



JEFFERSON COUNTY FIRE & EMS

2024



ANNUAL
REPORT

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Operations

EMS

PREVENTION

TRAINING

Jefferson County Fire & EMS

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Madras, Oregon 97741

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MESSAGE FROM THE FIRE CHIEF



I am pleased to present the 2024 Annual Report for Jefferson County Fire & EMS. This report highlights the dedication and hard work of our team to provide the best service possible to the residents, business owners, and visitors of our community. Despite facing a variety of challenges, our commitment to serving you with well-trained, dependable, and compassionate employees and volunteers remains unwavering.

Throughout this report, you will find a summary of our accomplishments and personal accounts from staff, which reflect our collective desire to continue improving the services we provide. While we have much to be proud of this year, we also recognize the setbacks that have made 2024 a particularly difficult year for us.

One of the largest and most frustrating obstacles we have faced has been related to the dissolution of the EMS district and the subsequent Medicare/Medicaid security breach. What was expected to take only 5-9 months has now extended to 16 months, causing a delay in revenue which brought forth a budget shortfall. In addition, we are dealing with lower reimbursements and rising operational costs that have placed significant pressure on our budget.

As a result, we find ourselves in a financial crunch, which will unfortunately require us to make difficult decisions, including staff reductions and other necessary budget cuts. Please know that this decision is not taken lightly, and we are doing everything in our power to secure additional funding and to ensure that we can continue delivering essential services to our community.

In an effort to be transparent, you will also find a press release within this report, addressing the financial challenges the department has been facing. It is important to us that we are open about both our successes and our struggles because we believe that transparency builds trust. Our community deserves to know how we are working to resolve these issues, and we remain committed to doing so in a way that is in the best interest of everyone we serve.

2024 has been a difficult year for many reasons, including an especially challenging fire season. However, despite the hurdles, our team has shown incredible resilience, and we have worked hard to build stronger relationships with the community and our partner agencies. Moving into 2025, we remain focused on finding ways to improve response times, increase the reliability of our equipment, and ensure that we are ready to meet the needs of our growing community.

Looking ahead, it is clear that we will need additional funding in the near future. Given the growth of Jefferson County, the ongoing lack of adequate EMS funding, and changes in state and federal politics, we anticipate that we will need to explore options such as adjusting the permanent tax rate or finding other funding mechanisms. These steps will be crucial to ensure that we can continue to serve our community effectively.

On behalf of everyone at Jefferson County Fire & EMS, I want to express our gratitude for the continued support we have received throughout 2024. It is your trust and collaboration that allows us to keep moving

forward. If you have any questions or would like to discuss any aspect of this report, please don't hesitate to reach out. My staff and I are always happy to sit down, talk, and share a cup of coffee with you.

Thank you for being a part of this journey, and we look forward to serving you with dedication and pride in 2025.

Sincerely,

Jeffrey Blake, Fire Chief

Jefferson County Fire & EMS



See below for press release:

Media Release: Regarding Reported Financial Issues

Jefferson County Fire & EMS acknowledges recent concerns and allegations regarding an anonymous letter sent to the media. As the Fire Chief of our organization, I would like to address the issues raised in the letter including misuse of funds, layoffs, and PERS retirement accounts. Jefferson County Fire and EMS is committed to addressing these issues transparently and responsibly.

Misuse of Funds: There has not been any misuse of funds in our organization. All funds that have been spent have been used for the operations of the fire department and the improvement of services and equipment. Funds have been used for the upgrade of computer systems, improved patient care charting, temporary remodel of the fire station to accommodate our diverse staff, and enhanced training programs, in addition to improvement of equipment and apparatus.

After moving the fire and EMS personnel into the station in April of 2022, it became clear that we needed to expand the fire station for additional personnel. At that time the fire department allocated money to design the station expansion because we had adequate reserves. The attempt to have the design completed was so the department could apply for a Capital Funding Request from the state legislature.

The district has applied for this request twice with the State of Oregon but was unsuccessful because the design portion of the project was not complete at the time. The applications to the State Legislature were intended to reduce the bond amount to the taxpayers. The district will apply for a third time this session.

In July of 2022, Jefferson County Rural Fire Protection District #1 and Jefferson County EMS District merged creating a more complicated organization. New systems needed to be developed, new policies drafted, employees consolidated, and the financial system combined. This has been a long and challenging process.

PERS Contributions: The agency recognizes the critical importance of retirement accounts and has taken immediate steps to rectify any issues related to PERS contributions. The joining of two employee classifications into one is a process that must be communicated effectively within the Oregon PERS system. The communication between PERS and our agency was a struggle on both sides and a long process. Initial direction from PERS was to hold PERS until the process was defined, and approved contribution rates were confirmed, before the district deposited funds to lessen confusion. The transition process with PERS took many months, and I failed to provide proper oversight of the project. District leaders are working diligently with PERS representatives to resolve this situation and ensure that all staff contributions are brought up to date. The department is currently paying this debt and will have this paid in full as our EMS billing revenue stabilizes. PERS provided a letter to staff stating they “will get all earnings due to them as if their data had been reported monthly from 7/31/2022.” To be clear, this situation will not affect our employees’ PERS retirement.

Budget Challenges: Jefferson County Fire & EMS has faced significant financial challenges, particularly since the vote to dissolve the EMS district in May 2023. After the ballots were sent out, but before the votes were due, Jefferson County Fire and EMS became aware the district would lose its ability to bill for EMS revenue until a new tax ID number and Medicaid and Medicare numbers were received.

Because there was no way to cancel the election, or modify the ballot, in July 2023 the district could no longer bill for EMS revenues and began using reserves to cover operating expenditures. As the election results confirmed the passing of the dissolution of the old EMS district, staff began requesting new tax ID, Medicare and Medicaid numbers. Initial estimates anticipated a nine-month process to establish the new billing numbers and stabilize the EMS revenues. It has taken 16 months to begin receiving regular monthly EMS deposits. Those challenges were in addition to effectively establishing a new entity, delays by administrative agencies, rebuilding the billing software and the breach with the national Medicare and Medicaid system.

The district has been able to collect some of our past missed billing, but we are still waiting for a significant amount. These delays in revenues necessitated the department's need to receive a tax anticipation loan from Jefferson County, which was paid off on December 3, 2024.

Currently the district is actively working to build the combined financial system and improve internal financial management and oversight, ensuring both management and the Board of Directors are fully involved in all budgeting decisions. The district has implemented more robust fiscal controls and transparent practices moving forward and continues to improve these practices.

Staffing and Layoffs: Jefferson County Fire & EMS is committed to maintaining the staffing levels necessary to ensure that we continue to provide exceptional service to our community. However, due to the current financial challenges listed above, the district is facing difficult decisions regarding staffing. While we recognize the essential role every staff member plays in our operations, the organization may be facing a lay off or furlough of employees. The district is exploring all options to address this challenge, including cutting expenses, seeking additional funding sources, restructuring, and carefully evaluating how to manage the workforce in the most cost-effective and sustainable way. We are committed to finding solutions that minimize the impact on our dedicated staff and community.

The current staffing model has allowed Jefferson County Fire and EMS to handle the call volume, continue to provide interfacility transfers to Bend and Redmond, and provide sufficient personnel to handle more calls that are occurring simultaneously. It has also allowed us to handle the increased fire activity the department experienced this past summer in the district.

The low permanent tax rate, decrease in ambulance reimbursement rates and inflationary cost have made maintaining this proven staffing level increasingly difficult.

We were fortunate to have the community vote for a bond measure in May of 2024. This was the first request for funding in 24 years. Unfortunately, the bond can only be used for capital expenses and equipment. This bond will not help our current staffing level. During the 2025 Oregon legislative sessions our department along with many other fire departments are seeking assistance in improving EMS and fire funding.

Commitment to Staff: Jefferson County Fire and EMS values the dedication of the personnel and are prioritizing the resolution of these issues. Leadership will continue to provide regular weekly updates to our staff and the public as we work through these challenges.

Community Assurance: Jefferson County Fire & EMS remains committed to providing the highest level of service to our community. We will take all necessary actions to resolve current financial and operational challenges and ensure the long-term viability of the agency.

Since the merger of the two organizations the community receives and will continue to receive 24-hour fire and EMS coverage, improved response times and increased resource reliability.

For further information or questions, please contact Jefferson County Fire & EMS.

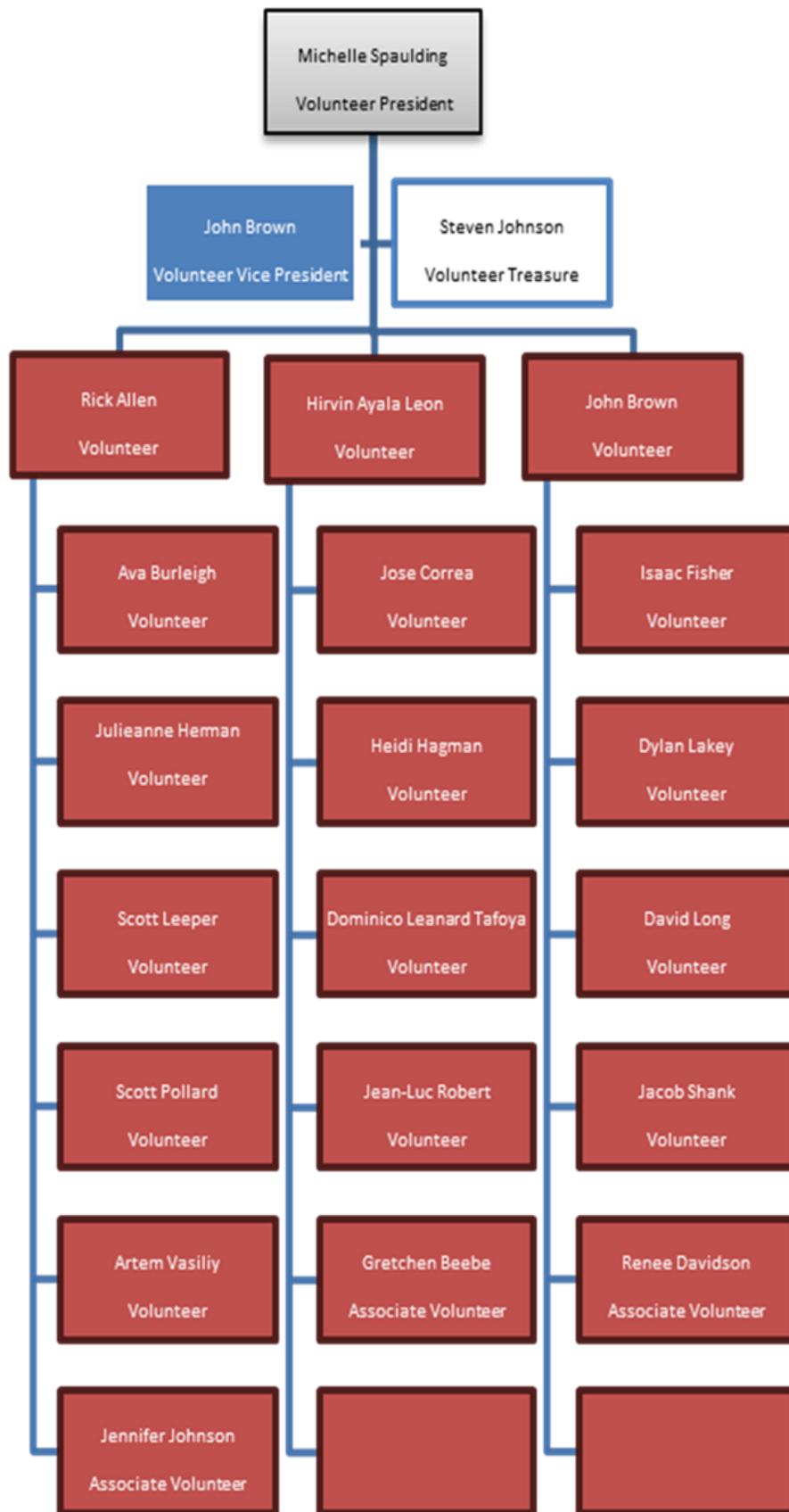
Members of Jefferson County Fire & EMS



Paid On – Call Part – Time Program



Jefferson County Fire & EMS Volunteer



Volunteer Program



The volunteer program has always been a cornerstone of our organization. Our success over the years would not have been possible without the dedication and service of our volunteers. In 2023, significant changes were made to the program to align with our current staffing model. This program remains crucial for our community, offering opportunities for individuals at various stages in life, including:

- Students exploring a future in emergency services
- Individuals seeking a career change
- Retirees looking to give back to the community

We provide volunteer opportunities in emergency response and support roles, ensuring a well-rounded and committed team. A key focus is building a strong truck company to support our line staff and respond to emergencies as needed. This truck symbolizes the pride and dedication of our organization, and our volunteers are excited to be part of it.

As we move into 2025, we will focus on strengthening our volunteer program by:

- Increasing recruitment and retention efforts
- Fostering a positive culture between staff and volunteers, promoting a team-building atmosphere
- Developing new incentives to encourage volunteer participation
- Establishing a ladder company
- Creating more opportunities for volunteers to engage in daily operations

Our volunteers are truly the heart and soul of our organization. Their selfless dedication is invaluable, and we remain committed to supporting and growing this essential program.

Operations

The year 2024 was marked by high operational demand, with **3,499 calls for service**, including medical emergencies, rescues, and fires. Throughout the year, we averaged **9-10 calls per day**, with an uptick during the summer months. Notably, wildfires burned over **6,000 acres** within our district, including the **Elk Lane Fire**, which consumed **5,200 acres**, required evacuations, and led to the invocation of the **Oregon Emergency Conflagration Act**.

The Oregon Emergency Conflagration Act

The Conflagration Act allows the State Fire Marshal to mobilize additional resources when a wildfire surpasses the capabilities of local fire services.

How it works:

- The Governor invokes the act when a fire poses a significant threat to life, safety, and property.
- The State Fire Marshal can request additional firefighting resources from other agencies and states.
- These resources assist local fire services in containing and controlling the fire.

Past Invocations:

This act has been used for numerous wildfires, including the **Elk Lane Fire, Falls Fire, Rail Ridge Fire, Shoe Fly Fire, Lone Rock Fire, and Rum Creek Fire.**

Invocation Authority:

- The **Governor of Oregon, Tina Kotek**, has the authority to invoke the act.
- In the Governor's absence, the **Superintendent of State Police** may invoke it.

Key Achievements in 2024

- **Mutual Aid & Partnerships:** We provided support through mutual aid, immediate need responses, and conflagration deployments to neighboring agencies.
- **BLM Fire Services Contract:** Partnered with the **Bureau of Land Management (BLM)** for contracted fire services, providing our firefighters with critical field experience.
- **Bond Approval:** Successfully passed a bond in May 2024 to remodel our Madras station, with construction beginning in January.
- **Grant-Funded Staffing:** Utilized an **OSFM grant** to enhance staffing for Red Flag warning days and fire callbacks.
- **SAFER Grant Impact:** The **\$774,962 SAFER Grant** enabled us to employ two additional firefighters and one deputy chief of prevention. In 2024, the grant covered **75% of their wages**, with the district funding the remaining **25%**.

Goals for 2025

- Establish clear policies and procedures for enhanced efficiency.
- Continue equipment evaluations and make necessary purchases to improve operational safety.
- Implement **Blue Card Command** for standardized incident management.
- Support the completion of **Strategic Planning** initiatives.

Despite a fast-paced year, we have accomplished remarkable progress. Looking ahead, we remain committed to strengthening partnerships, enhancing community engagement, and building a top-tier fire and EMS department in Central Oregon.

Staffing Overview

We currently have **21 line positions**, including two funded by the OSFM firefighter grant. **19 positions are filled**, distributed as follows:

- **A Shift:** 7 personnel
- **B Shift:** 6 personnel
- **C Shift:** 6 personnel
- Shifts operate **48 hours on, 96 hours off**

Administrative & Support Staff

- **Chief**
- **1 Administrative Assistant**
- **1 Billing Specialist**
- **3 Deputy Chiefs** (1 funded by the OSFM Grant)
- **1 Training Captain**

- **1 Support Services Captain**

Grants & Funding

We actively pursued multiple grants to secure funding for operations, staffing, and equipment.

Successful Grants:

- **OSFM SAFER Grant** – \$774,962 (Three positions for three years)
- **Oregon Parks & Recreation UTV Grant** – \$45,000
- **OSFM Summer Staffing Grant** – \$35,000
- **OSFM Fire Danger Signs for Madras** – Funded
- **OEM Communications Grant for Radios** – \$25,000

Pending & Unsuccessful Grants:

- **FEMA AFG Grant** – \$375,000 (Pending)
- **BLM Fuels Management & Community Fire Assistance** – \$900,000 (Submission early 2025)
- **Air Burners Grant** – (Submission early 2025)
- **Ready Set Go Grant** – (Unsuccessful)

Call Statistics for 2024

- **Total Calls: 3,512**
 - **Fire: 113**
 - **Overpressure Rupture, Explosion, Overheat (No Fire): 3**
 - **Rescue & EMS Incidents: 2,704**
 - **Hazardous Conditions (No Fire): 32**
 - **Service Calls: 158**
 - **Good Intent Calls: 447**
 - **False Alarms & False Calls: 54**
 - **Severe Weather & Natural Disaster: 0**
 - **Special Incident Types: 1**
- **Average Calls Per Month: 292**
- **Average Calls Per Day: 10**

Call Distribution:

- **Madras: 3,170 calls**
- **Culver: 329 calls**

This year has been one of growth, challenge, and achievement. As we look to 2025, we will continue to enhance our operations, support our personnel, and serve our community with dedication and professionalism. Together, we will strive to make **Jefferson County Fire & EMS** the best fire and EMS department in Central Oregon.



Emergency Medical Services (EMS)



EMS continues to dominate the call volume of this agency. Here is the breakdown of our EMS-related calls. Interestingly, interfacility transfers, sick people and falls are always the top 3 types of calls and motor vehicle crashes always seem to make the top 5.

Runs by Dispatch Reason

Incident Complaint Reported By Dispatch (eDispatch.01)	Number of Runs	Percent of Total Runs
Transfer/Interfacility/Palliative Care	495	19.18%
Sick Person	410	15.89%
Falls	369	14.30%
Traffic/Transportation Incident	155	6.01%
Breathing Problem	148	5.73%
Unconscious/Fainting/Near-Fainting	114	4.42%
Chest Pain (Non-Traumatic)	97	3.76%
Abdominal Pain/Problems	87	3.37%
Convulsions/Seizure	86	3.33%
Traumatic Injury	68	2.63%
Well Person Check	62	2.40%
Overdose/Poisoning/Ingestion	56	2.17%
Hemorrhage/Laceration	52	2.01%
Heart Problems/AICD	49	1.90%
Stroke/CVA	43	1.67%
Back Pain (Non-Traumatic)	42	1.63%
Diabetic Problem	38	1.47%
Assault	30	1.16%
Medical Alarm	26	1.01%
Assist Other Agency	24	0.93%
Psychiatric Problem/Abnormal Behavior/Suicide Attempt	23	0.89%
Altered Mental Status	19	0.74%
Headache	11	0.43%
Cardiac Arrest/Death	9	0.35%
Allergies	8	0.31%

Incident Complaint Reported By Dispatch (eDispatch.01)	Number of Runs	Percent of Total Runs
Assault - Sexual	8	0.31%
Choking	8	0.31%
Heat/Cold Exposure	7	0.27%
Healthcare Professional/Admission	6	0.23%
Standby	5	0.19%
Unknown Problem/Person Down	5	0.19%
Animal Bite	3	0.12%
Airmedical Transport	3	0.12%
Fire	3	0.12%
Pregnancy/Childbirth/Miscarriage	2	0.08%
Stab/Gunshot Wound/Penetrating Trauma	2	0.08%
Structure Fire	2	0.08%
Nausea	1	0.04%
Burns/Explosion	1	0.04%
Carbon Monoxide/Hazmat/Inhalation/CBRN	1	0.04%
Drowning/Diving/SCUBA Accident	1	0.04%
Eye Problem/Injury	1	0.04%
Intercept	1	0.04%
	Total: 2,581	Total: 100.00%

Equipment

Ambulances

We picked up the new ambulances last March. It took about a month to get the new radios situated. The patient care compartment is the largest that has ever served this area. It makes sense when you consider the outside compartments were specifically designed to house multiple types of equipment, including the crew's individual fire PPE and fire tools. We are working on ordering another ambulance which will be identical to these two, with some minor adjustments. The new purchase will be about two years out.



Suction, Portable

Portable suction is important to have when you are providing airway care. Good suction can be difficult to maintain if you do not have equipment that is very adequate. We have struggled with this until now. We finally updated our portable suction on our ambulances with the SSCOR portable suction device. It doesn't fit in our airway kits like the old ones did but they far out-perform the old ones.



Protocols

Dr. Luke Welle, the District's Medical Director, has done the lion's share of updating the protocols for the East of Cascades Emergency Medical Services (ECEMS), an organization representing the EMS agencies in the Tri-County region. He has also made some additions to JCF&EMS specifically to cover our new upcoming ventilators.

Supply Shortages

When the company, Baxter, sustained major damage to their factory from the hurricane in North Carolina that created a severe shortage of normal saline and other IV solutions. We managed to get a large order of IV solutions just before supply chains started to ration their stock. We have been fortunate in not running out of the solutions needed.

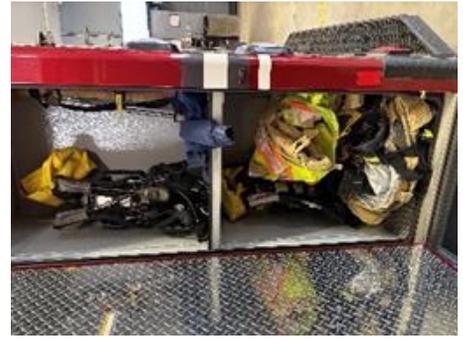
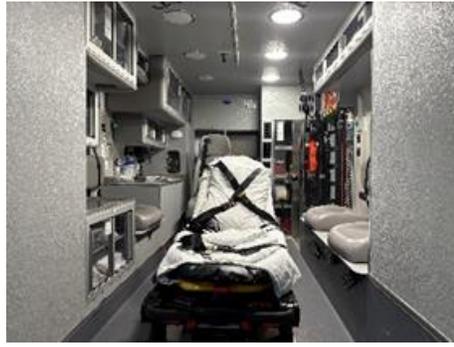
Training

In 2024 there were 185 hours of EMS training provided. These hours included the following topics:

- 54 hours of Cardiac and Respiratory
- 39.5 hours of Medical
- 34 hours of Trauma
- 2 hours of OB
- 5 hours of Pediatric

50 hours of Other EMS related topics

Some advanced courses are offered every other year as the certification for them is good for two years. These courses are Advanced Cardiac Life Support for Experienced Providers, which was completed this year, and Pediatric Advanced Life Support which was completed in 2023.



C- Shift EMS Training



A- Shift EMS Training

Future

CCT

We are still researching the possibility of providing Critical Care Transport (CCT). Danielle Peckham, our EMS biller, and Deputy Chief Mike Lepin travelled to Washington County to meet with the CCT crew of Metro West Ambulance and talked about equipment needed for different level of care and how to bill for these types of services.



The goal of providing critical care transport is at least five years out. However, what we are succeeding in doing is moving towards providing specialty care. Specialty Care transfers are a type of transfer that requires more

training than our typical paramedics receive. With an addition of a specialized transfer ventilator we will be able to provide transfers for patients who are on bi-pap treatment and eventually patients who are on high-flo nasal cannula treatment.

We were successful in obtaining a grant of \$15,000 from St. Charles Medical Center to help purchase one of two Hamilton transport ventilators. We received those funds in January so in early 2025 this type of service will be operational.

Single Role ambulance

This is still a goal. Having another ambulance to help with calls, especially inter-facility transfers during the peak hours would be a great benefit, allowing us to assist the hospital in moving patients as well as responding to 911 calls. We will most likely utilize part-time staff when we first start this program and as call volume continues to grow, eventually move to employing full-time staff. I am hoping to see this come about in the next year.

Conclusion

The EMS Division is progressive in planning for the future. We are taking into consideration how we can best provide service to our community while maintaining a good partnership with our local hospital. In this, we are expanding our capabilities beyond what other Fire Departments in the area are doing, specifically with specialty care transfers. This will help to make our department more financially stable yet provide a quicker response to our constituents requiring special respiratory care in transport.

We are hopeful this will culminate into a successful program that will bring in critical care and make our agency a unique gem in our community.

Respectfully submitted,

Michael Lepin

Deputy Chief of EMS

Fire Prevention



Public Education: Protects life and property through education, building, design review, fire and life safety code enforcement, fire investigations and community risk reduction programs.

In 2024 the district was actively involved in targeting numerous objectives in Prevention. The district was able to conduct 24 Defensible Space Assessments for our constituents. These assessments provided homeowners with one-on-one meetings with the Prevention Chief and discuss, in detail, how to properly identify and correct any areas on their property that can hinder their homes from being “fire resistive.” The interactions spurred numerous phone calls and appointments for the assessments. Areas that were most involved were in the areas of Round Butte, Juniper Butte, Canyon View Estates, and the Ranchos. All which are identified in the Community Wildfire Protection Plan for Jefferson County.

The district was also very active in commercial plans review and building inspections for 2024. The district was able to meet and discuss over forty-three different projects with the City of Madras and Jefferson County Building Department. This continued partnership ushered in the improvement in communication between City Planning and the fire department. The district was able to communicate the “why” behind commercial business license inspections and to help modify some of the process for business owners when filling out business license. Examples would be to notify the district if the occupants were completely changing the use of the building. This “change” would help the district to notify County Building and provide a more well-rounded inspection.

For the 2024 year the district was able to successfully conduct forty-six commercial building inspections. Other changes that are of note is that the district now utilizes Image Trend completely for documentation of inspections and has gone away from paper forms. This change will help to facilitate rapid access to inspections from all staff. Where in the past, having knowledge of the where, when, and the forms were stored was a bit of headache to determine. Going forward this will be the primary method for documentation of inspections. The district was also able to implement several new policies for Prevention. These policies were designed as a road map and tool for the crews to follow whenever the situation arose. Policies for outdoor burning, inspections, and investigations were developed and placed into use.

All of the code enforcement, plans review, investigations, and inspections would not have been easily achievable if it were not for the Department of Oregon Fire Marshals. The organization was paramount in advising in complex building plan reviews and helping to fill the gap where one individual could not physically do the work all by themselves. This relationship is integral to the district in more ways than we can count! The success and implementation of the area of prevention would not be possible without the Staffing Grant that supports the Fire Marshal position. In the eyes of OSFM we as organization successfully stay on track with intent of the grant meeting every benchmark along the way.

The district was very involved with community in 2024. We were able to conduct several events from Fire Free Weekends, National Night out with local Law Enforcement, all holiday parades for the cities of Madras and Culver, and many more great events! A huge shout out to all of crews and volunteers for stepping up and having the best attitude in providing apparatus and their faces to these events. Constant praise was had by the community as was heard regularly by the administrative staff.

Looking forward to 2025 will be an uphill challenge for prevention and public education. The ability to have staff readily available to meet the publics needs will be stressed and may not be achievable. For prevention and public education to have the continued success that it has an intent focus on partnerships and thoughtful communication will be paramount. The areas that must not be forgotten or neglected will be commercial inspections. These inspections over a great avenue for the taxpayers of the district to have meaningful one-on-one conversations with their public servants. These thoughtful interactions can spur healthy education in fire and life safety as well as serve as a mechanism for understanding the district operationally. As staff may come and go, and the local knowledge leaves the area, this aspect of the fire service must stay in the fore front of the districts minds. I wish the best of luck to the district in 2025.

Sincerely,

Jared Earnest

Deputy Chief of Prevention

Fire Training



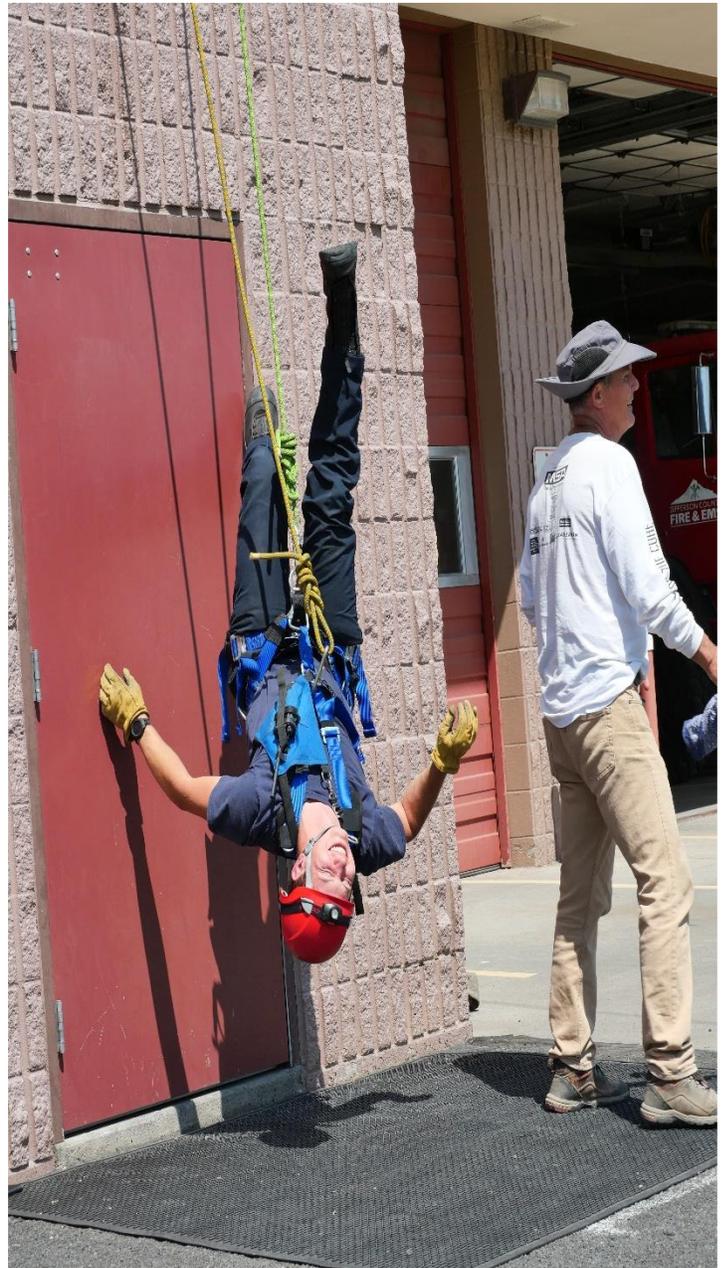
Fire training continues at JCFEMS.

As well as regular shift training, several multi-day academies were held including Firefighter I, Driver, Pumper Operator, Mobile Water Supply Operator, Hazmat, Live Fire Instructor and Rope Rescue.

Firefighter II training has been completed, and we should see certifications in 2025. Several other fire certifications were earned in 2024.

Number of Certifications Earned in 2024

<i>Wildland Fire</i>	
Firefighter Type 2 (FFT2)	11
Firefighter Type 1 (FFT1)	3
Engine Boss, Single Resource (ENGB)	4
Division/Group Supervisor (DIVS)	1
<i>Firefighter</i>	
NFPA Fire Fighter I	7
NFPA Fire Fighter II	2
NFPA Airport Firefighter	1
<i>HazMat</i>	
NFPA Hazardous Materials Awareness	4
NFPA Hazardous Materials Operations	6
<i>Driver Operator</i>	
NFPA Fire Apparatus Driver/Operator	5
NFPA Wildland Fire Apparatus Operator	3
NFPA Apparatus Equipped with Fire Pump	4
NFPA Mobile Water Supply Apparatus Operator	4
NFPA Apparatus Equipped with an Aerial Device	2
<i>Instructor</i>	
NFPA Fire and Emergency Services Instructor I	3
NFPA Live Fire Instructor	6
NFPA Live Fire Instructor In Charge	2
<i>Fire Officer</i>	
NFPA Fire Officer III	1
NFPA Fire Officer IV	1
<i>Technical Rescue</i>	
NFPA Rope Rescue Operations	2
NFPA Rope Rescue e Technician	1
NFPA Common Passenger Vehicle Extrication - Ops	28



The highlight of the year may have been the burn to learn training in an acquired structure. This was possible because of a charitable donation by a community member of a house ready for demolition.



The goal for 2025 is to increase staff skill levels from competency to proficiency, and proficiency to mastery. This will be done through regular skills practice and task performance evaluations.

Total of all staff fire training hours combined is a little over 5500 hours in 2024.