am pleased to announce that we have kept up to date during the year 2019. A Total of 2 new Pre-plans were created and 11 Pre-plans have been updated. We have also deleted 5 preplans from buildings that have been torn down. All Pre-plans have been loaded onto the computers in our trucks and manually imported into active 911 for access with smart phones.

Emergency Medical Services – Capt. Tammy Webster, EMS Coordinator

The life squad, “Medic 680,” stands ready to answer calls for help any time of the day or night.” Medic 680 responds with two paramedics around the clock every day of the year. The following pages detail information about the EMS that your department provides and a little about the staff providing it.

Run Statistics

Calls for service

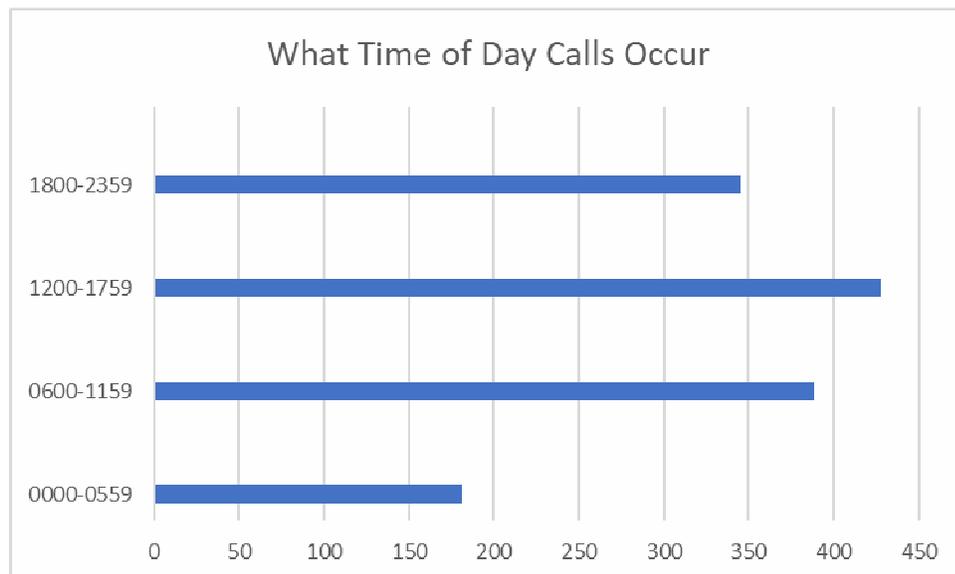
As you can see our runs range from back pain, to cardiac arrest (a subject not breathing and no pulse), to respiratory problems. Falls account for the largest number of calls for service. An older population and several nursing homes attribute to this situation. Falls are followed closely by calls for sick persons.

In 2018, the life squad responded to 1,245 EMS calls .

In 2019, we answered 1,343 EMS calls, an increase of 98 calls.

Time of Day

We answer calls around the clock every day of the year. Below you will find an illustration of when those calls occur. Most calls occur between noon and 6:00 p.m., followed by 06:00 a.m. to 12:00 noon. We answered almost 350 calls between the hours of 6:00 p.m. and midnight.



Response Times

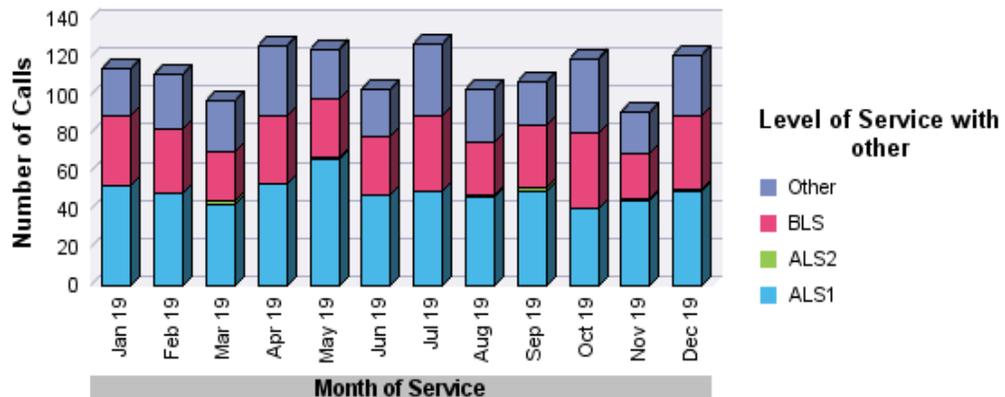
The chart below illustrates our commitment to respond quickly once a call is received. In almost all cases, we arrive on the scene in six minutes or less from the time the call was initiated. Response times like this are better than the national standard and are something we take great pride in.

	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Average
Average time to leave	2	2	2	2	2	7	2	2	2	2	2	2	3
Average time to scene	4	4	4	4	4	4	4	4	4	4	4	4	4
Average on scene time	13	12	14	13	12	13	13	12	13	13	14	13	13
Average transit time	5	5	5	5	5	5	5	6	6	6	6	6	6
Average time in hospital	23	24	27	26	25	25	25	23	25	29	34	24	26
Average total run time	42	40	43	42	42	47	40	39	43	43	49	42	43

Information on Run Times

Advanced Life Support Care

Ft Thomas Fire Department was one of the first agencies in Northern Kentucky to transition from basic life support (BLS) to advanced life support (ALS). This transition took place in the mid 1970's, while many agencies in this region have transitioned to providing ALS in recent years. The graph below illustrates that most of our runs occur at the ALS level. This means that the patient needed advanced care like, an IV, a cardiac monitor, medications etc.



Hospital Destination

In an effort to provide the best care to our residents our squad transports to a number of hospitals in the region. As you can see in the chart below, most of our patients are transported to St. Elizabeth in Ft. Thomas. Occasionally, patients need to be transported to another facility in order to manage their condition. This is true for patients experiencing a heart attack, some types of strokes, traumatic injuries, and pediatric patients.

Refusals, DOA's, and disregards are included in this chart because they are calls for service but do not end up being transported to the emergency room. In these cases, the patients either decided not to go to the hospital after calling 911, they had already expired, or the squad was disregarded by another unit on the scene. We make calls like this fairly often. This most common occurrence in this category is a fall. Often all the resident is not injured and only needs help to getting up. Once they are up, and have been assessed, they can refuse transportation to the hospital.

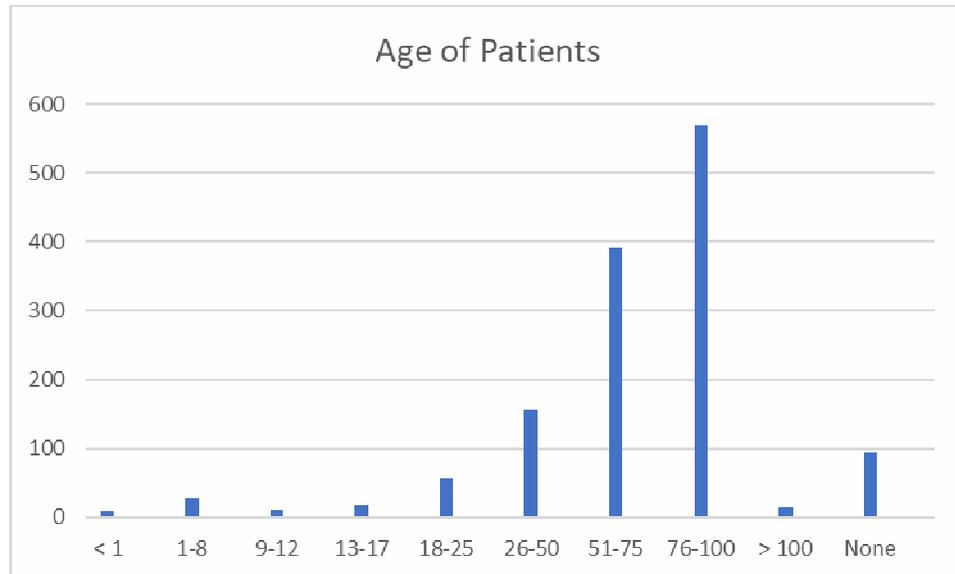
	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Total
St. Elizabeth Ft. Thomas Ed	83	74	60	74	88	73	83	64	69	71	58	73	870
Disregard, Refusal, DOA etc	24	29	27	37	25	24	33	28	23	37	22	32	341
St. Elizabeth Edgewood Ed	2	2	1	5	2	3	1	3	6	4	4	3	36
University Hospital Cincinnati	2	2	3	1	3	1	4	4	4	4	3	5	36
Christ Hospital Cincinnati	3	2	2	6	1		2	4	2	1	2	4	29
Children's Hospital Cincinnati		2	4	3	4	1	4		3	1	1	4	27
Good Samaritan Hospital Cincinnati					1								1
Jewish Hospital Kenwood						1							1
Veteran's Hospital Cincinnati											1		1
Total	114	111	97	126	124	103	127	103	107	119	91	121	

Destination Hospital

Helping patients determine what facility can best treat them is a mix of experience and an understanding the capabilities of the hospitals in the region. An example of this would be cardiac patients that have are experiencing a myocardial infarction, a heart attack. These patients need to be transported to a facility that has a cath lab. This is the national standard and provides them the best chance at a full recovery.

Patient Age

It makes sense that EMS would encounter older patients who have more complicated medical histories. We are prepared and trained to treat patients of any age. We may encounter patients that are delivered prematurely or patients that have seen a century go by. More than half of the patients we encounter are over 70 years old.

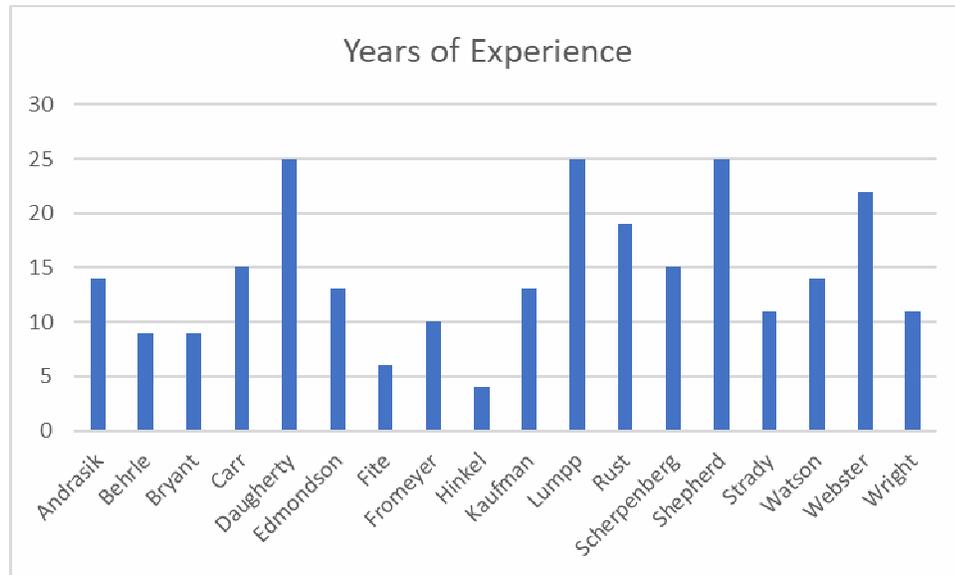


In an effort to provide top notch service to our residents many of the calls received at the dispatch center automatically dispatch an engine with the squad. This occurs on more serious runs. These might include non-breathing and/or unresponsive patients, auto accidents, person down calls, and more serious traumatic injuries like falls from a roof. This ensures that additional help is on the scene so that we can provide the best care possible.

Staff Statistics

Experience

I am proud of the quality of care that our paramedics provide. The ability to provide this care is part training, part resources, but largely experience. More than half of our paramedics have more than ten years of experience and four have twenty or more years of experience. There is no substitute for experience. Experience directly translates to better care for our residents.



EMS Training

The Kentucky Board of EMS requires that paramedics in the state recertify every two years. They also require specific hours for recertification. I am pleased to report that our paramedics exceed this training requirement year after year.

There are a number of ways that our paramedics obtain training. The department provides about 30 hours of EMS training per year at the firehouse. A few of the topics we discussed this year included: ventilator use and appropriate settings, pediatric care, OB/GYN, airway management of the adult and pediatric patient, and quality assurance/quality improvement of our run records.

We also encourage staff to attend educational events provided by outside entities. Both Christ Hospital and St Elizabeth hospitals provide a yearly conference that is popular with staff. These opportunities are important because it allows staff to bring other ideas, equipment, and procedures to our department. This speaks to the organization and our staff's commitment to excellence.

Examples of our work

Below are some examples of the excellent care that your staff provides every day.

Trauma care/roof extrication

Shift two was called for a person that was working on a roof that had been injured by a saw blade. Based on the dispatch, the shift officer decided to take truck 610 so that they could use it to lift the patient off the roof if necessary. It turns out, that was an excellent decision.

When they arrived on scene, they determined that the patient had a been critically injured when a saw blade broke and imbedded itself in his body. Several staff went to the roof to provide ALS care while the others prepared to remove the patient from the roof. Based on the patients' condition it was clear they were not going to be able to come down under their own power.

The run went flawlessly. They were able to lay the patient in a stokes basket and remove them with the aerial ladder. They transported him to the regional trauma center and was expected to fully recover.

Cardiac Care

One area that has seen great improvement in EMS is cardiac care. Years ago, when patients had a cardiac event they were transported to any hospital and the facility made a decision on when, or if, they went to the cath lab for stents or to the operating room for bypass surgery.

Today in EMS we have the tool to definitely diagnose heart attacks, transmit that information to the hospital, and transport them to the facility that has a cath lab on standby. This means that patients are reaching a cath lab much quicker than ever before.

This is true in the following case. The squad was dispatched to a lady not feeling well. When they arrived, they realized that she was very sick. They called for an engine company for additional help. When they did a 12 lead (a diagnostic tool to determine if a heart attack is occurring) they discovered that she was having a large heart attack.

They alerted The Christ Hospital, transmitted the 12 lead, provided ALS care enroute and transported her to the hospital. She was in the cath lab with 15 minutes

undergoing a procedure to open her clogged vessels. She spent a day in the hospital and was discharged home.

She came to visit us at the firehouse a couple of weeks later, was feeling good and very grateful for the care our staff provided.

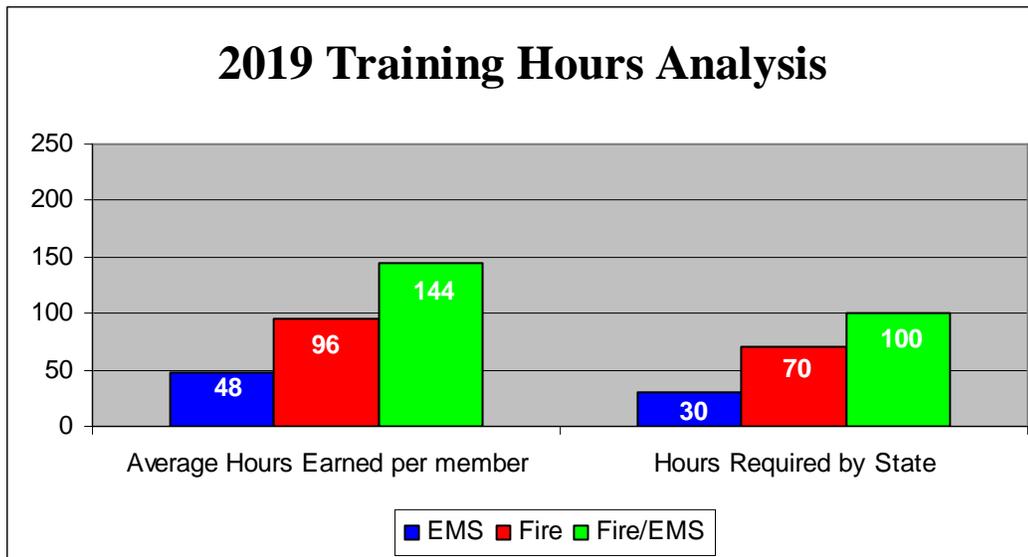
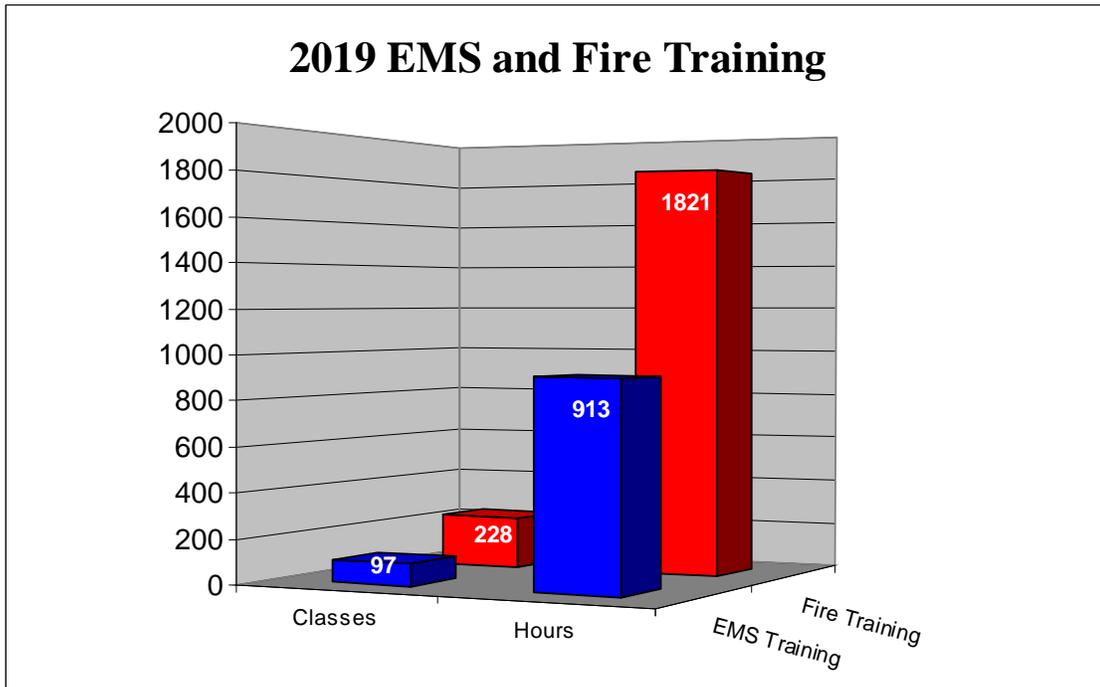
STEMI Transfer

Occasionally, the squad is called to St. Elizabeth Ft. Thomas to transfer a critical patient to another hospital. In this case, they were called to the emergency room to transfer a patient that was having a major heart attack. The crew responded to the hospital, moved the patient over to the cot. When the crew moved him to over to our cot, his heart stopped. They began CPR and ALS measures. They delivered medication, and shocked him several times. After about 30 minutes, they were able to get a pulse back. The crew worked side by side with the hospital staff working to stabilize the patient.

Once he was stabilized, they then began the transfer to the Edgewood facility. The rest of the transfer was uneventful. The patient arrived at the cath lab and was successfully treated.

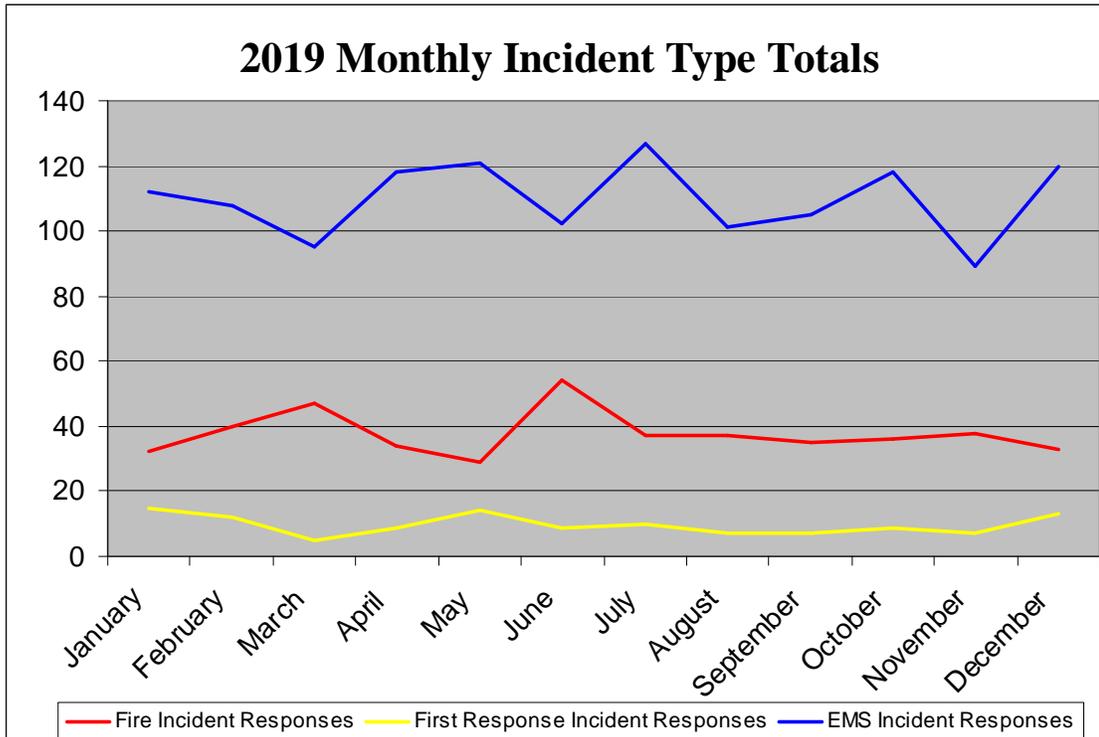
These stories are just a few examples of what our staff does on a day to day basis. They go above and beyond to ensure they are delivering excellent care.

STAFF DEVELOPMENT CONTINUED



As you are aware, we have requirements from the state for both Fire and EMS hours of training. Above you see we easily meet the requirements from the state for continuing education in both professions.

FIRE INCIDENT RESPONSE DATA

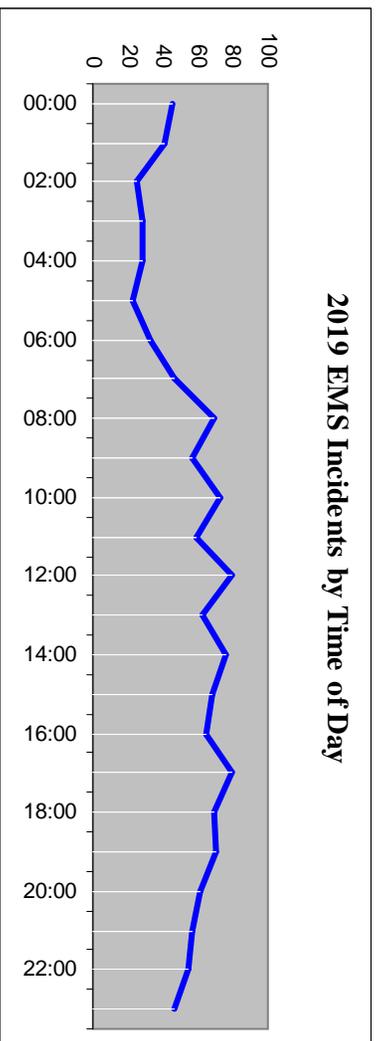
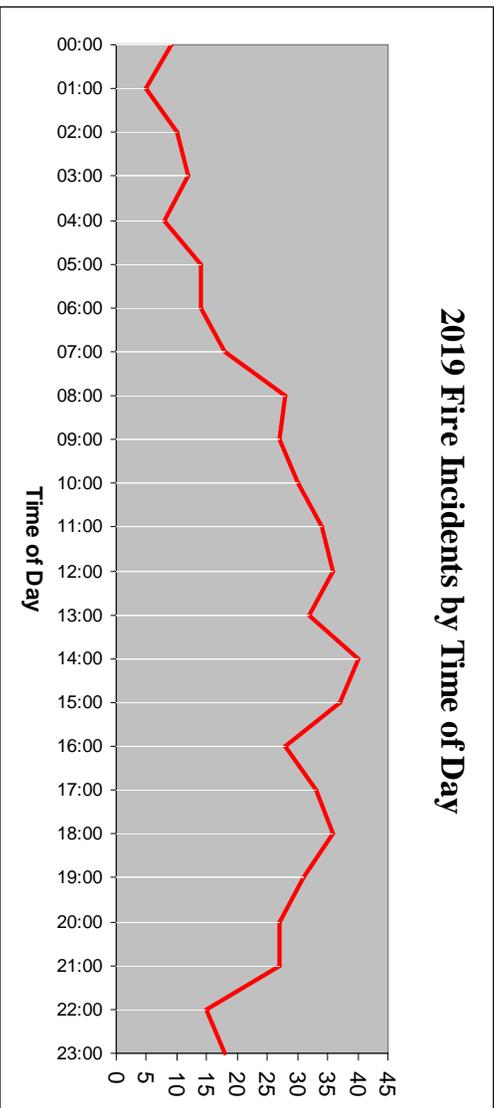


The graph above illustrates the number of responses per month by designated type for 2019. The yellow line represents first response runs, indicating our life squad was already out on another run. The red line represents fire/incident runs and the blue line represents life squad runs.

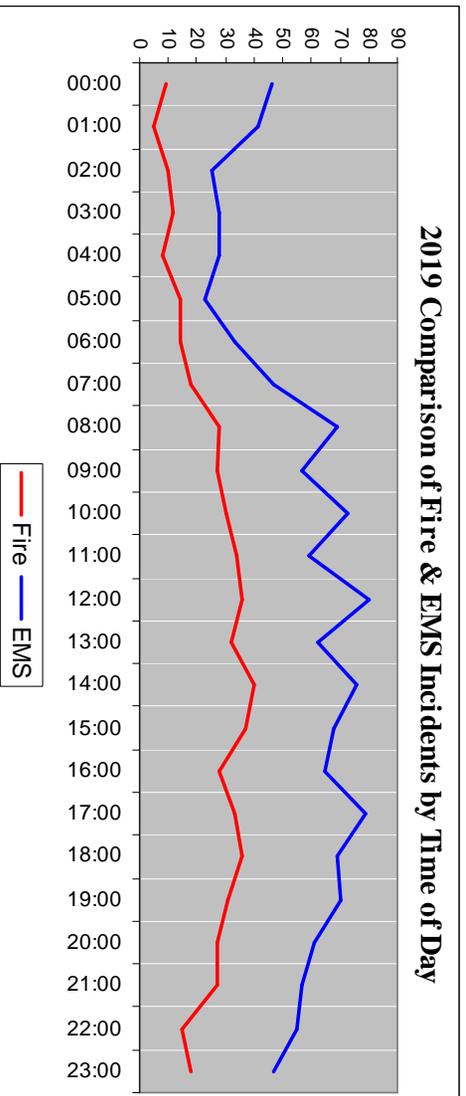
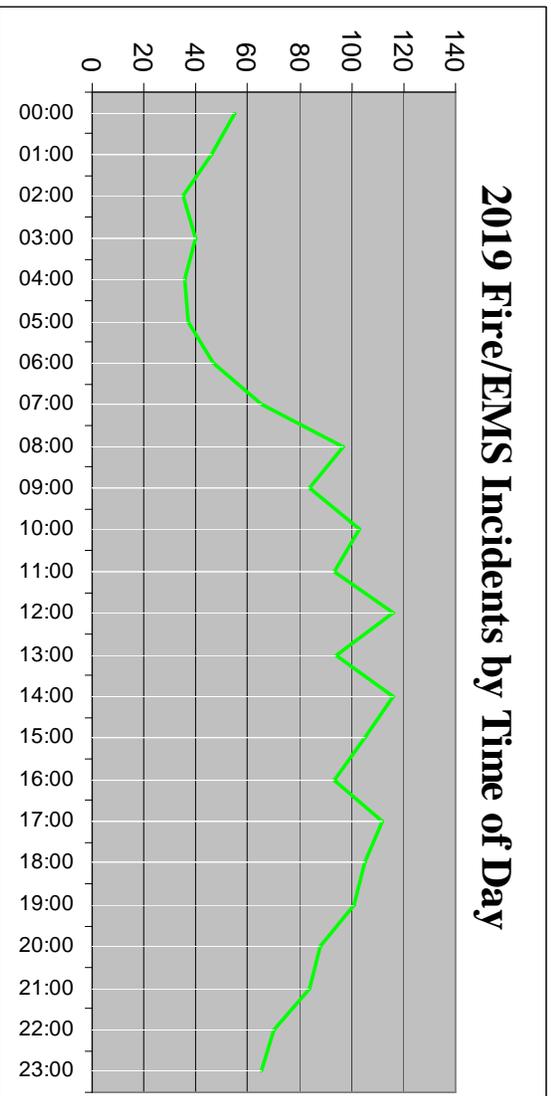
It is noteworthy that our run volume is fairly consistent with a slight peak in the late summer months.

The next graph demonstrates all calls for service, fire/incident, first response and EMS by the time of day. This answers a question often asked about the busiest time of day for the fire department. Our peak times in 2019 seemed to be between 1100 and 1800 hours.

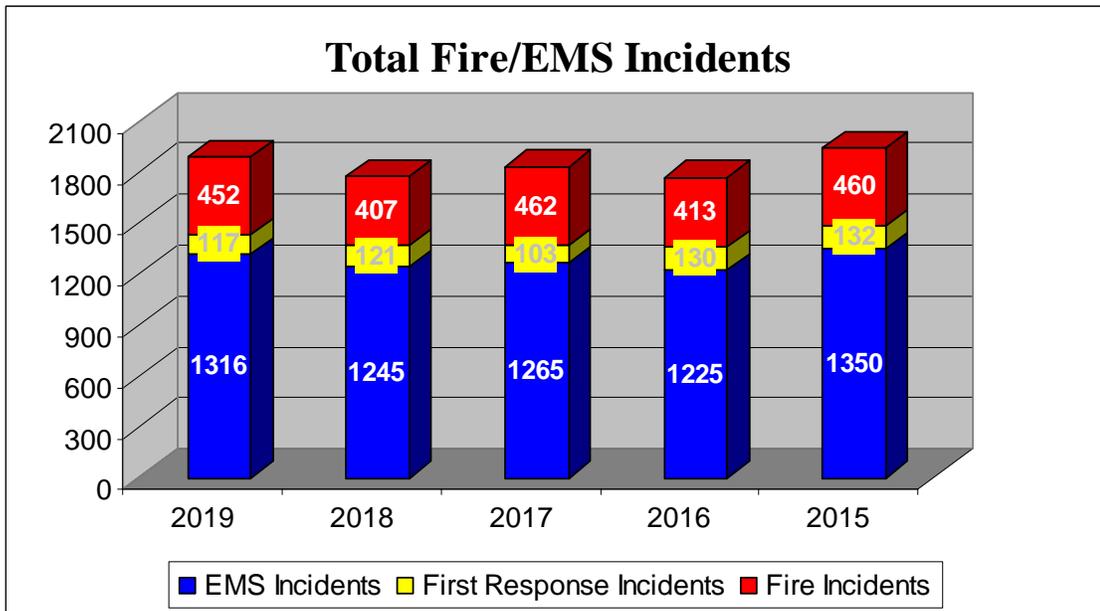
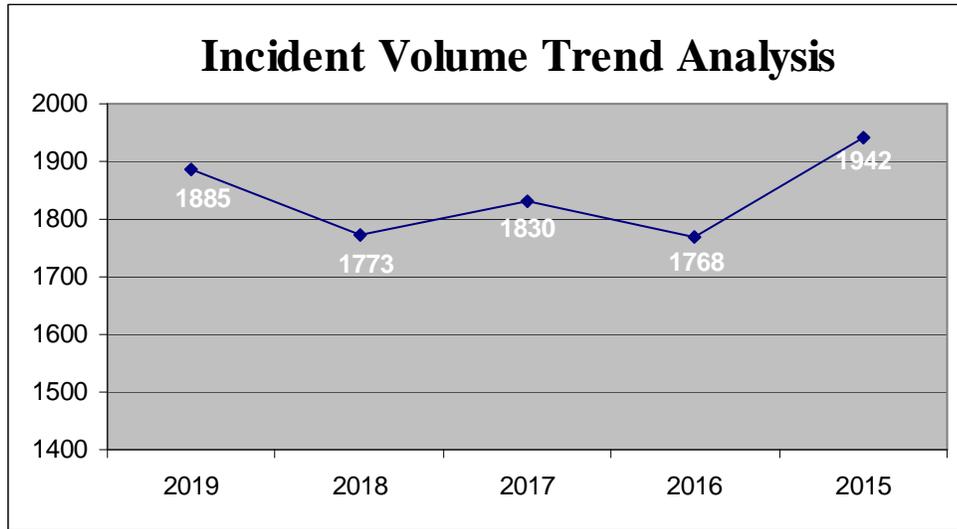
FIRE INCIDENT RESPONSE DATA(CONTINUED)



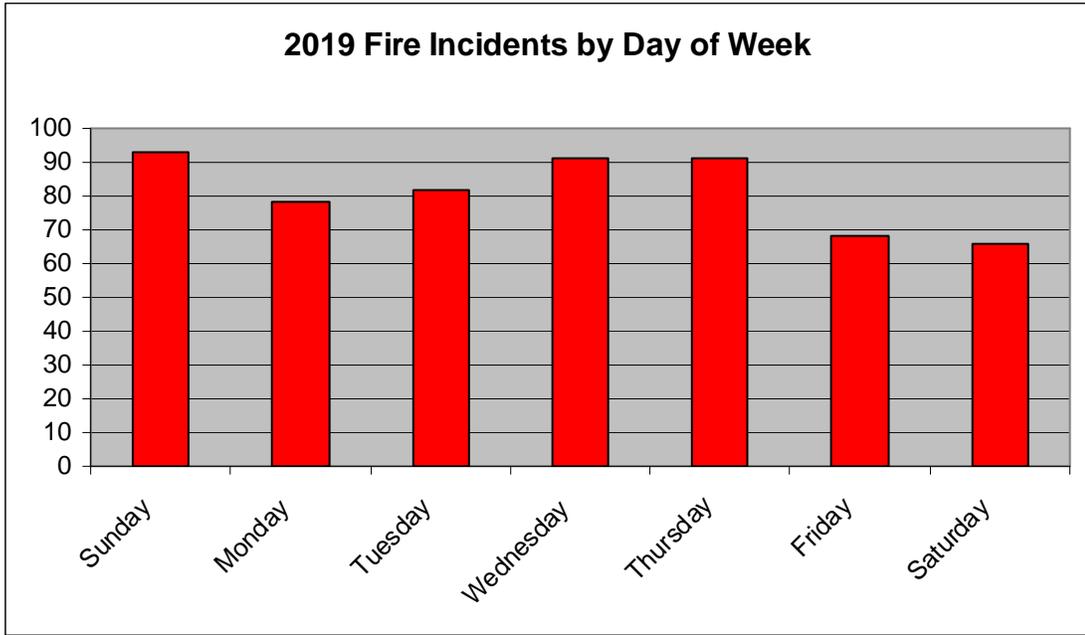
FIRE INCIDENT RESPONSE DATA(CONTINUED)



FIRE INCIDENT RESPONSE DATA(CONTINUED)

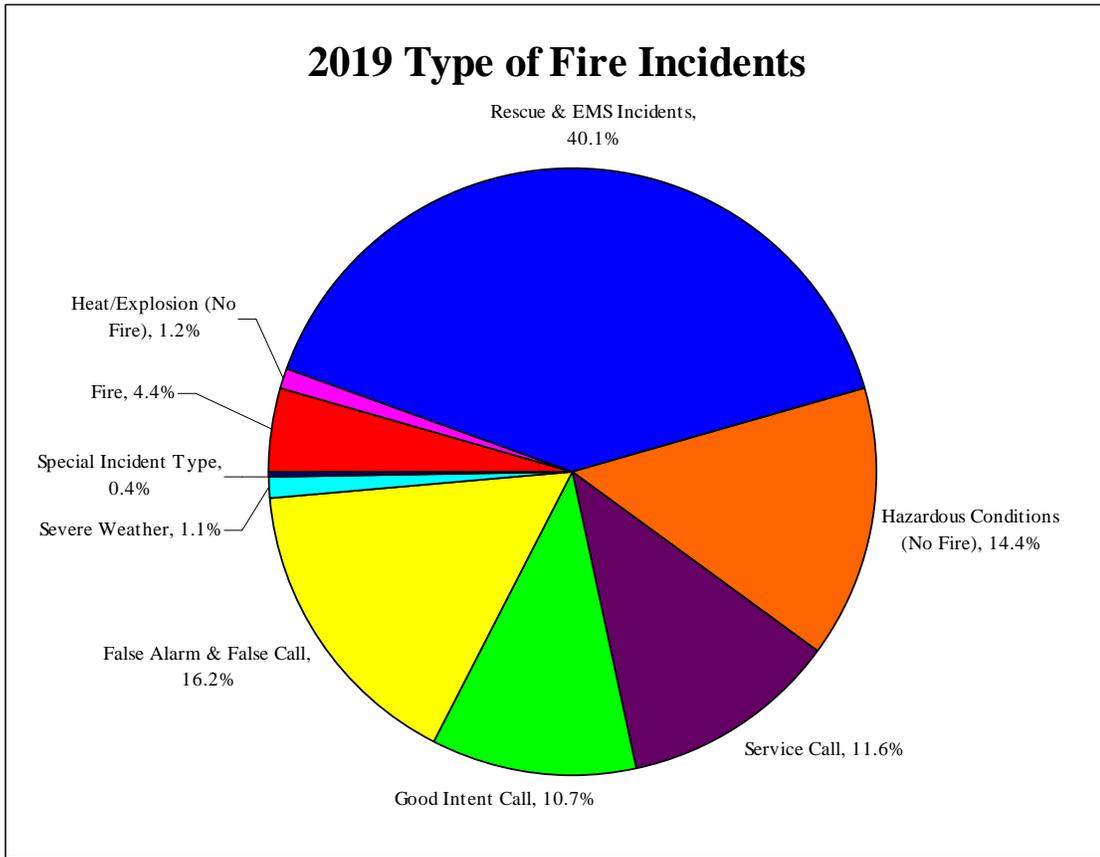


FIRE INCIDENT RESPONSE DATA(CONTINUED)



	Types of Incident Calls								
	Fires	Overpressure / Rupture	EMS/Rescue	Haz Mat	Service Call	Good Intent	False Alarm	Weather / Natural Disaster	Other Types
601	23	7	214	72	61	49	88	5	0
610	10	3	3	9	9	14	44	0	0
602	1	0	9	2	2	0	0	1	0

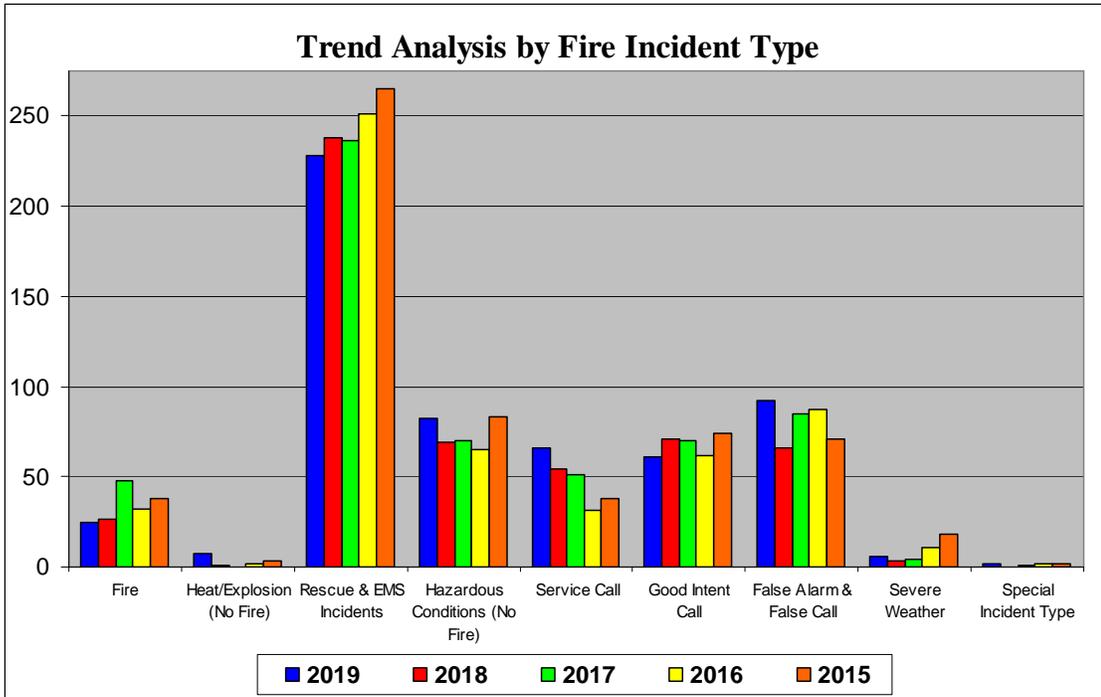
FIRE INCIDENT RESPONSE DATA(CONTINUED)



	2019	2018	2017	2016	2015
Fire	25	26	48	32	38
Heat/Explosion (No Fire)	7	1	0	2	3
Rescue & EMS Incidents	228	238	236	251	265
Hazardous Conditions (No Fire)	82	69	70	65	83
Service Call	66	54	51	31	38
Good Intent Call	61	71	70	62	74
False Alarm & False Call	92	66	85	87	71
Severe Weather	6	3	4	11	18
Special Incident Type	2	0	1	2	2

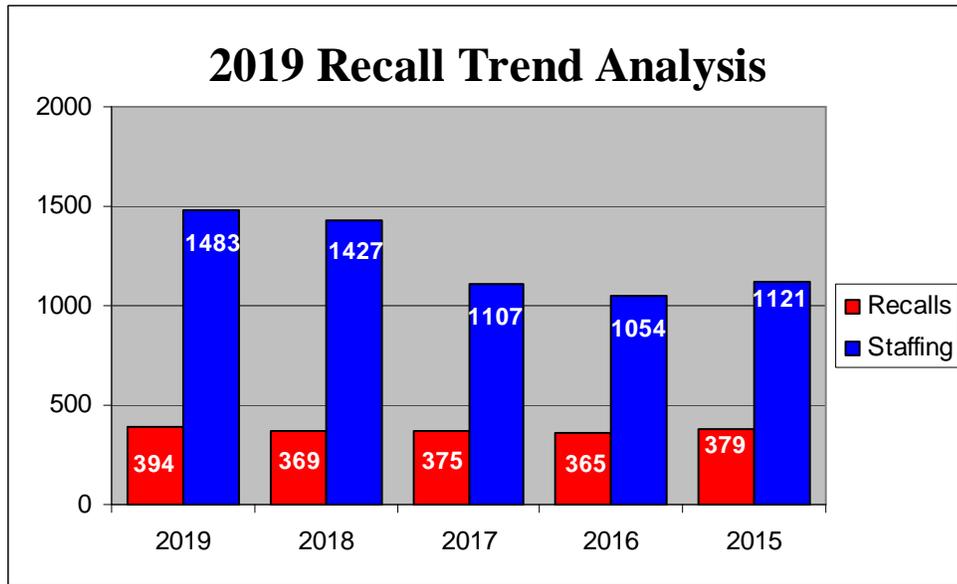
FIRE INCIDENT RESPONSE DATA(CONTINUED)

It is certainly noteworthy, that in the Fire/Incident category, 228 responses were listed as Rescue/EMS. These runs are primarily motor vehicle, first response runs or other types of accidents that require additional staffing and equipment to resolve. False alarms include alarm system activations that were accidental and not necessarily malicious in nature.



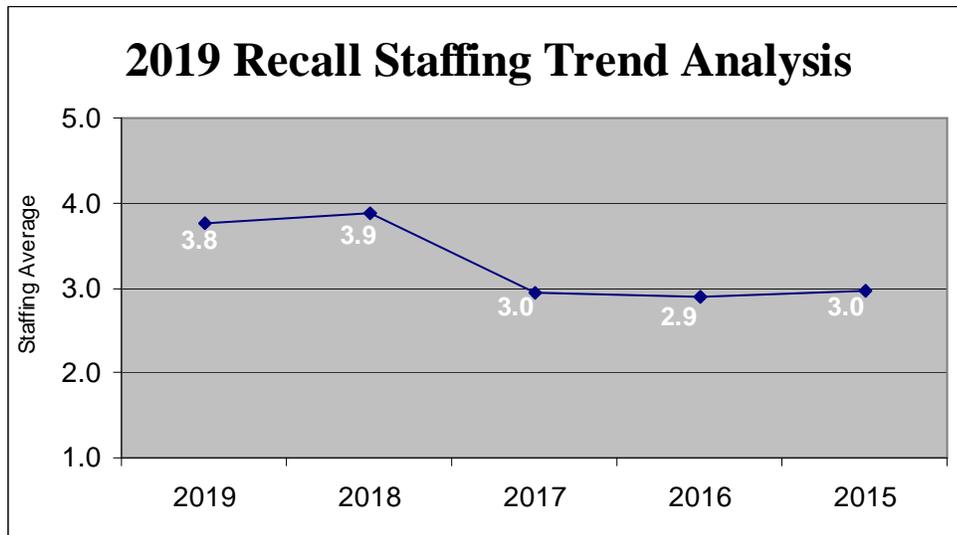
The chart above represents the increase or decrease in particular incident categories over the past five years.

FIRE INCIDENT RESPONSE DATA(CONTINUED)

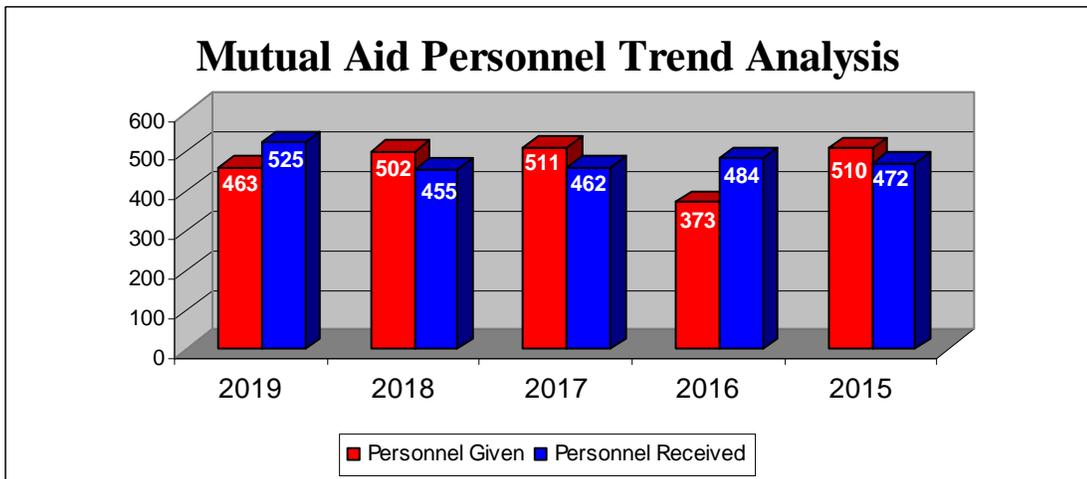
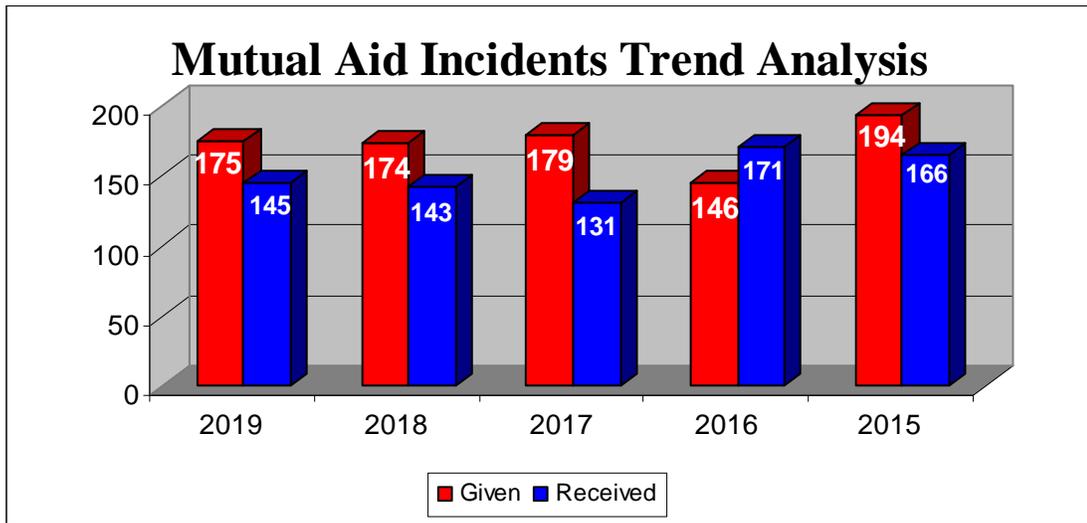


Response of Off-Duty Personnel

The number of firefighters returning when recalled is important to the firefighting ability of our department. This graph shows in 2015 – 3.0, 2016 – 2.9, 2017 – 3.0, 2018 – 3.9 and 2019 – 3.8. It is important for this trend to continue for the safety of everyone involved.



FIRE INCIDENT RESPONSE DATA(CONTINUED)



Mutual Aid

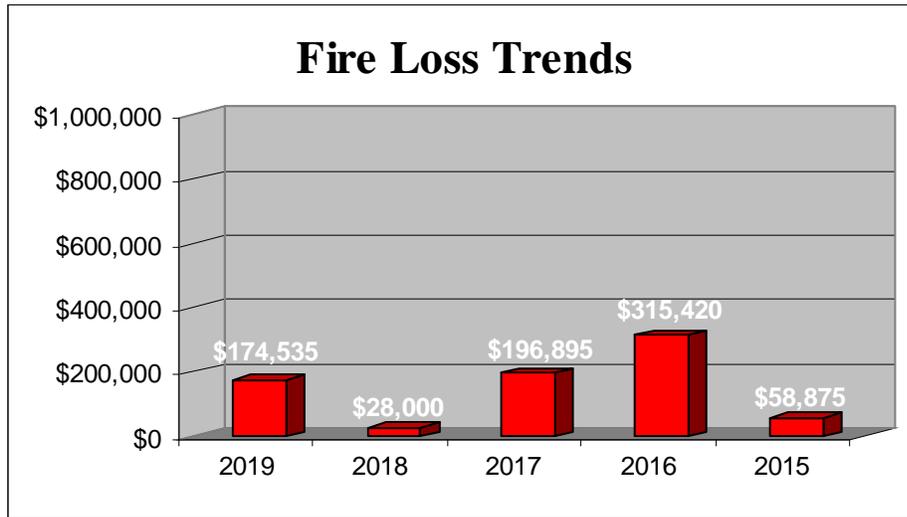
Mutual Aid continues to be an important aspect of providing quality and efficient services to our community. We rely on our neighbors, particularly Bellevue-Dayton, Central Campbell, Newport and Southgate to assist us under the following circumstances:

FIRE INCIDENT RESPONSE DATA(CONTINUED)

- Working Fires
- Large Scale Incidents
- Multiple Runs
- Automatic Response
- Units Out of Service
- Multiple EMS Runs

These graphs are reflective of our high usage of automatic response from other departments to alarms that require a first-in response greater than our on-duty capability, such as St. Elizabeth-Ft. Thomas Hospital.

Fire Loss

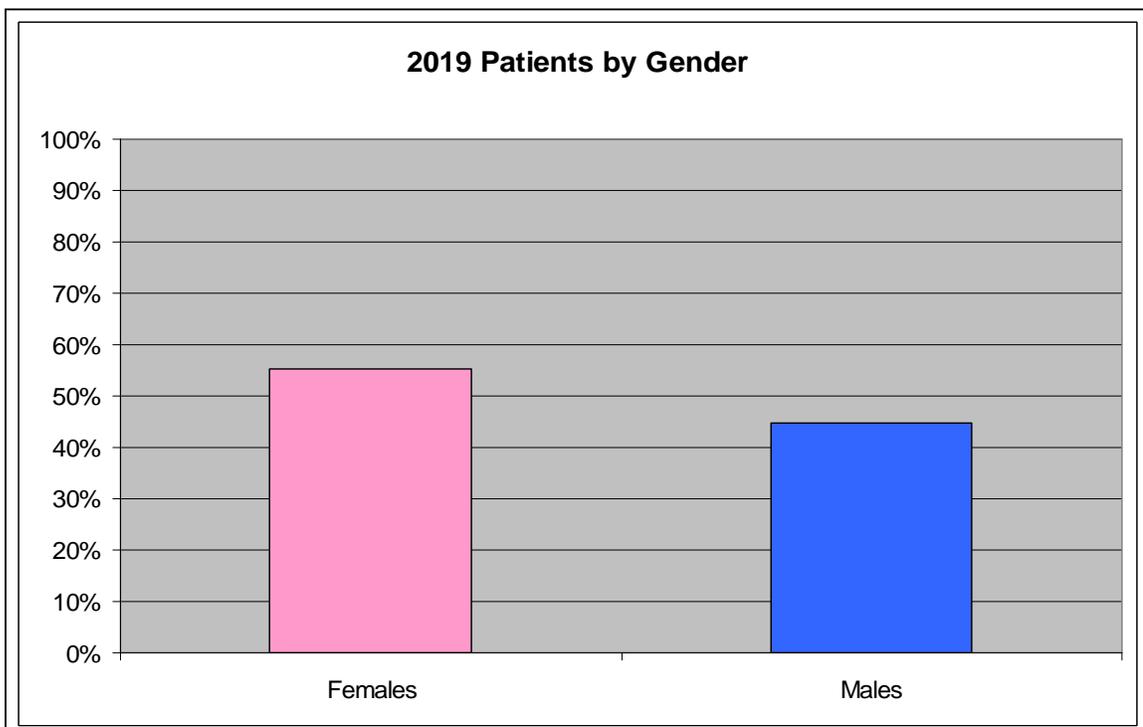
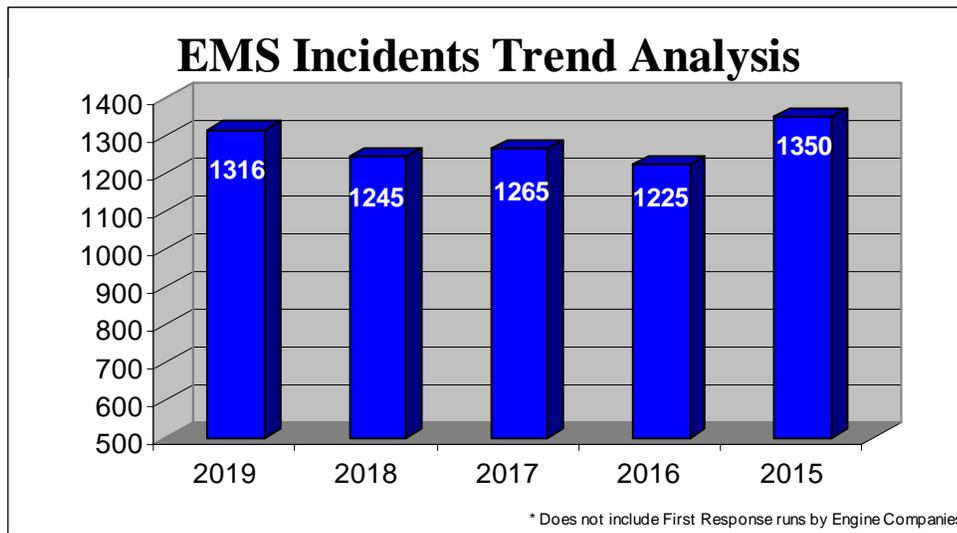


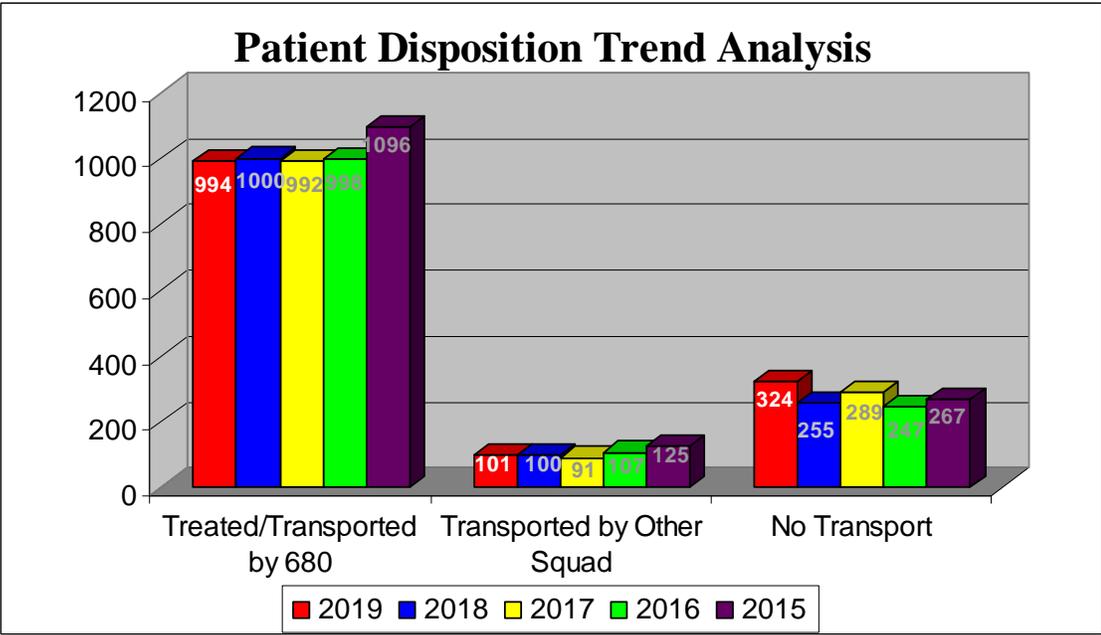
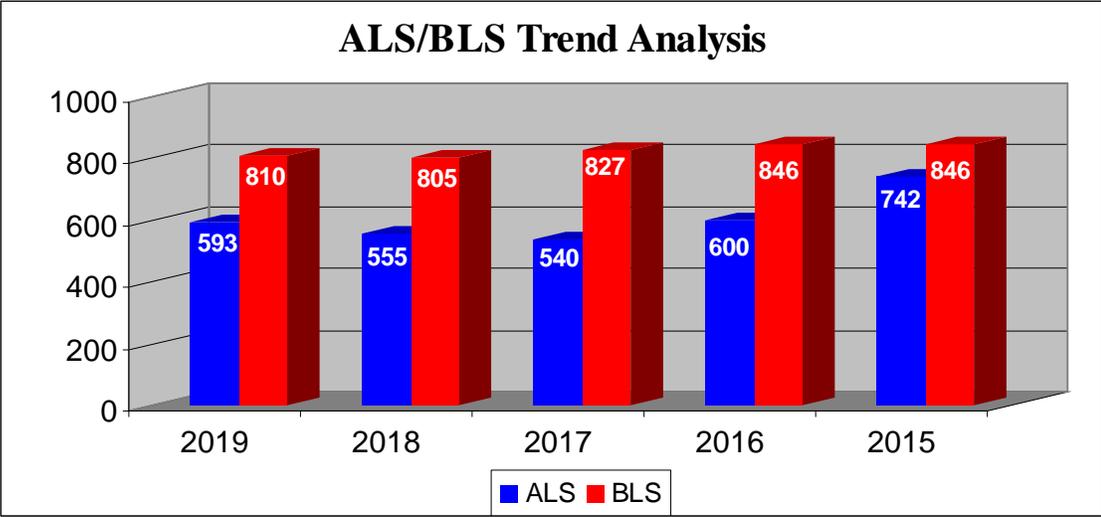
The chart above looks at the total annual fire loss over the past five years. A single large-loss fire dramatically impacts annual fire loss in our community.

EMS RESPONSE DATA

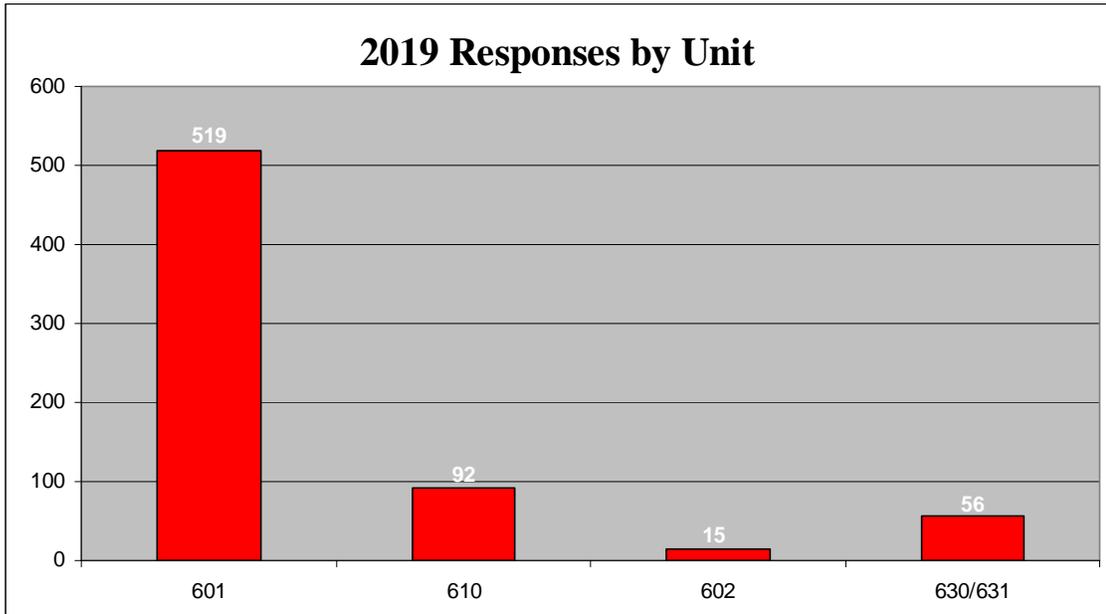
Emergency Medical Service Response

The following charts depict EMS runs in a variety of ways over the last five years. Specifically, in 2019, our department made 1316 EMS runs.



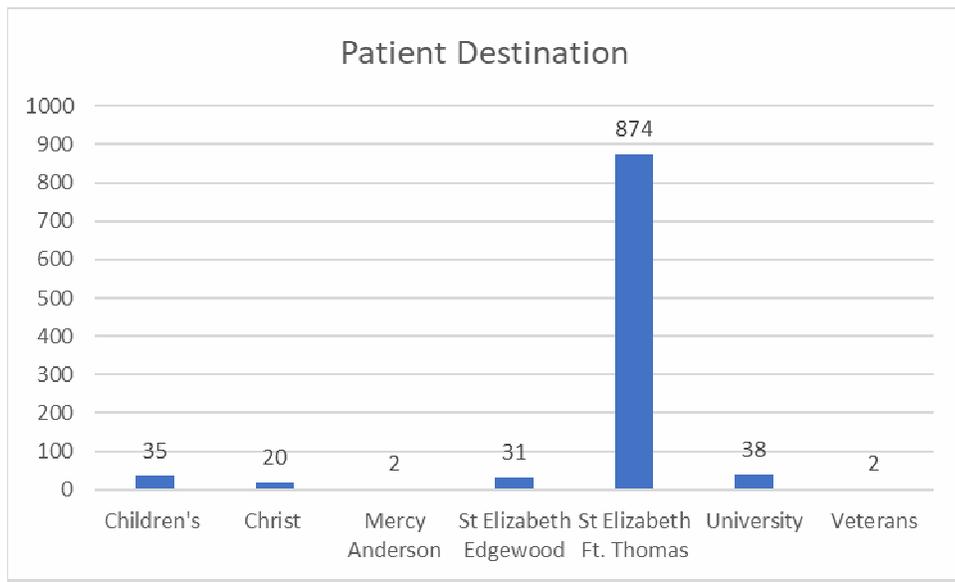
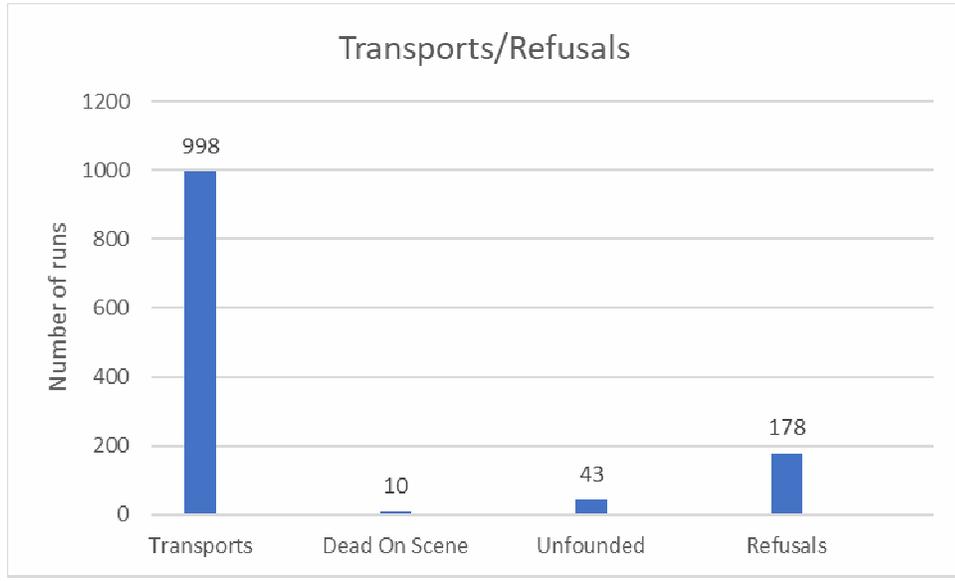


EMS RESPONSE DATA(CONTINUED)



Graphs assembled by Captain Steve Lumpp

EMS RESPONSE DATA(CONTINUED)



Graphs assembled by Captain Tammy Webster

Hydrant Data 2019 – FF/P Josh Edmondson

The City of Fort Thomas Fire Department maintains with the help of the Northern Kentucky Water District 550 Hydrants to insure the availability of water for fire suppression.

During the Fall we open and assess every hydrant and pump any remaining water out to help protect against freezing in cold weather. During this process we inspect every hydrant to make sure that it is not full of water from either faulty stem seals or ground water not draining. Then we utilize an electric bilge pump to remove the water, if the hydrant is found to be wet, we revisit the individual hydrant and will again assess for the presence of water and will pump it out again. We maintain a list of these troubled hydrants and mark them so we know in freezing weather they are not usable. These hydrants can be seen around town with a blue marker on one of the 2 ½ in outlets. Every year we submit this list to the water district to have them check and service the deficient hydrants. Over the last year we have whittled the list down to a total of 21. The water district is no longer repairing two different models of these hydrants and will begin to replace them as they fail.

We continue to update our GPS Mapping system as the flow rates change with new water lines and hydrants placed yearly. The tracking of this data helps us visually understand where we have areas of limited water supply, and helps us plan accordingly in the event we have emergency responses in those places.

During the spring and summer months we test 1/3 of our hydrants to establish what our baseline water pressures are in those neighborhoods. These numbers change as water mains are replaced or new homes are built. This process includes placing gauges on the hydrant and at the end of a 3 inch hose with a T shaped diverter to obtain a static, residual, and pitot pressure. In using our findings with a defined formula we can determine the gallons per minute of each hydrant.





*Fort Thomas Firefighters Association
I.A.F.F. Local 1928
P.O. Box 750003
Fort Thomas, KY 41075*

February 19, 2020

Chief Mark Bailey
City of Ft. Thomas
130 North Fort Thomas Avenue
Ft. Thomas, KY 41075

Chief Bailey,

The membership of Local 1928 puts a great deal of effort into being physical fit. This is commendable and something I am proud of. However, emphasizing physical fitness is somewhat of a narrow focus and ignores some pressing health issues in our profession. In an effort to ensure that our members are “well,” and not just “fit,” the membership of Local 1928 has embraced a more holistic approach.

Concerning ourselves with things like healthier eating, an awareness of the mental health risks first responders face, and mitigating our higher than average cancer risks are a few of the factors we are considering. Physical fitness remains a priority and something that we devote a substantial amount of time to, but it is no longer the sole focus of our efforts.

We encourage our members to participate in physical fitness activities as a shift. There are many benefits to this including camaraderie, encouraging each other, and holding one another accountable. Often there is an entire shift in the fitness room. Many of us have realized health improvements due to support from our peers.

I am optimistic that a holistic, big picture approach will ensure that all of us remain well and fit for duty.

Respectfully,

Tammy Webster
President
Ft Thomas Firefighters
I.A.F.F. Local 1928