



# **MIAMI TOWNSHIP FIRE AND EMS**



**2024**

**Annual Report**

## **WELCOME TO THE 2024 ANNUAL REPORT**

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Miami Township Fire and EMS is proud to present its 2024 Annual Report, showcasing a year of dedication, growth, and unwavering service to our community. This year, we upheld our mission to protect lives and property through fire suppression, emergency medical services, rescue operations, and public education. Our skilled professionals worked tirelessly to respond to emergencies, improve preparedness, and foster a safety culture throughout Miami Township.

The past year has been marked by significant progress and notable achievements. Through strategic hiring and key promotions, we have bolstered our team's capabilities, ensuring we are well-equipped to meet the evolving needs of our community. Additionally, the successful completion of several impactful projects has enhanced our operational efficiency and reinforced our commitment to excellence.

As you explore this report, we invite you to reflect on the innovation, dedication, and teamwork that drive our department forward. Thank you for your trust and support as we make Miami Township a safe, thriving place to Live, Work, and Play.

## **ORGANIZATIONAL OVERVIEW**

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### **Department Structure**

The department is structured to deliver exceptional service through a well-coordinated and highly skilled team of professionals. Our organizational framework is carefully designed to support our mission by promoting efficiency, enhancing operational readiness, and fostering collaboration at every level. This structure ensures that all facets of emergency response and community engagement operate seamlessly, allowing us to provide the highest level of service to residents and visitors.

The department operates within a cohesive labor and management structure, integrating key functions such as fire suppression, emergency medical services (EMS), technical rescue, hazardous materials response, and public education. All department personnel works collaboratively to ensure swift, effective emergency responses while prioritizing prevention and preparedness initiatives.

We emphasize professional development, ongoing training, and resource allocation to maintain operational excellence. Leadership at all levels is committed to advancing the department's capabilities through innovation, inter-agency cooperation, and data-driven decision-making. This commitment to continuous improvement strengthens our ability to protect lives and property, reinforcing Miami Township Fire and EMS as a trusted and resilient emergency service provider.

## **Community Landscape**

The Township's diverse landscape and infrastructure impact emergency response operations for the fire department. The combination of flat and rolling terrain, wet meadows, and nearly 200 areas of open water present unique challenges, particularly in firefighting, water rescues, search-and-rescue operations, and vehicle accidents. The 14 miles of the Little Miami River require specialized training and equipment for swift water rescues. At the same time, the five-mile stretch of Interstate 275 within our jurisdiction contributes to a high volume of traffic-related incidents, including multi-vehicle accidents and vehicle fires. Quick access to these emergencies requires coordinated response efforts and strategic station placement to minimize response times.

These geographical factors necessitate continuous training, specialized equipment, and collaboration with neighboring agencies to ensure our department is prepared to handle the wide range of emergencies that arise across our diverse community.

## **Personnel Demographics and Staffing**

Our department comprises a diverse team of highly skilled individuals committed to public safety. In 2024, we employed 88 personnel, including full-time, part-time, and volunteer members. The department values inclusivity and strives to reflect on our community, with personnel from varied backgrounds and experiences contributing to our collective strength.

Our daily staffing averages 16.3 personnel, strategically distributed across four fire stations to ensure comprehensive emergency coverage. Each station has an ambulance and a fire apparatus, allowing us to respond rapidly and effectively to various incidents. These stations are positioned to maximize efficiency, reduce response times, and enhance service delivery to the community. This staffing model ensures we have the necessary resources while maintaining firefighter safety and operational readiness.

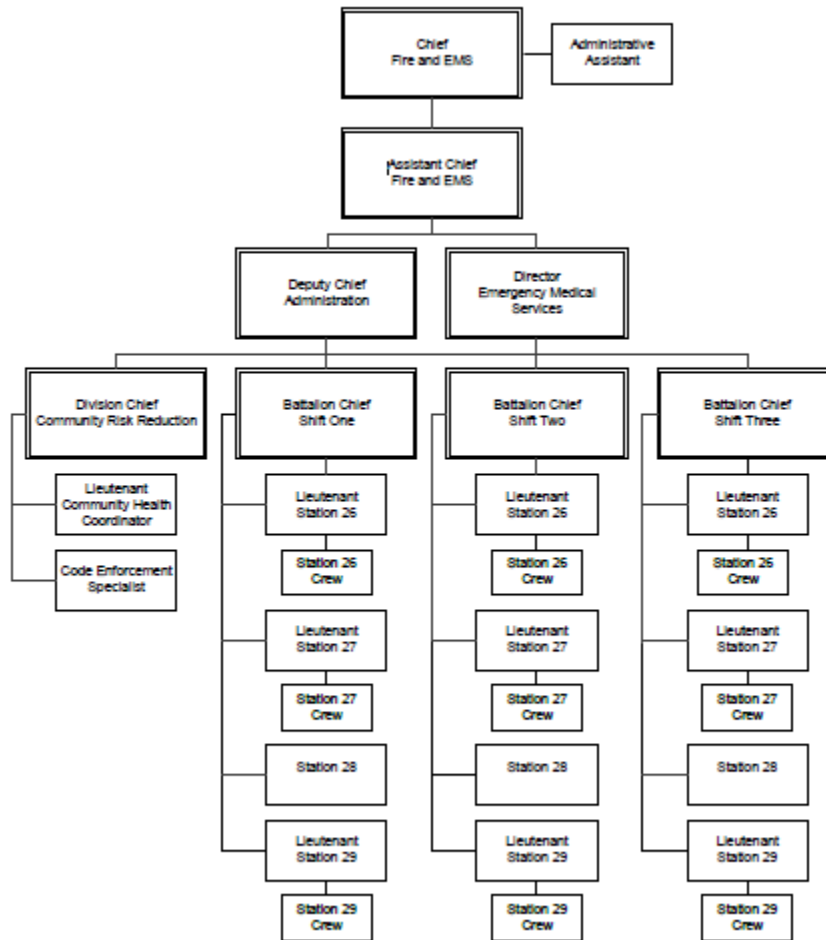
The committed professionals directly engaged in daily community contact include a full-time staff of 63 personnel. They are grouped into three operational shifts that execute critical, hands-on tasks in the field, working a 24/48-hour (one day on, two days off) schedule. The team members in these positions include:

- Battalion Chiefs – 3 (one per shift)
- Lieutenants – 9 (three per shift)
- Firefighter/EMT/Paramedics – 51 (17 per shift)

The Community Health Coordinator and Fire Inspector supplement the shift staff, working 40 hours a week, Monday through Friday. 13 part-time and 4 volunteer team members complement our full-time staff and play a crucial role in supporting our operations and ensuring the success of our mission.

The fire department executive staff includes the six positions that provide strategic oversight and direction: Fire Chief, Assistant Chief, Deputy Chief of Administration, Director of EMS, Division Chief of Community Risk Reduction, and Administrative Assistant.

**Organizational Chart**



**Hiring and Promotions**

Last year, we celebrated hiring one full-time fire inspector, six full-time firefighter/paramedics, the promotion of one lieutenant, and the appointment of a new Director of EMS. These individuals exemplify leadership, dedication, and professional growth. Their contributions strengthen our team and ensure the department remains well-equipped to serve our growing community.

## On-Duty Injuries

The safety and well-being of our personnel remain a top priority. In 2024, we recorded 12 on-duty injuries, resulting in 70 days of missed work and 91 days on light duty or modified assignments. Each incident was thoroughly reviewed to enhance safety protocols and reduce future risks. Our commitment to a safe working environment ensures that our team can perform their duties effectively while prioritizing their health and well-being.

On-Duty Injuries			
Back	4	Foot	1
Hearing	2	Laceration	1
Knee	1	Orthopedic-Other	2
Shoulder	1		

This organizational overview highlights the foundation of our department's operations and the people who make it possible. Together, we remain steadfast in our mission to provide Miami Township with exemplary fire and emergency services.

## EMERGENCY RESPONSE

In 2024, the fire department responded to 6,673 calls for service, demonstrating our unwavering commitment to protecting lives and property. Calls ranged from fire incidents and specialized rescues to medical emergencies, which comprised most of our responses. This reflects a common trend in the industry, where EMS calls account for most emergency responses.



The charts below illustrate a detailed breakdown of these incidents, providing a clear view of the scope and nature of our emergency responses throughout the year.

FIRE, EMS, FIRE RESPONSES													
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
<b>FIRE</b>	71	58	78	63	71	106	71	87	129	82	84	77	<b>977</b>
<b>EMS</b>	449	458	480	399	397	423	420	471	464	460	434	535	<b>5,400</b>
<b>MVA</b>	21	25	21	24	21	23	23	21	33	28	33	23	<b>296</b>
<b>TOTAL</b>	<b>541</b>	<b>541</b>	<b>579</b>	<b>486</b>	<b>489</b>	<b>552</b>	<b>514</b>	<b>579</b>	<b>626</b>	<b>570</b>	<b>551</b>	<b>645</b>	<b>6,673</b>

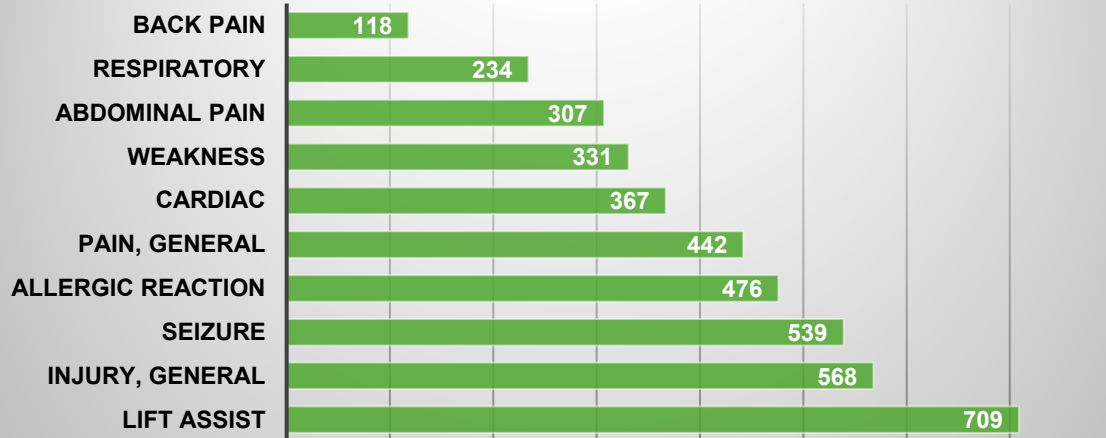
Average Responses per Day = 18

Average Responses per Month = 556

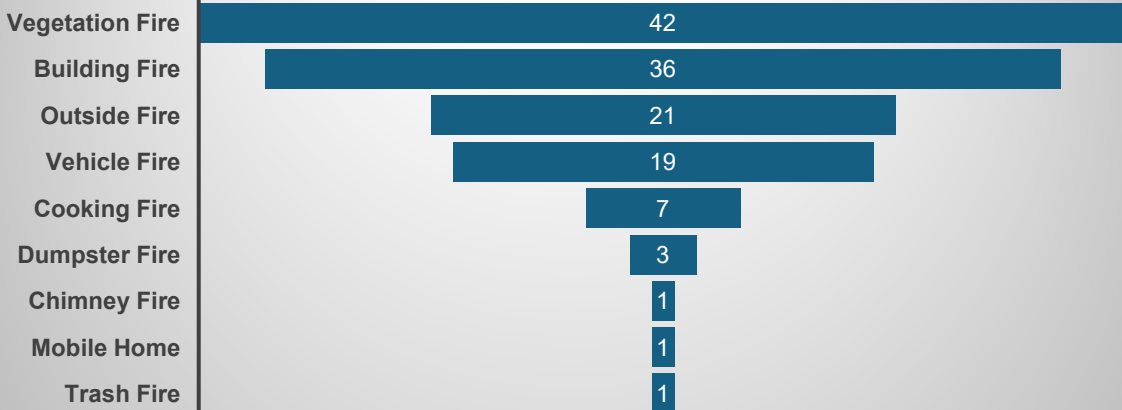
EMS Response percentage total = 85%

Fire Response percentage total = 15%

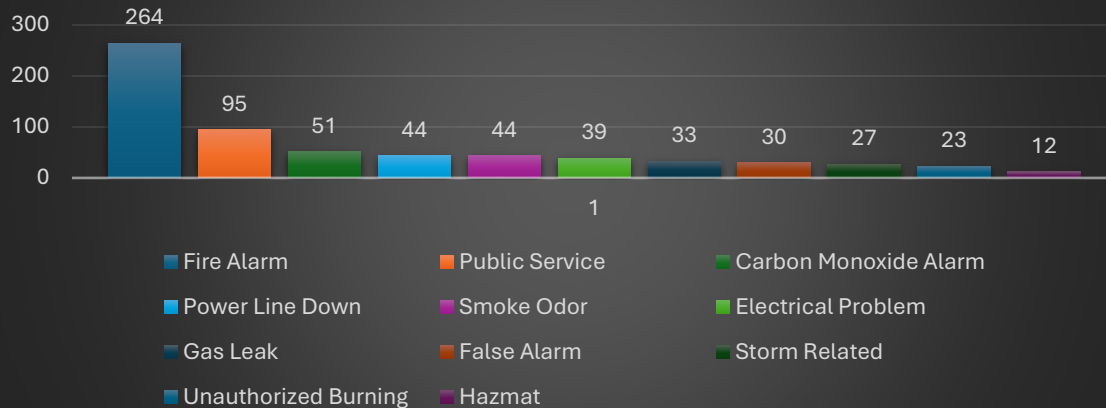
## TOP 10 EMS RESPONSES

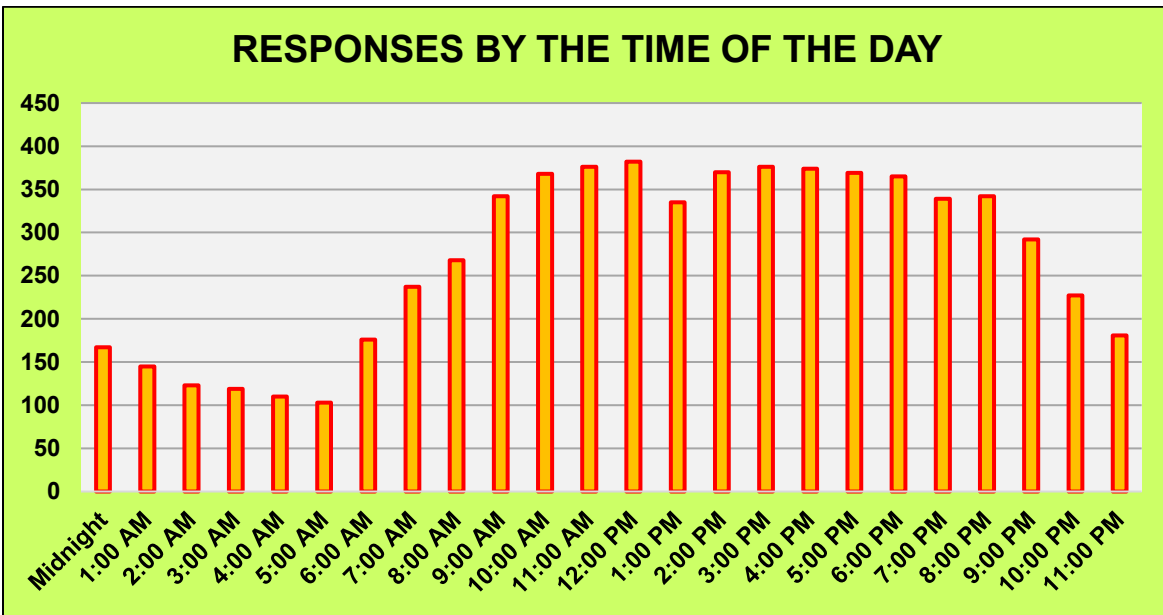
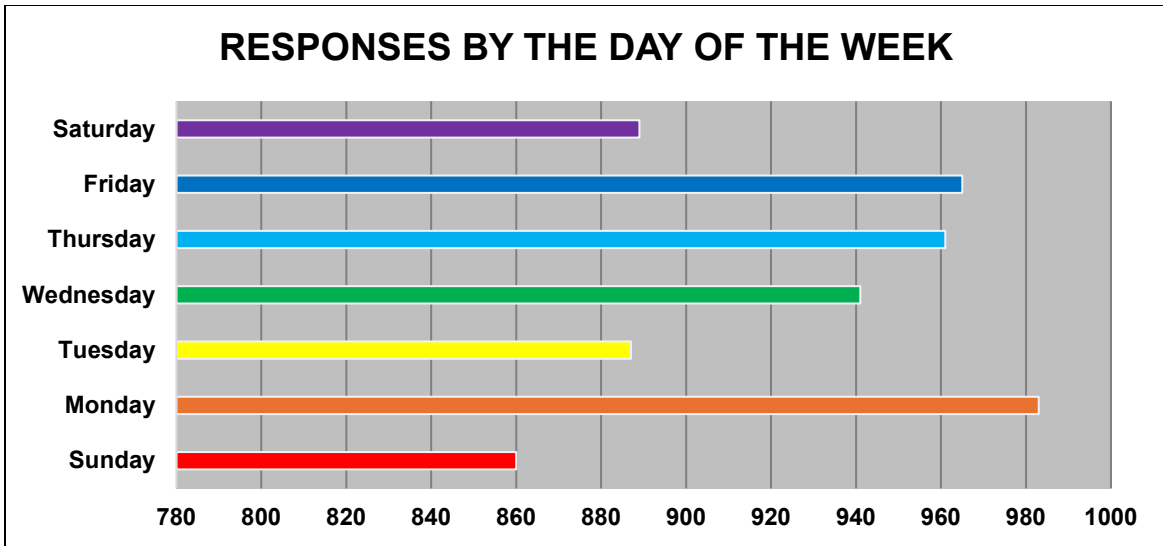


## FIRE RESPONSES



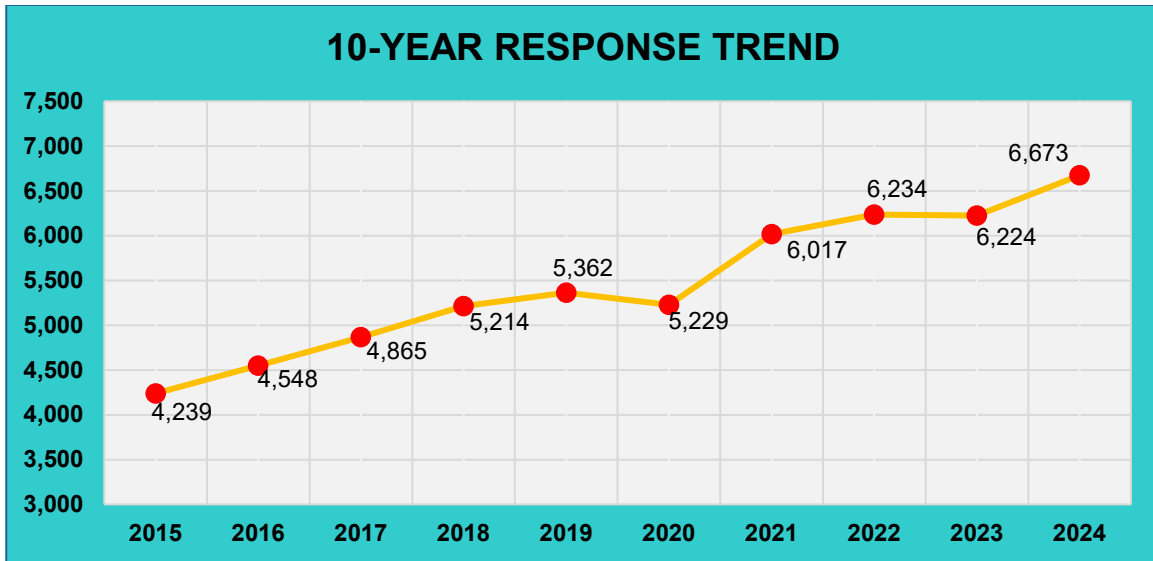
## OTHER RESPONSES





Responses Grouped Peak Time of the Day	
7 AM – 10 PM	5,322
10:01 PM – 06:59 AM	1,351

Shift Run Totals		
Shift	Responses	Percentage of Total Responses
1	2,147	33.10%
2	2,131	32.85%
3	2,208	34.05%



## OPERATIONS

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Miami Township Fire and EMS is dedicated to maintaining high operational readiness and safety. In 2024, our operations were guided by established procedures and a focus on continuous improvement to ensure we deliver efficient and effective service during all emergencies. Key initiatives and activities in our operations included:

### Operating Procedures

Fire department operating procedures provide clear guidelines for fire suppression, EMS, and rescue operations, ensuring consistent, efficient, and safe emergency responses.

The Operating Procedures Committee met five times in 2024 to review and update several procedures, ensuring they remain current and effective. The committee also developed new procedures for incident reporting and water tender operations while planning for future needs like electric vehicle response. These efforts reflect the department's commitment to maintaining high operational standards and addressing emerging challenges.

### EMS Protocol

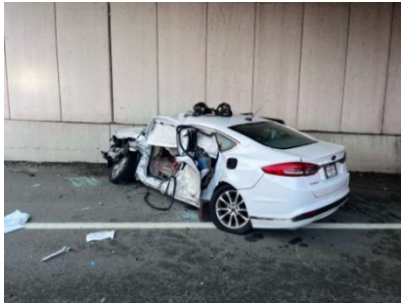
Our EMS protocols are established to ensure consistent, high-quality care during medical emergencies. These protocols, developed in accordance with state regulations and best practices, cover a wide range of situations, from basic life support to advanced medical interventions. They guide our EMS personnel in making critical decisions quickly and effectively, ensuring patient safety and optimal outcomes in the field.



## **Significant Responses**



In 2024, our department responded to numerous significant emergencies, demonstrating our commitment to protecting lives and property. These incidents ranged from significant vehicle accidents and structural fires to complex medical emergencies, technical rescues, and hazardous material situations. Each response showcased our personnel's skill, dedication, and teamwork, reinforcing our ability to handle high-stakes situations with precision and professionalism.



Among the most noteworthy incidents was the successful delivery of two babies, highlighting our EMS team's expertise in critical pre-hospital care. Additionally, our crews responded to a structure fire at Arrowhead Apartments, working swiftly to contain the blaze and protect residents. Another major incident was a multi-victim car crash with entrapment on Interstate 275, where

our team worked seamlessly to extricate and treat those involved. These incidents reflect our department's diverse challenges and our team's unwavering commitment to ensuring our community's safety and well-being.

## **EMS Continuous Quality Improvement (CQI)**

The EMS CQI Committee is vital in enhancing the quality of emergency medical services within our department. The committee regularly reviews EMS protocols, response times, and patient care outcomes to pinpoint areas for improvement. By analyzing data and feedback from each incident, including high-acuity cases such as Rapid Sequence Intubation (16), cardiac arrests (69), myocardial infarctions (22), and childbirths (2), the committee develops targeted training programs and updates protocols. It implements new strategies to ensure the highest standard of care. This proactive approach ensures compliance with state and national guidelines and fosters a culture of continuous learning and excellence throughout the department.

## **Fitness and Wellness**

In 2024, the department emphasized fitness and wellness to ensure our personnel remain physically healthy. Our Peer Fitness Trainers guided and motivated team members through personalized fitness plans. The annual medical and physical assessments, which included lung and other cancer screenings and a thyroid and testosterone screening, provided a comprehensive overview of each employee's health, allowing for early detection of potential issues. Additionally, a professional trainer coached the weekly



fitness routine to maintain consistent physical activity. To further support our commitment to health, we continued the International Association of Firefighters/International Association of Fire Chiefs Wellness-Fitness Initiative assessment to promote the health and wellness of our personnel. These combined efforts underscore our dedication to fostering a healthy and resilient workforce.

We appreciate the Police Department's efforts in updating the Carr Building into a modern fitness facility. We are also thankful for the committee members who worked diligently on selecting updated equipment, ensuring that the facility meets the needs of all users and supports our commitment to fitness and wellness.



Another initiative focusing on employee health is our Peer Support Team. This team provides crucial support and resources to help members manage stress, mental health challenges, and overall well-being. Trained in mental health first aid and crisis intervention, the Peer Support Team members can offer confidential assistance, guidance, and referrals to professional services when needed. By fostering a supportive environment, the team is essential in promoting mental wellness and resilience among our staff, ensuring they are healthy and prepared to serve the community effectively.

## **Health and Safety**

In 2024, the Health and Safety Committee investigated injuries, vehicle incidents, and close-call reports. Most of the incidents in 2024 were motor vehicle incidents involving department apparatus. The Committee worked with the Operating Procedures Committee to facilitate change to reduce or eliminate future occurrences.

A successful Safety Stand Down Week was organized. This annual initiative of the International Association of Fire Chiefs, the National Volunteer Fire Council, and the National Fire Protection Association focuses one week on firefighter safety. During that time, other non-emergency functions are suspended to enable crews to concentrate on the standdown subject. 2024's Safety Stand Down theme was "Back to Basics." During that week, members of the committee developed training on fire and rescue training, personal protective equipment on roadway incident response, and a variety of basic firefighting techniques.

The Health and Safety Committee also formed a new sub-committee to study and recommend engineering alterations to uniforms, equipment, and apparatus. We look forward to exploring options to make our working environment easier for people of varying heights and body shapes to be more effective fire and EMS service members.

## **Hydrant Maintenance Program**

Our Hydrant Maintenance Program focuses on ensuring the reliability and functionality of fire hydrants across the township. In 2024, seasonal employees were instrumental in inspecting over 2,622 hydrants. This effort included regular checks and clearing obstructions to ensure each hydrant was ready for use in emergencies. Their diligent work helps maintain an essential part of our fire response infrastructure.

## **Technical Rescue Program**



The department's Technical Rescue Program handles high-risk, low-frequency rescue operations such as lost people, ice and water, and rope rescue. In 2024, we responded to 15 rescue-related incidents, demonstrating our skills and commitment to public safety. Continuous training and readiness remain the cornerstones of this vital program. Our team underwent extensive specialized training to stay proficient in these high-risk scenarios. We worked to improve our search plan and procedure to

better coordinate with the Miami Township Police Department. Additionally, we added to the cadre of technical rescue-trained personnel, certifying 11 department members in rope rescue and lost person search disciplines with plans to finish their training in 2025 with swift water operations and watercraft technician training.

Ice Rescue	0	Lost Person	11
Rope Rescue	3	Water Rescue	2

## **Hamilton County Urban Search and Rescue (USAR)**

Our department is proud to have five dedicated Hamilton County Urban Search and Rescue (USAR) Team members. Three of the five members are part of the Aerial Reconnaissance (Drone) Unit, and two are instructors. This specialized team comprises personnel from various Southwest Ohio fire departments trained to respond to complex rescue scenarios.

Our team members participate in six training sessions annually to maintain and enhance their skills, ensuring readiness for diverse emergencies. Their commitment to rigorous training and swift response significantly contributes to the safety and well-being of our community.

The USAR Team only had three callouts for 2024. One of these was to Miami Township on June 25 when the Team assisted with a search for a missing teenager located well outside of Miami Township.

## **Major Equipment Purchases**

In 2024, the fire department invested in several major equipment upgrades to enhance safety and operational effectiveness. Key acquisitions included improved firefighting personal protective equipment, essential EMS tools, and upgraded fire apparatus equipment, ensuring our team remains well-equipped to serve the community efficiently.

Cardiac Monitor	\$39,507
Cot Arm to hold Cardiac Monitor	\$13,500
Power Cot	\$33,532
Simulation Cardia Monitor	\$7,655
Fuel-Injected Rotary Saws (2)	\$2,968
Fire Hose	\$5,000
New ladders	\$2,623
Electric Vehicle Emergency Plug	\$5,616
Rope and Rope Equipment	\$7,033
New Rescue Helmets	\$4,000

## **PUBLIC RELATIONS AND EDUCATION**

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A key focus of Miami Township Fire and EMS is fostering strong connections with our community through public education and outreach. In 2024, we prioritized proactive efforts to enhance safety awareness, provide valuable resources, and build trust with residents. Our goal was to empower individuals with the knowledge and skills to prevent emergencies and respond effectively when they occur. These initiatives underscore our commitment to protecting our community and engaging with it as partners in safety.

Our Community Risk Reduction (CRR) program continues to make significant strides in improving safety and awareness. This initiative is designed to identify and mitigate risks within the community before they lead to emergencies, ultimately reducing the frequency and severity of incidents. By addressing potential hazards early, the CRR program strengthens public safety and enhances the overall well-being of residents. Three dedicated personnel comprise our CRR program. Along with various department members, they work to increase community preparedness and resilience. CRR programs follow the nationally recognized "5 Es" framework – Education, Engineering, Enforcement, Economic Incentives, and Emergency Response – to systematically reduce risks and improve safety. Additionally, we categorize our initiatives into three key focus areas: Prevent, Prepare, and Assist, ensuring a comprehensive approach to community safety.

Prevention efforts focus on reducing fire risks, injuries, and fatalities. Our Code Enforcement Program is a significant component, which includes fire inspections and fire code plan reviews. This labor-intensive process helps identify and address hazards before they escalate into dangerous situations. Additionally, we dedicate time to educating property managers on identified risks and proactively fostering partnerships to enhance safety measures.

In 2024, we also significantly improved the documentation available for commercial and residential properties. Updates included revisions to our fire code provisions, rapid access systems information sheets, fire watch forms, and fire safe guidance, ensuring more straightforward guidance and streamlined compliance. These enhancements and our public outreach efforts reinforce Miami Township Fire and EMS's commitment to creating a safer, more informed, well-prepared community.

### **CPR and First-Aid Program**

The department's CPR Program is designed to equip community members with life-saving skills through comprehensive training sessions. Led by certified instructors, the program covers essential techniques for adults, children, and infants, ensuring participants are prepared to respond effectively in emergencies. This initiative reflects our commitment to public safety and fostering a well-prepared community.

The CPR Program had another record-setting year, certifying 482 people in 2024. This success included in-house training for all department personnel and 47 Miami Township Police Officers, who also received First Aid/Combat Care training led by our Director of EMS.

Our public education classes reached a wide audience, including 47 teachers at the Milford Christian Academy, 44 librarians from across Clermont County, and 85 township residents through monthly CPR classes. A unique request this year came from Wimberg Landscaping, where nine Spanish-speaking employees were certified with the help of an online training program and bilingual instruction from our Assistant Chief.

### **Public Relations Events**

Our department's public relations and education programs connect with the community through various outreach efforts. In 2024, our department engaged with the community, participating in 251 public education and public relations events, resulting in nearly 69,000 resident interactions dedicated to prevention and education. Several in-house programs, including the smoke detector installation program, with over 60 home visits, and the car seat installation program, assisted 36 families in ensuring proper child safety were conducted. Safety education was also provided through township summer camps, senior safety events, and homeowner association meetings. Additionally, over 890 visitors participated in scheduled station tours, with countless more stopping for impromptu visits, safety questions, and fire truck demonstrations. A highlight of the year was two of



our members appearing on the Public Broadcasting Service's (PBS) nationally broadcast children's education show, DIY Science Time.

Our partnership with the Miami Township Police Department continued to thrive through joint initiatives, including 3rd Grade Seatbelt Safety presentations, the fourth year of H2O with the 5-0, National Night Out, and the Shop with a Hero program, which helped over 150 local children. The elementary school fire safety education program completed its fourth year, reinforcing critical lessons on escape plans and smoke detector safety. Students eagerly engaged with firefighters, even inviting them to join during recess.

### **Fire Inspections, Code Enforcement Activities, Plan Reviews**

Hiring a full-time fire inspector has enhanced our fire prevention efforts in 2024. This addition to our team has allowed us to conduct more thorough inspections, enforce fire safety codes more effectively, and proactively identify and mitigate potential fire hazards in residential and commercial properties. With the fire inspector's expertise, we have strengthened our ability to prevent fires before they occur, ensuring a safer environment for the entire Miami Township community. This role has been crucial to our commitment to public safety and fire risk reduction.

In 2024, Fire Safety Inspections were completed at 526 locations across the township. Of these, 141 required multiple re-inspections as we worked to bring properties into compliance with safety standards. With the addition of a dedicated fire inspector, we have established open lines of communication with property owners, focusing on ongoing solutions rather than temporary fixes. Efforts continued with risk management within commercial properties, with developing a self-inspection program for low-risk occupancies. This hybrid program combines education and verification to help property managers safeguard their investments. In 2024, 24 locations added the Commercial Knox Box Rapid Access System, with 28 boxes or devices installed.

Construction activity remained significant in Clermont County and Miami Township, with 152 fire code plan reviews completed for permitted projects through the Clermont County Building Department. Many of these projects required multiple revisions after the initial review. The total valuation of these permits was \$58,253,406.31, affecting 1,365,668 square feet of space. As major projects like Milford Middle School are near completion, new developments, such as the Hills Apartment Complex, are anticipated to begin in 2025, continuing the busy construction pace.

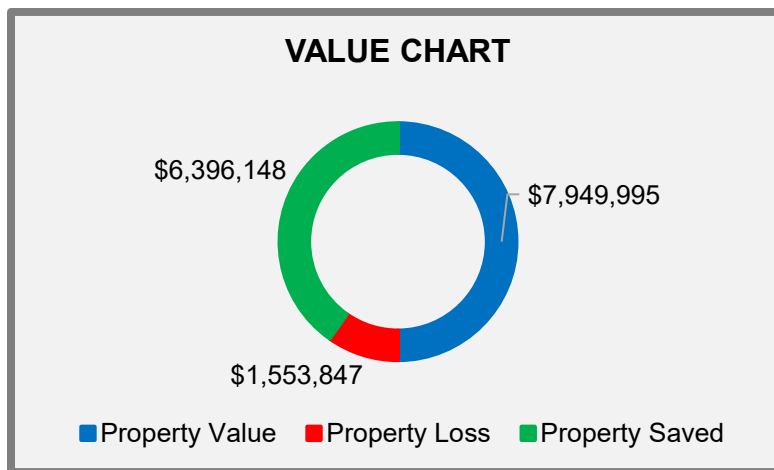
Ensuring community safety requires extra attention at several locations, either due to current concerns or to ensure positive outcomes in long-term construction. We participated in numerous meetings with property owners and the building department to ensure the best possible solutions for safety and resilience.

## **Fire Investigations**

Fire investigations are crucial in identifying the causes of fires, preventing future incidents, and ensuring public safety. Determining whether a fire is accidental or intentional helps protect lives, property, and resources while supporting legal and insurance processes.

Our department actively collaborates with the Clermont County Fire Investigation Team, leveraging their expertise and resources to conduct thorough investigations. Over the past year, we have conducted eight internal fire investigations and assisted with four external investigations, dedicating approximately 105 hours to determining origins and causes.

The property values, loss, and saved of fires that occurred in Miami Township include:



Working alongside an allied agency like the Clermont County team is essential. Their specialized knowledge, investigative tools, and collaborative approach enhance our ability to identify patterns, address fire risks, and support any necessary legal proceedings. These partnerships strengthen our investigative capabilities and reinforce our commitment to community safety and fire prevention.

## **COMMUNITY HEALTH**

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The department's Community Health Program is a proactive initiative to improve overall community health in Southwest Ohio. It focuses on wellness checks, supporting individuals with chronic conditions, and connecting residents to healthcare resources. By taking a proactive approach, we aim to reduce medical emergencies and enhance community well-being.

Our Community Health Coordinator is the lead member reaching residential buildings throughout our community, making them safer for their inhabitants. Unlike many communities that lack this valuable resource, our coordinator profoundly impacts the lives of those they assist.

A key part of this role includes participation in the Milford-Miami Township Addiction Response Team (MMART), working alongside local law enforcement, fire departments, and the Clermont County Recovery Center to support individuals facing substance use and mental health challenges.

In addition to community outreach, the coordinator provides peer support for our responders, helping them process incidents and promoting continuous improvement. With community mental health growing, their work in connecting residents to essential support services remains critical to enhancing safety and well-being throughout Miami Township.

**Milford-Miami Addiction Response Team**

We continue the partnership with the Milford-Miami Addiction Response Team (MMART), collaborating closely to address addiction challenges within our community. This partnership enables us to provide comprehensive support, resources, and interventions to individuals struggling with substance use. We aim to enhance community outreach through joint efforts, ultimately fostering a safer and healthier environment for all residents.

In 2024, MMART remained active in the community, engaging with individuals struggling with substance use. Miami Township has seen a steady decline in opioid overdoses, with EMS administering Narcan on 17 runs, totaling 26 doses – consistent with the past three years. However, other substances, including alcohol, methamphetamines, and Delta-8 THC gummies, are becoming more prevalent. EMS has responded to at least 10 incidents involving individuals experiencing severe sedation and other effects from these gummies. Meanwhile, the Miami Township Police Department continues to encounter increased methamphetamine use, with traffic stops frequently uncovering related substances and paraphernalia, a trend also seen across Clermont County.

Last year, the Clermont Recovery Center (CRC) coaches played a vital role in connecting Milford and Miami Township residents with recovery resources. MMART conducted 40 outreach visits and received 89 referrals from local fire and police departments. Of those referred, 25 individuals were physically contacted, and five engaged in further services at the CRC.

Total Referrals	89
Marijuana Related	11
Response to Overdose	8
Other Drug-Related Incidents	60
Contact with Client	25
Connected to Treatment	6
Confirmed at the CRC	5
Continued 90-Days at the CRC	1
Family Involved	21
Contact with Client and Family/Friend	3
Referred to the CRC More Than Once	0



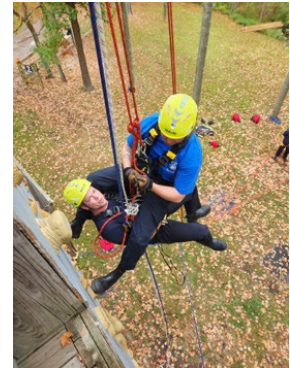
## TRAINING AND DEVELOPMENT

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Training and professional development are cornerstones of Miami Township Fire and EMS, ensuring that our team remains skilled, knowledgeable, and ready to respond to emergencies.

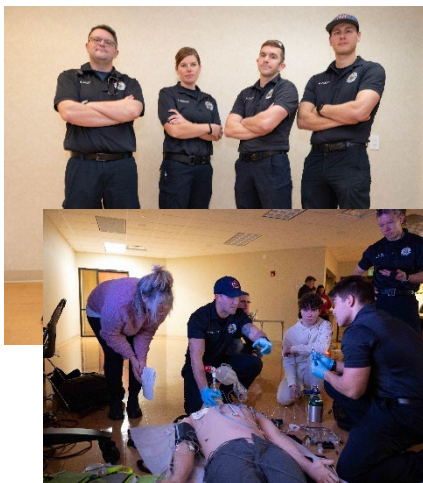
In 2024, training was restructured to balance better EMS, fire, and rescue topics based on department feedback. EMS training was prioritized, with innovative approaches such as hands-on obstetrical emergency simulations at Bethesda North and trauma scenarios led by the University of Cincinnati Air Care. Firefighting skills were reinforced through acquired structure training, including a significant fire and EMS drill on Wolfpen Pleasant Hill Road, where crews practiced victim rescue and treatment using the Human Patient Simulator. These efforts have enhanced readiness for both standard and high-acuity emergencies.

In 2024, we logged 9,435 training hours across various disciplines to maintain the highest service standards.



Department Training	
Hands-On Training	6,163 Hours
Individual, Company Training	1,105 Hours
On-Line Training	884 Hours
New Employee Orientation	680 Hours
External Training	303 Hours
Incident Command Training	300 Hours

### EMS Simulation Team



Our inaugural EMS Simulation competition engaged a team from each shift in hands-on, scenario-based training, demonstrating their critical thinking, teamwork, and high level of patient care. A team is gearing up to showcase their skills at the prestigious JEMS Clinical Competition in Indianapolis 2025. This is a rigorous and educational event that showcases advanced simulation technology. This competition aims to inspire and empower EMS personnel from around the globe to provide exceptional and compassionate care to every patient they serve.

## **Ohio Fire Executive Program**

Several team members have enrolled in and/or completed the Ohio Fire Executive Program, which enhances their strategic leadership skills and ability to manage complex situations within the department and the community. This program equips our leaders with the knowledge to improve operational effectiveness and decision-making.

## **Acquired Structure Training**

In 2024, our department conducted acquired structure training, practicing fire scenarios and rescue operations in buildings slated for demolition. This invaluable experience allowed firefighters to enhance their skills in realistic environments and adapt their tactics to various building types. We sincerely appreciate the support of property owners who generously provided their structures for this critical training.



## **Blue Card Incident Command Training**

Our personnel completed or renewed the Blue Card Command certification, a nationally recognized training program on incident command and management in complex fireground operations. This training ensures that our team is prepared to make quick, effective decisions during high-stress emergencies.

## **Employee Benchmarking**

With four generations of employees and all vacancies filled, the department's workforce had evolved significantly. Since the last benchmarking assessment over four years ago, 22 new members have joined the team. Updating this evaluation was essential to aligning the workforce with the department's strategic goals. This process provided valuable insights into personnel performance relative to industry standards, helping leadership make informed decisions on promotions, hiring, and resource allocation. Ensuring the right people were in the right roles, the department optimized team effectiveness and enhanced overall operational success.

## **FLEET**

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Miami Township Fire and EMS relies on a diverse fleet of apparatus to effectively carry out its operations, including fire engines, ambulances, rescue vehicles, and support units. In 2024, each apparatus was critical in our total response efforts, with 4,306 responses for fire apparatus and 5,776 for ambulances.

## Total Fleet Responses

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTALS
<b>STATION 26 RESPONSES (STATE ROUTE 28 AND MCPICKEN DRIVE)</b>													
QUINT 26	149	136	172	150	141	149	119	156	160	169	169	161	1,831
MEDIC 26	195	188	217	155	187	190	184	211	197	193	174	234	2,325
DISTRICT 26	102	100	120	98	103	126	115	136	121	117	120	100	1,358
TOTAL	446	424	509	403	431	465	418	503	478	479	463	495	5,514
<b>STATION 27 RESPONSES (BRANCH HILL GUINEA PIKE AND WARDS CORNER ROAD)</b>													
ENGINE 27	81	85	81	86	62	81	73	106	103	98	90	111	1,057
MEDIC 27	103	128	116	110	88	114	114	118	121	124	130	128	1,394
TOTAL	184	213	197	196	150	195	187	224	224	222	220	239	2,451
<b>STATION 28 RESPONSES (US ROUTE 50)</b>													
ENGINE 28	9	15	15	3	10	31	24	27	23	18	10	15	200
MEDIC 28	70	42	54	61	34	37	22	37	45	64	67	66	599
TOTAL	79	67	69	64	44	68	46	64	68	82	77	81	799
<b>STATION 29 (SUGAR CAMP ROAD)</b>													
ENGINE 29	116	81	105	92	89	110	83	96	123	108	95	120	1,218
MEDIC 29	121	129	136	105	115	107	109	121	126	143	111	135	1,458
TOTAL	237	210	241	197	204	217	192	217	249	251	206	255	2,676
<b>STATION TOTALS COMBINED</b>													
	946	914	1,016	860	829	945	843	1,008	1,019	1,034	966	1,070	11,450

## Fleet Maintenance and Repair

The department's fleet is critical for our operations, requiring consistent maintenance and timely repairs to ensure reliability and efficiency. In recent years, we have faced increasing challenges in managing fleet maintenance due to aging vehicles, rising repair costs, and extended out-of-service times. In 2024 alone, our maintenance and repair costs totaled \$158,487.52, and our fleet was out-of-service for a combined 356 days. This level of downtime significantly impacts our operational readiness and ability to provide timely emergency response.

Maintaining a consistent preventative maintenance program is a challenge, especially with an aging fleet and reliance on external vendors, which leads to costly delays and extended downtime. We are researching the feasibility of adding an in-house fleet mechanic to improve fleet reliability. A dedicated mechanic would allow for prompt maintenance, reduce repair costs, and extend the lifespan of our vehicles. This proactive approach would enhance service quality, minimize breakdowns, and ensure our fleet remains operational and ready for emergency response.

Several vehicles underwent significant repairs this year, with a total repair cost of \$158,487.52, ensuring all apparatus remains in peak condition.

Unit	Current Mileage	Current Hours	Out-Of-Service	Cost
Ambulance 13	187,180	7,166	40 Days	\$21,363.45
Ambulance 14	153,638	9,177	33 Days	\$18,981.73
Ambulance 15	158,002	9,301	28 Days	\$16,165.06
Ambulance 16	88,822	5,764	12 Days	\$7,621.54
Ambulance 17	7,748	380	2 Days	\$932.04
Quint 1	23,518	2,891	64 Days	\$27,530.67
Engine 9	39,820	3,231	10 Days	\$8,426.18
Engine 10	90,670	8,107	69 Days	\$21,010.28
Engine 11	41,176	3,949	14 Days	\$9,729.13
Engine 12	51,464	4,800	34 Days	\$14,882.51
Engine 13	97,698	8,354	50 Days	\$11,844.93

### Fleet Hours and Mileage

Each unit logged 10,932 hours of operational use, accumulating 158,321 miles, reflecting the high demand for our services.

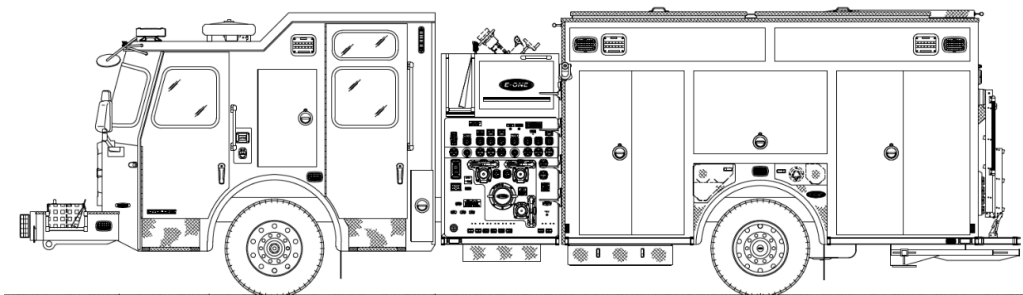
Unit	Hours	Mileage
Ambulance 13	1,593	30,801
Ambulance 14	1,545	26,326
Ambulance 15	1,860	31,668
Ambulance 16	1,701	24,177
Ambulance 17*	380	7,478

Unit	Hours	Mileage
Quint 1	1,100	8,882
Engine 9	348	4,174
Engine 10	847	9,053
Engine 11	432	4,458
Engine 12	879	8,805
Engine 13	247	2,499

\* Note – Ambulance 17 was added to the fleet in November 2024.

### New and Future Fleet Acquisition

In 2024, we received a new ambulance, Ambulance 17, and ordered a new fire engine, Engine 14, which will replace Engine 13. Delivery is expected in the third quarter of 2026. In 2025, we will take delivery of another new ambulance, Ambulance 18, which will replace Ambulance 13. We also plan to order an additional ambulance, expanding our fleet to six ambulances.



Our current fire apparatus and ambulance inventory is shown in the chart below:

<b>Ambulance 13</b>	Braun	2016
<b>Ambulance 14</b>	Braun	2017
<b>Ambulance 15</b>	Braun	2018
<b>Ambulance 16</b>	Braun	2020
<b>Ambulance 17</b>	Braun	2023

<b>Quint 1</b>	E-ONE	2022
<b>Engine 9</b>	Rosenbauer	2013
<b>Engine 10</b>	Rosenbauer	2013
<b>Engine 11</b>	Rosenbauer	2014
<b>Engine 12</b>	E-ONE	2018
<b>Engine 13</b>	E-ONE	2007

In 2024, we joined a fleet lease program to improve fleet management, reduce costs, and enhance operational efficiency. This program eliminates large upfront staff vehicle purchases, provides newer, more reliable vehicles, reduces maintenance costs, and ensures predictable budgeting. The department's streamlining fleet operations enhances safety, efficiency, and long-term financial sustainability.

### **Fleet Replacement Schedule**

A fleet replacement schedule is essential for maintaining the reliability and efficiency of our department's vehicles. By planning for timely replacements, we can minimize costly repairs, reduce vehicle downtime, and ensure that our personnel can access safe, reliable equipment when responding to emergencies. A structured replacement schedule also helps manage long-term costs, optimize vehicle lifespans, and ensure that our fleet meets the evolving needs of the department and community. Regular updates to the fleet ultimately contribute to improved service delivery and overall operational effectiveness.

<b>Apparatus</b>	<b>Year</b>	<b>Year to Replace</b>	<b>Age at Replacement</b>
<b>Ambulance 13</b>	2016	2025	9
<b>Ambulance 14</b>	2017	2026	9
<b>Ambulance 15</b>	2018	2027	9
<b>Ambulance 16</b>	2020	2028	8
<b>Ambulance 17</b>	2023	2029	6
<b>Quint 1</b>	2022	2037	15
<b>Engine 9</b>	2013	2033	20
<b>Engine 10</b>	2013	2028	15
<b>Engine 11</b>	2014	2034	20
<b>Engine 12</b>	2018	2033	15
<b>Engine 13</b>	2007	2026	19

### **FACILITIES**

In 2024, the department continued to prioritize the maintenance and improvement of its facilities to ensure they support the department's mission and provide a safe environment for our personnel. As the department grows and evolves, so too must our facilities, with ongoing maintenance, necessary repairs, and plans for upgrades and expansion to meet the demands of our community.

Routine inspections and maintenance are vital to keeping fire department facilities mission-ready. In 2024, annual HVAC maintenance ensured effective climate control, while generator upkeep and refueling guaranteed reliable emergency power. Various

carpets were cleaned to maintain hygiene, and fire extinguishers received their annual service. Fire alarm systems were tested, and backflow preventers were recertified. Additionally, hood suppression systems underwent yearly inspections to meet fire prevention standards in station kitchens.

**Facility Maintenance and Repair**

A summary of the maintenance and repair activities for all fire department facilities includes:

<b>Station 26</b>	<b>Station 27</b>
Painting of the entire interior of the station.	Convert the septic system to public sewer.
Various service appointments to the fire alarm panel.	Multiple repairs of the kitchen sink and closet utility sink. Both were clogged several times.
Upgrade of the Carr Building to a Fitness Facility.	Replacement of the vehicle exhaust extraction system.
<b>Station 28</b>	<b>Station 29</b>
Repair clogged kitchen sink.	Repair the station alerting system.
<b>Public Safety Training Center</b>	
Repair to the bathroom sink.	Upgrade of lighting to energy-efficient LED lights.
Established as the backup Emergency Operations Center in partnership with the Township and Clermont County Emergency Management Agency (EMA). The EMA provided new tables and chairs.	

**Significant Facility Investments, Repairs, and Costs**

A summary of the significant investments and repairs for all fire department facilities includes:

<b>Station 26</b>	
Locker replacement – \$16,846	Fire alarm system – \$1,500
Interior paint – \$14,400	Retaining wall repair and concrete pad – \$7,740
<b>Station 27</b>	
Roof Repair – \$1,880	
<b>Station 28</b>	
Standby generator repair – \$3,294	Electric and plumbing service for SCBA cleaner – \$1,835
<b>Station 29</b>	
Electric service for hose washer and dryer cabinets – \$4,170	
<b>Public Safety Training Center</b>	
Furnace replacement – \$9,960	Staff vehicle shorelines – \$2,145
<b>All Fire Stations</b>	
Appliances (oven/stove, water heater, washer, dryer, dishwasher, gear extractor, bay heater) repair or replacement – \$10,935	
Bay door and/or motor repairs – \$6,800	

**Ongoing Facility Issues**

Despite regular maintenance and improvements, a few ongoing facility issues remain and are expected to continue next year. Addressing these issues will be a priority to ensure all facilities continue to meet the department's operational and safety needs.

- The bay doors, specifically the motors, will need repair and/or replacement. There are 24 bay doors, and 16 motors can no longer be repaired due to age.

- The fire alarm panel at Station 26 will require a plan for its replacement due to ongoing issues related to its age.
- Station 27 continues to have ongoing flooding issues in the basement that must be addressed.
- Station 27 needed roof repair this year, which may indicate other issues.

### **Future Facility Needs**

The department is eagerly anticipating the facility study planned for 2025. This comprehensive evaluation will provide valuable insights into our stations and operations' current and future needs. Many of the needs already identified by the fire department are expected to align closely with the study's findings, helping to prioritize improvements and guide strategic investments to support our mission better.

Anticipated needs to support the department's growth and operational efficiency include the following:

#### **Station 26**

- The front apron is deteriorating where it meets the road and must be repaired. An initial estimate for this repair is \$7,000.
- The station boiler system is on a year-to-year evaluation. The estimate for this repair is \$30,000.
- This station has been at capacity or inadequate for the current staffing and operational configuration. This will need to be addressed in the future.
- The campus pavement of the fire station, police station, and service facilities need to be repaired. We are coordinating with the Police and Service Departments. The estimate for this repair is \$21,000, and the Fire Department portion is \$7,000.

#### **Station 27**

- This station is inadequate for the current staffing and operational configuration. This will need to be addressed in the future. An architectural firm's assessment in 2024 provided a plan for the station's renovation or replacement. Several ongoing issues include basement flooding, dependence on a sump pump to remove water from the basement, an aging HVAC system, and inadequate plumbing.
- A drain on the exterior of the building will need to be installed to mitigate or reduce basement flooding. An initial estimate for this repair is \$7,000.

- The roof was damaged during a storm this year and needed repair. An assessment of the shingles will need to be done next year.

#### Station 29

- A significant portion of the exterior fiber siding is deteriorating and needs to be replaced. The preliminary estimate for this repair is \$100,000 and is not covered by insurance.

#### Public Safety Training Center

- The wood deck and stairs at the rear of the building have deteriorated and need to be replaced. The estimate for this repair is \$8,000.
- Data lines need to be installed for the Emergency Operations Center. A quote of \$4,400 was received for this project.

### **COMMUNITY DEVELOPMENT AND IMPACT**

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As Miami Township continues to experience growth and development, the fire department's operations and service delivery are increasingly influenced by the expanding community. The rise in residential, commercial, and infrastructure development brings new opportunities and challenges that require us to adapt and evolve our services. A growing population leads to an increase in calls for service, which directly impacts response times, resource allocation, and staffing needs.

As the community expands, our personnel must be prepared for a broader range of emergency scenarios, including new construction types, more significant commercial buildings, and complex rescue operations. This requires ongoing adjustments to our training programs, ensuring that our team has the skills and knowledge to respond effectively to an increasingly diverse set of challenges.

Additionally, the increased demand for services and the need for expanded coverage may lead to changes in staffing levels, apparatus needs, and equipment upgrades. The fire department's ability to proactively plan for these changes, in collaboration with the Township's development initiatives, is essential to maintaining the high level of service the community expects. As Miami Township continues to grow, we remain committed to meeting these challenges and ensuring the safety of all residents.



Residential properties planned and/or under development include:

Project	Type	# of Homes	Location	Status
Aldi Grocery Store	Commercial	N/A	State Route 28	Completed
Blue Heron Subdivision	Single-Family	8 (\$1 million)	Wards Corner Road	Planned
Fieldchase Senior Apartments	Multi-Family	122	Todd Farm Lane	Completed
Grove Park Subdivision	Single-Family	213	Deerfield Road	In Process
Hawley Farms Subdivision	Single-Family	53	Todd Farm Lane	In Process
Hills Development	Multi-Family	335	Montclair Boulevard	In Process
Kroger Expansion	Commercial	N/A	State Route 28	In Process
Legacy Estates	Single-Family	10 (\$1 million)	Branch Hill Guinea Pike	Planned
Miami Reserves	Single-Family	25 (\$1 million)	Wards Corner Road	Planned
Parkview Development	Multi-Family	284	Hilltop Way	In Process
Primrose Subdivision	Single-Family	47	Branch Hill Guinea Pike	In Process
Redwood Development	Multi-Family	189	State Route 28	Planned
Villas at Meadowside	Multi-Family	197	Deerfield Road	Planned
		1,483		

The following information provides an overview of the community's growth in 2024 and what will continue into 2025.

The estimated population for 2024 was 44,967.

Age of population (approximate percentage of total population)

- 0-9 years of age = 11.1%
- 10-19 years of age = 13.8%
  - Approximately 23% of households with children under the age of 18
  - Average family size is 3 people per household
- 20-29 years of age = 8.6%
- 30-39 years of age = 12.1%
- 40-49 years of age = 14.2%
- 50-59 years of age = 14.9%
- 60 years of age and older = 25.3%

The median age of our residents is 43.4

There are 17,103 housing units in which our residents are dispersed.

- Owner occupied = 83.6%; Renter occupied = 16.4%

- Occupied = 96.3%; Vacant = 3.7%
- Single Family Residence = 85.5%; Multi-Family = 13%; Mobile Home = 1.5%

### **High-Frequency Occupancies**

A few occupancies within our response area account for many of our calls for service. These facilities generate a high volume of incidents, requiring frequent responses from our personnel. Based on our data, we estimate at least one call per year per person at these locations.

Given the consistent demand, monitoring trends at these facilities is important to ensure we allocate resources effectively and maintain operational readiness. Identifying patterns in call volume can help us explore proactive measures, such as enhanced fire prevention strategies, safety education, or collaboration with facility management to reduce repeat incidents.

<b>Nursing Homes</b>		
Arbors of Milford	139 Beds	327 Calls
Laurels of Milford	159 Beds	189 Calls
Florentine Gardens	70 Beds	89 Calls
Otterbein	50 Beds	119 Calls
Angel's Care	27 Beds	30 Calls
<b>Senior Apartments</b>		
AHEPA Senior Living	48 Apartments	75 Calls
St. Mark's Manor Senior Living	40 Apartments	47 Calls
Pinebrook Senior Living	126 Apartments	148 Calls
Pinebrook Memory Care	28 Beds	41 Calls
Magnolia Springs Senior Living	121 Apartments	141 Calls

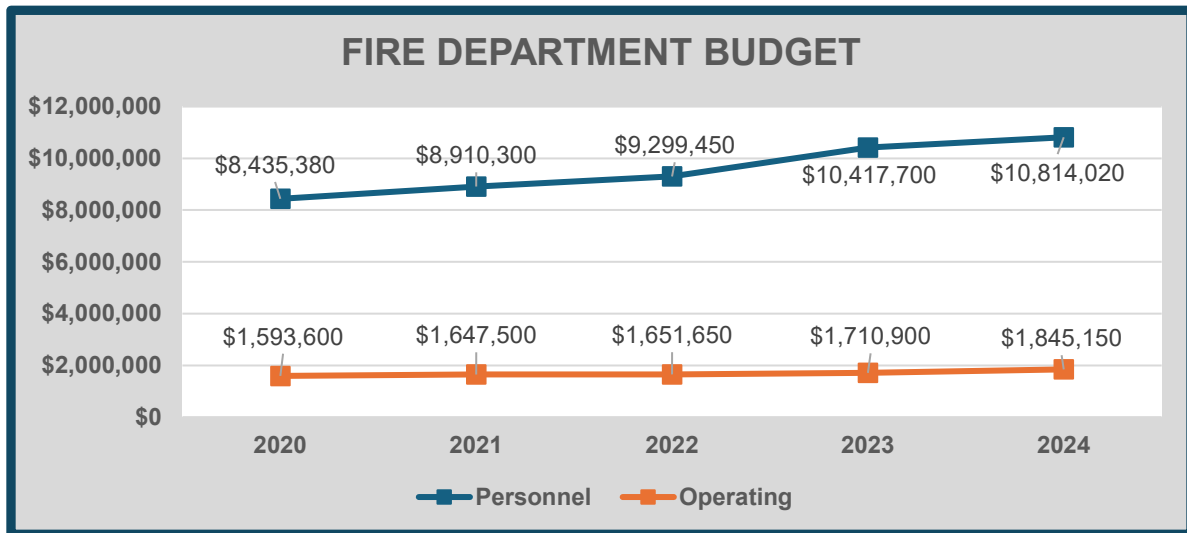
### **BUDGET AND FINANCIAL OVERVIEW**

Various revenue sources, including local government funding, EMS billing, and grants, supported Miami Township Fire and EMS's 2024 budget. These funds are carefully allocated to cover expenditures such as personnel, training, equipment, fleet, and facilities. The department ensures continued service excellence while planning for future needs and operational growth through prudent financial management and the pursuit of additional funding.

The fire department's 2024 budget allocated \$10,814,020 for personnel and \$1,845,150 for operations, reflecting a 4.2% increase from 2023 to meet growing demands and the rising costs of emergency services. This funding supports 71 full-time employees, 17 part-time and volunteer employees, seasonal personnel, and the infrastructure needed to deliver exceptional service, including four fire stations, a dedicated fitness facility, and a training facility. The budget also sustains an extensive fleet of five ambulances, five fire engines, one ladder truck, a rescue apparatus, a brush truck, two boats, and staff vehicles, ensuring readiness for various emergencies.

Inflation and the rising costs of equipment, maintenance, and operational expenses have significantly impacted the department’s budgetary needs. From the expense of maintaining a state-of-the-art fleet to ensuring competitive wages and benefits for highly trained personnel, the cost of running a fire department continues to climb. Despite these challenges, strategic planning and efficient resource allocation have allowed the department to maintain its commitment to high-quality service while preparing for future needs.

The chart below shows the budget trend for the last five years:



### **Revenue Sources and Expenditures**

Residential property taxes account for 85% of the fire department’s funding, providing the essential resources needed for emergency response. This is strategically supplemented by EMS billing (12%) and grants (3%), which help offset costs and reduce the financial burden on taxpayers. EMS billing supports operational expenses, while grants allow targeted investments in equipment, training, and innovative programs. These funding sources ensure the fire department remains well-equipped to serve the community effectively and efficiently.

- **EMS Billing**

In 2024, Miami Township Fire & EMS saw a modest revenue increase of over \$44,000 in EMS billing compared to the previous year. Although our total runs were higher in 2024, we transported nearly 500 fewer patients. However, there was a notable increase in Advance Life Support responses, reflecting the higher severity of the patients treated. EMS billing continues to be a key contributor to our revenue, helping to support operational costs and equipment purchases.

EMS Billing	
Basic Life Support Transports	906
Advanced Life Support Transports	2,759
Advanced Life Support Transports (Level II)	91
Total Transports	3,756
Charges	\$3,330,735.20
Revenue Received	\$1,635,970.50
Capture Rate	49%

- Grants and Other Funding

The department also secured several grants to support specific initiatives, helping to offset costs and fund new equipment or training programs.

- The department was awarded \$47,669 through the Ohio Ambulance Transportation Impacted Industries Program Grant. These funds, allocated by the Ohio Office of Budget and Management from HB 45, will help address workforce challenges exacerbated by the pandemic.
- The department was awarded \$3,201.14 through the State Board of Emergency Medical, Fire, and Transportation Services Grant Program, administered by the Ohio Department of Public Safety, Division of Emergency Medical Services.
- The department was awarded \$10,350 from the Public Utilities Commission of Ohio to support hazardous materials operations training.
- The department took part in the Ohio AFFF Takeback Program, disposing of 49 five-gallon containers of hazardous AFFF foam at an approved facility, saving \$10,241.
- The department joined the Kentucky Ambulance Providers Association, a not-for-profit organization within the commonwealth of Kentucky that offers collaboration within the state of Kentucky and surrounding areas to join its preferred provider buying group that saves an average of 30% on all products purchased from Zoll Medical Corporation.
- The department joined the Sourcewell buying group in Minnesota that offers approximately 10-15% on all Stryker products.

## **ACCOMPLISHMENTS AND HIGHLIGHTS**

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Each year is filled with notable events, and 2024 has been no exception. We are incredibly thankful for our personnel's dedication and commitment, which have been essential in achieving our department's goals. A few exceptional events and accomplishments this year include:

- Filled our full-time roster
- Hired our first full-time fire inspector
- Promoted a Lieutenant
- Hired a new position of Director of EMS
- Our fire department family grew with new babies welcomed by the families of six team members
- Reached a record of emergency responses
- Ordered a new fire engine
- Received a new ambulance and have a new ambulance on order
- Received a new supervisor's vehicle
- Launched our inaugural EMS Competition Event and have a team ready to compete next year at the JEMS Clinical Competition
- Delivered two babies in the field
- Participated in the rehab of the Carr Building into a wonderful fitness facility
- Updated our Personal Protective Equipment specification
- Updated the portable radios to the latest standard
- Achieved a record amount from EMS billing
- Developed a safety video for the residents of multi-family occupancies
- Developed a seatbelt safety video along with members of the Miami Township Police Department

- Partnered with the Public Broadcasting Service's (PBS) nationally broadcast children's education show, DIY Science Time

## **FUTURE GOALS, INITIATIVES AND OPPORTUNITIES**

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The Miami Township Fire and EMS Department must look ahead and plan for the future to continue providing exceptional service. We have identified several proactive and forward-thinking goals, initiatives, and opportunities for 2025. Each is designed to address emerging challenges, enhance our operational capabilities, and ensure that we remain prepared for the needs of our community. By planning ahead, we aim to strengthen our services, improve safety, and support the long-term growth of our department.

- A key goal of the fire department is to align its strategic planning with that of the township, ensuring a unified approach to addressing community needs, resource allocation, and long-term objectives.
- Coordinate with the township and the facility study to develop a comprehensive plan for Station 27, ensuring it meets current and future operational needs.
- Implement a Prehospital Whole Blood Program to provide life-saving blood administration in the field, stabilize patients with severe blood loss, and improve outcomes before they arrive at a hospital.
- Implement a Prehospital Ultrasound Program to enhance our ability to assess critical conditions in the field and improve treatment decisions and patient outcomes.
- Implement a medical equipment and medication dispensing system to enhance the department's efficiency by improving inventory processes and streamlining equipment and supply purchases.
- Implement an asset management system to improve our ability to track and maintain department assets and ensure better utilization, accountability, and cost management.

## ANTICIPATED CHALLENGES

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The new year will bring both challenges and opportunities, both new and existing, that will shape the direction of the Miami Township Fire and EMS Department. As we navigate the evolving public safety landscape, we anticipate challenges such as increasing call volumes, resource management, and adapting to new technologies and regulatory changes.

- As service demand continues to grow, the fire department faces the ongoing challenge of maintaining adequate staffing, resources, and response capabilities to meet the community's needs while ensuring the safety and efficiency of operations.
- Aging facilities present a significant challenge for the fire department, requiring increased maintenance, modernization, and potential renovations to ensure they remain functional, safe, and capable of supporting the evolving needs of our personnel and community.
- The increased demand on our fleet places added strain on vehicles, making routine maintenance and timely replacements essential to ensure they remain safe, reliable, and ready for emergency response at all times.
- Securing adequate funding remains a challenge as operational costs, service demands, and facility needs continue to grow. While grants and alternative funding sources help supplement the budget, the department must navigate an uncertain fiscal outlook to ensure long-term sustainability and maintain high-quality emergency services.
- As we face an increasing number of upcoming retirements, a key challenge will be finding qualified individuals to fill these critical positions. Staffing shortages could impact on our ability to maintain service levels, making it essential to focus on recruitment, retention, and workforce development to ensure the department remains fully staffed and ready to meet community needs.
- The loss of the Live Oaks Training Building has created a critical need for our dedicated training facility. While the plan has been deferred, it remains essential for our personnel's continued development and readiness. Hands-on training is a crucial component of our operations, and the difficulty of sending on-duty personnel to neighbor locations for training due to high call volumes makes having a local facility even more critical for maintaining skill proficiency and response readiness.

- The aging self-contained breathing apparatuses (SCBAs) pose a growing challenge, as maintenance costs have increased now that they are no longer under warranty. With the rising cost of repairs and the potential for equipment failure, we must plan for their replacement soon to ensure our personnel's safety and operational efficiency.

## **ACKNOWLEDGMENTS**

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Gratitude goes to everyone who contributed to this year's annual report, including members of our fire department and personnel from other township departments who assisted in compiling information. The dedication, attention to detail, and commitment to accurately reflecting our department's efforts and achievements have been invaluable. Special recognition goes to the team members who gathered data, wrote content, and provided essential support. Their hard work ensures that our community stays informed about our ongoing efforts to provide exceptional service.

## **CLOSING REMARKS**

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As we reflect on the achievements and challenges of 2024, Miami Township Fire and EMS remain steadfast in our commitment to providing exceptional service to the exceptional community. Significant milestones have marked 2024, thanks to the dedication and professionalism of our personnel, who continually go above and beyond in their duties. We are proud of the progress made in public safety, training, and community engagement, which have all contributed to enhancing the quality of life for the residents we serve.

Looking ahead to 2025, we understand that while challenges will persist, countless opportunities exist to grow and improve. From strengthening our response capabilities to exploring innovative solutions, we are focused on adapting to the ever-evolving public safety landscape. We will continue to prioritize the health and safety of our community, ensuring that every initiative is aligned with the needs of Miami Township residents. Our commitment to service excellence remains unwavering, and we are excited about the future possibilities. With continued support from the community, our personnel, and partners, we are confident in our ability to meet the challenges of the coming year and beyond. Thank you for your trust and collaboration as we work together to make Miami Township a safer, healthier, and more vibrant place to live, work, and play.