

# *MUSCATINE FIRE DEPARTMENT*

2025  
ANNUAL  
REPORT



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# A Message from Fire Chief Mike Hartman



This past year was full of massive change; especially the last six months. As you will see later in this report, we had more promotions in one day than we typically have in several years. By December 31, we had 11 people in new positions in the administration and shift officer roles of the department – out of 13 of those positions in total.

These changes were due to the retirement of our long time chief and two of the shift commanders. Those three retirements were in conjunction with a

long time firefighter who hung up his boots. All this movement helped to create the largest number of new hires we have had in a single year for quite some time – you will notice that in this report as well.

This was a massive and historic change that has created huge ripple effects throughout the organization. It is safe to say that the last year has caused a wave of stress, which has been handled admirably by each and every one of our members.

The quality of our staff cannot be over emphasized. This past year they responded to a record 5930 calls for service. That call volume is 7.5% greater than 2024; 17.8% more than five years ago and a whopping 26% increase over our call volume 10 years ago. Another item we found when looking at this data is that 85% of the time we were on emergency calls we had crews on at least one other call (concurrent calls). There were 40 times last year when we had crews on six emergency scenes at the same time! Busy days are becoming more common each year.

The more things change, the more they stay the same. For all of the advances and volume increases, what sits at the core of your fire department is the dedication of committed firefighters who strongly desire to make a difference in someone's life and to be a positive catalyst in the community. Our staff are here for you, every minute of every day. They will do whatever is needed to provide you a safe environment and positively impact whatever situation you find yourself in. What drives firefighters today is what drove them 150 years ago – a desire to help others and make the community a better place to live. Your firefighters are ready – bring on 2026!

**The more things change, the more they stay the same.**

# *Mission & Vision Statements, Core Values and Philosophy*

## Mission Statement

It is our mission to safely provide quality emergency services to the community through protection of life, property and the environment from the effects of medical emergencies, fires and other hazards and to reduce these threats through fire prevention and public education.

## Vision Statement

Members of the Muscatine Fire Department, through commitment to service, innovation, and excellence, will strive to be leaders in emergency services, and be the model of a successful fire-based ambulance service.



### Core Values

Members: We promote an atmosphere of trust and respect that encourages individual growth, participation, creativity and acknowledges the achievements of our members.



Organization: We support an organization built on a foundation of initiative, collaboration and commitment to efficiency, consistency and results, while attaining the goals of the organization.

Customer Service: We are dedicated to providing superior customer service.



Strategic Management: We plan for change and develop management strategies to meet the challenges of our future.

Regional Cooperation: We promote, encourage and participate in partnerships that provide all communities and organizations with the highest level of service and training.

## Philosophy

Service and protection with Pride, Honor, Loyalty, Courage, Compassion, Respect, Teamwork, and Safety.

### We accept:

- Great personal risk to save another person's life.
- Moderate personal risk to save another person's property.
- No personal risk to save what is already lost.

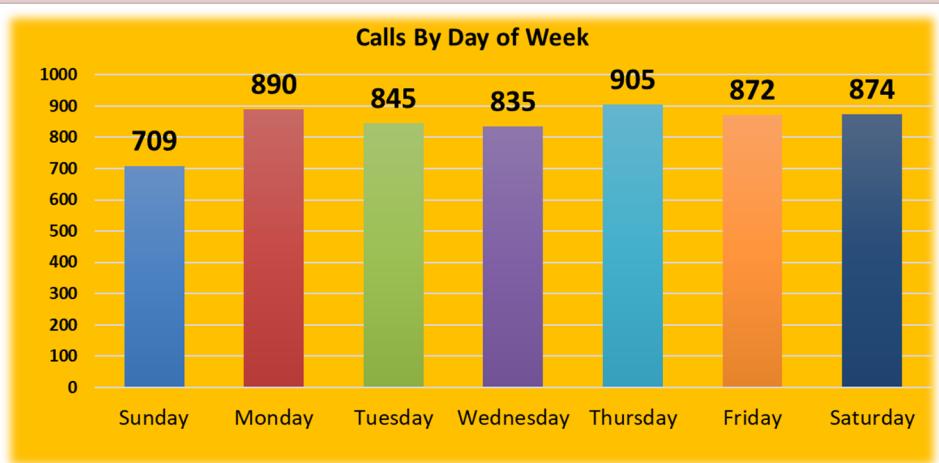
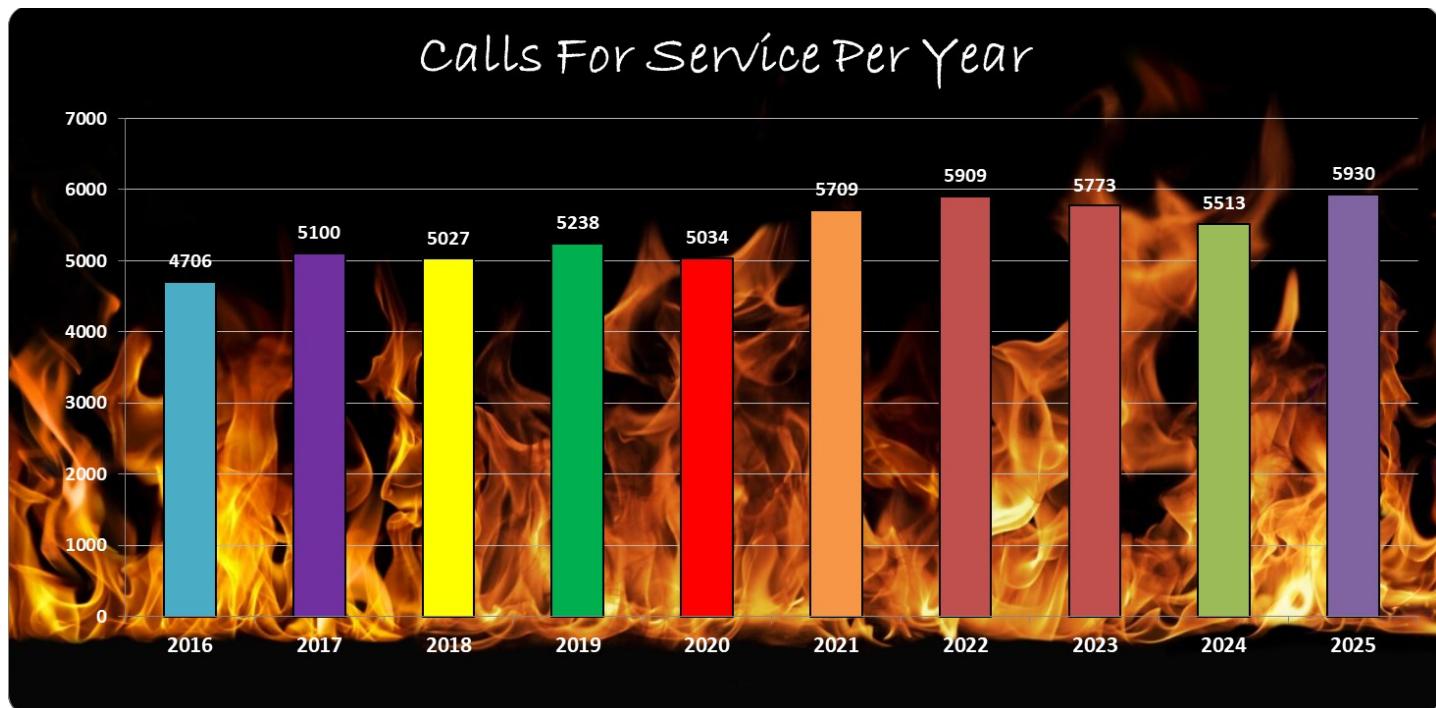
# 2025 Organizational Chart

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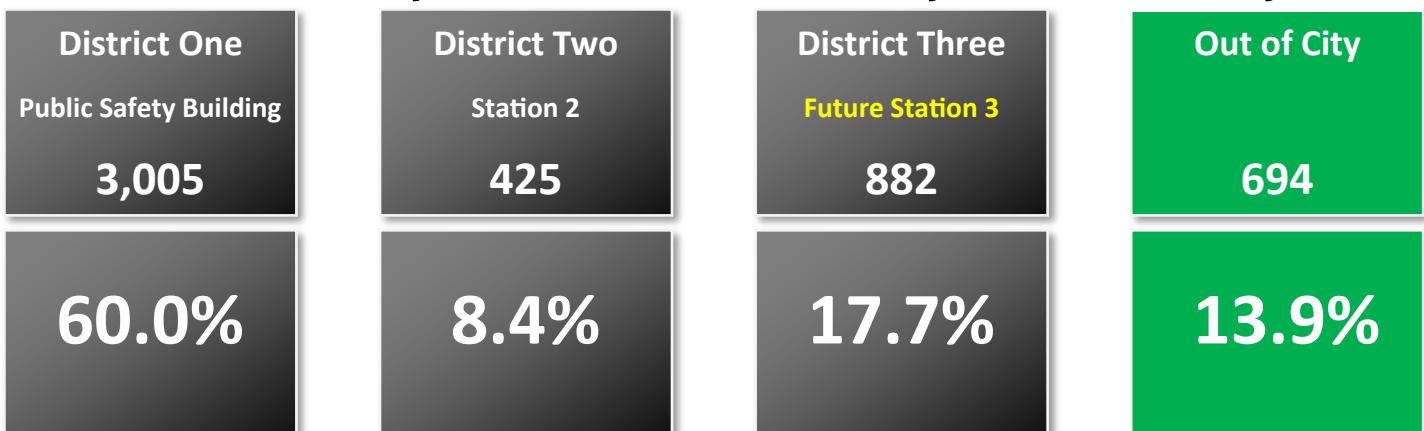


# Calls For Service Report

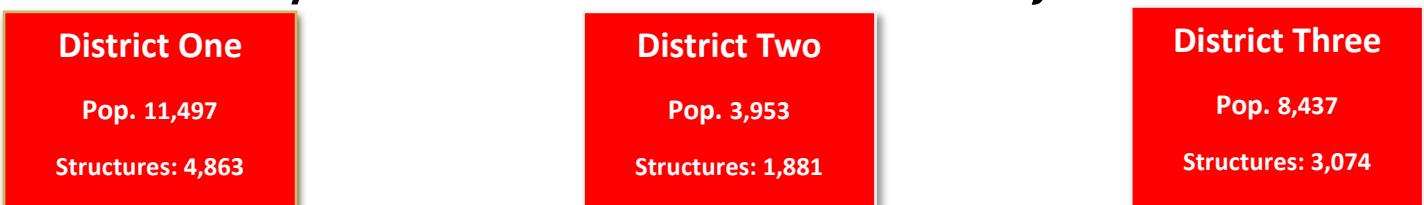
In 2025, we saw an increase in run volume and it was the busiest years we have had. For the year we averaged 16.2 calls per day. Our busiest month for average number of calls was December with 16.5 per day.



## Medical Calls by Districts Within the City

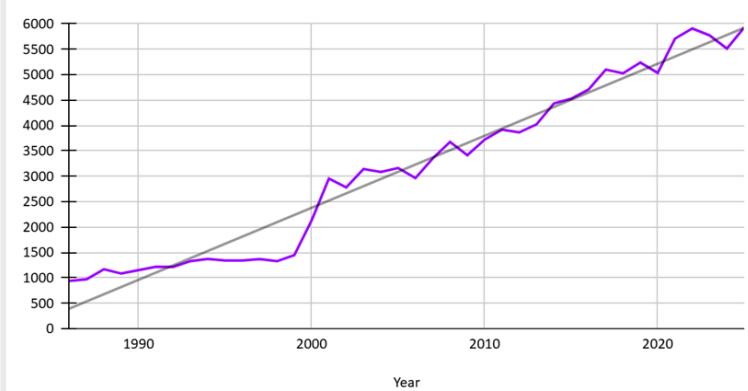


## Population and Structures serviced by District



\*Currently District One covers all calls in District Three.

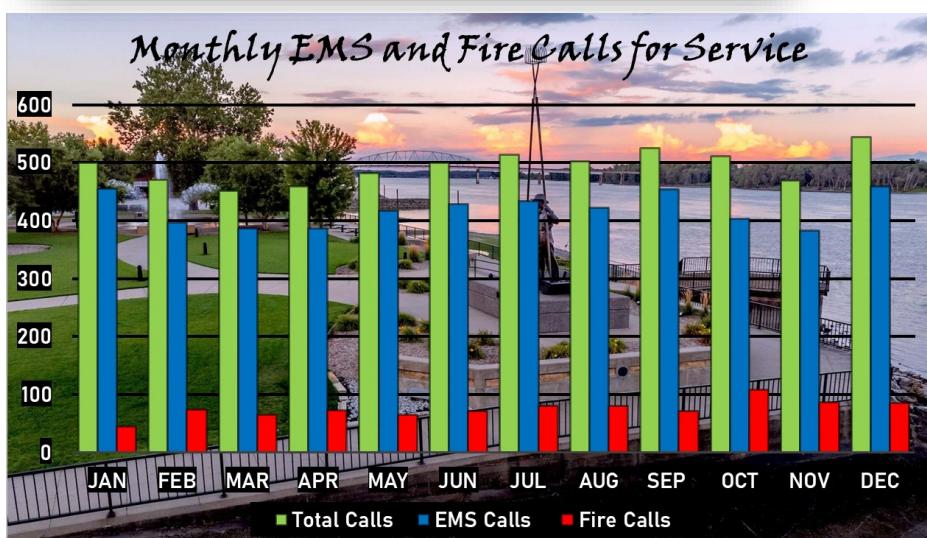
## Total Calls 1986 - 2025



5,930  
Annual Calls

84.8% of  
Calls are EMS

Average  
16.2  
Calls Per Day



# Fire Response Report

We review fire-related calls on an ongoing basis to identify areas for improvement. This year the number of non-EMS related calls were up, but our actual number of fires was down slightly, which can indicate that our public education efforts are making a difference. We use this information to help drive our education efforts.

## TOP 5 FIRE RESPONSES FOR 2025

STRUCTURE FIRES	TRASH FIRES	VEHICLE FIRES	VEGETATION FIRES	COOKING FIRES
 38	 11	 6	 8	 3



### Dollar Loss by Month



EMS calls are classified as 911 calls, transfers and refusals. Each group has unique features—for instance we average about 2 1/4 hours of time spent on each transfer call vs. about 45 minutes for a 911 call. In a refusal the patient may or may not receive treatment, but ultimately refuses transport to the hospital.

## ANATOMY OF A 911 CALL FOR SERVICE

### CALL



CITIZEN CALLS 911 AND REPORTS INCIDENT TO 911 DISPATCHER

### DISPATCH



911 DISPATCHER PROCESSES CALL AND DISPATCHES APPROPRIATE APPARATUS AND PERSONNEL TO THE INCIDENT

### TURNOUT



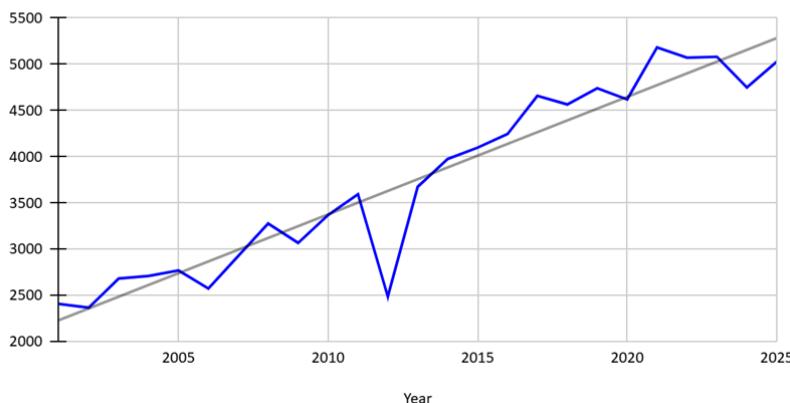
THE TIME FROM WHEN PERSONNEL ARE DISPATCHED TO WHEN PERSONNEL ARE DRESSED IN APPROPRIATE GEAR AND LEAVING THE STATION

### TRAVEL

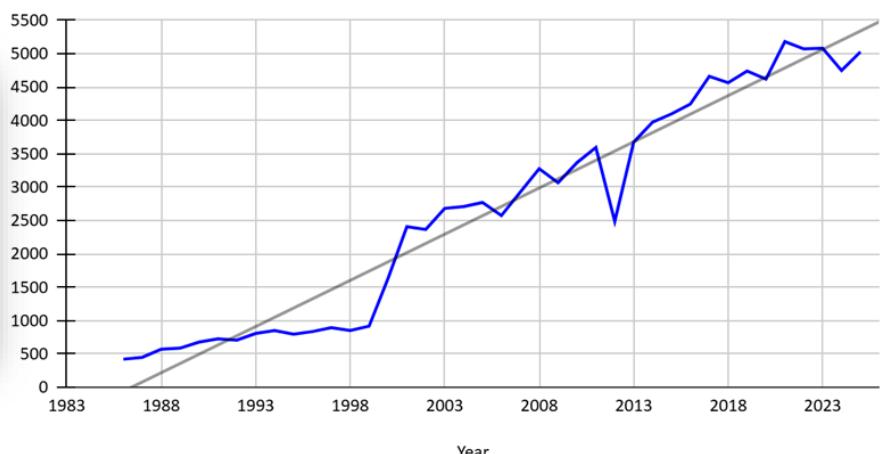


THE TIME FROM WHEN THE APPARATUS AND PERSONNEL LEAVE THE FIRE STATION TO WHEN THE APPARATUS AND PERSONNEL ARRIVE AT THE INCIDENT

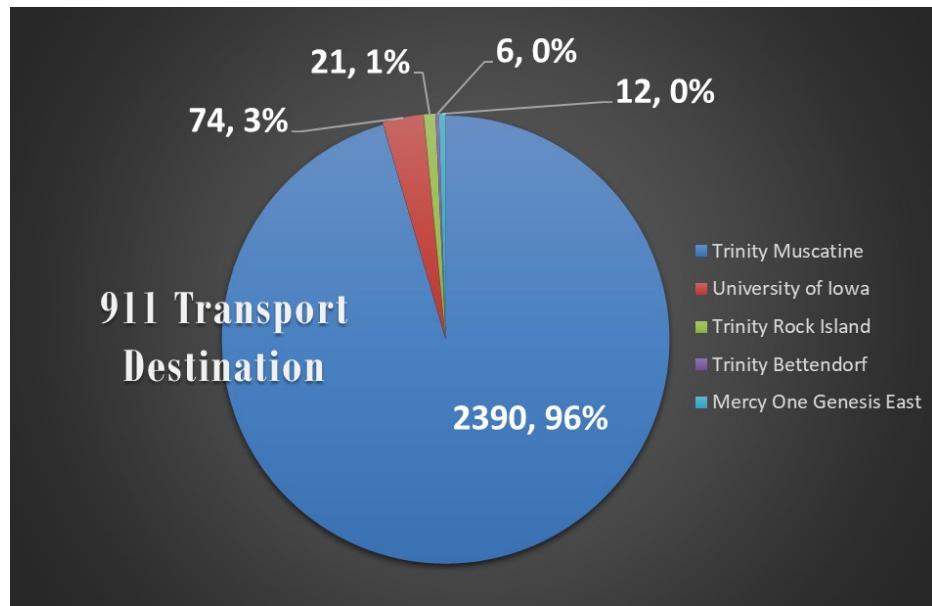
### Medical Calls 2001 - 2025



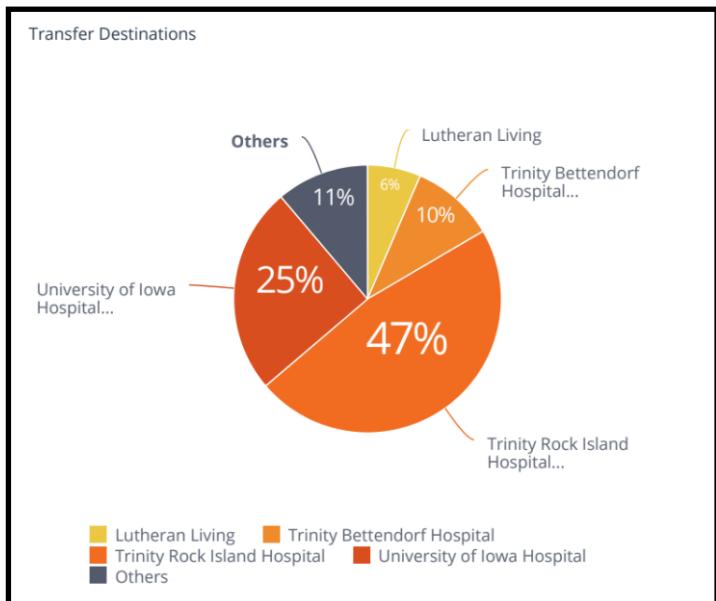
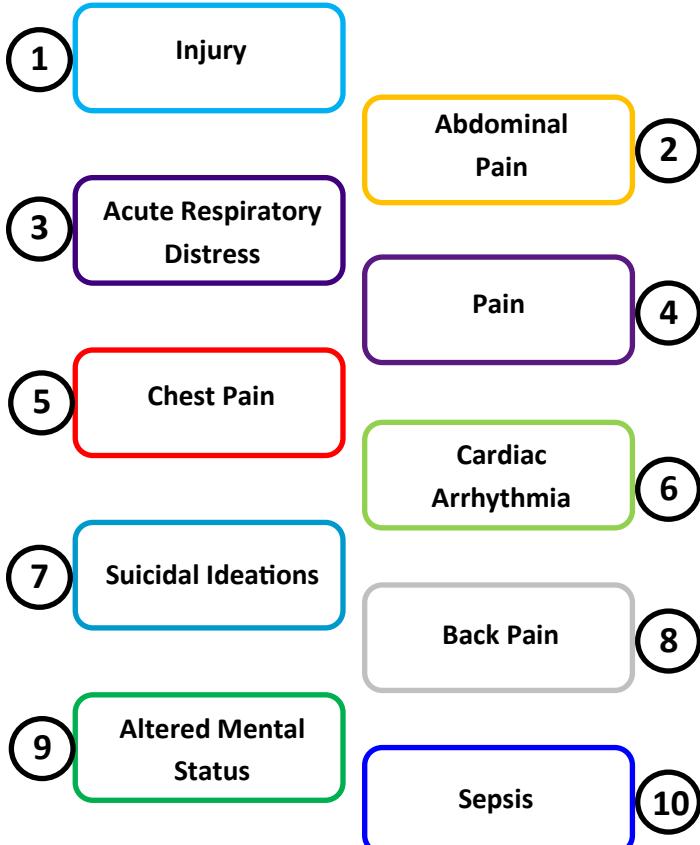
### Medical Calls 1986 - 2025



In addition to emergent and scheduled non-emergent transfers to out-of-town hospitals, we also transport some 911 calls to out-of-town hospitals. Often this is due to the need for services that are not available locally, such as OB services, specialized cardiac needs, or complicated orthopedic situations. The impact on workload for our crews with these calls is similar to a transfer—the trip will take a couple of hours on average. By looking at the top reasons for our medical calls we can identify areas to focus our training and public education efforts, like slip, trip and fall prevention.



## Top Ten Chief Complaints



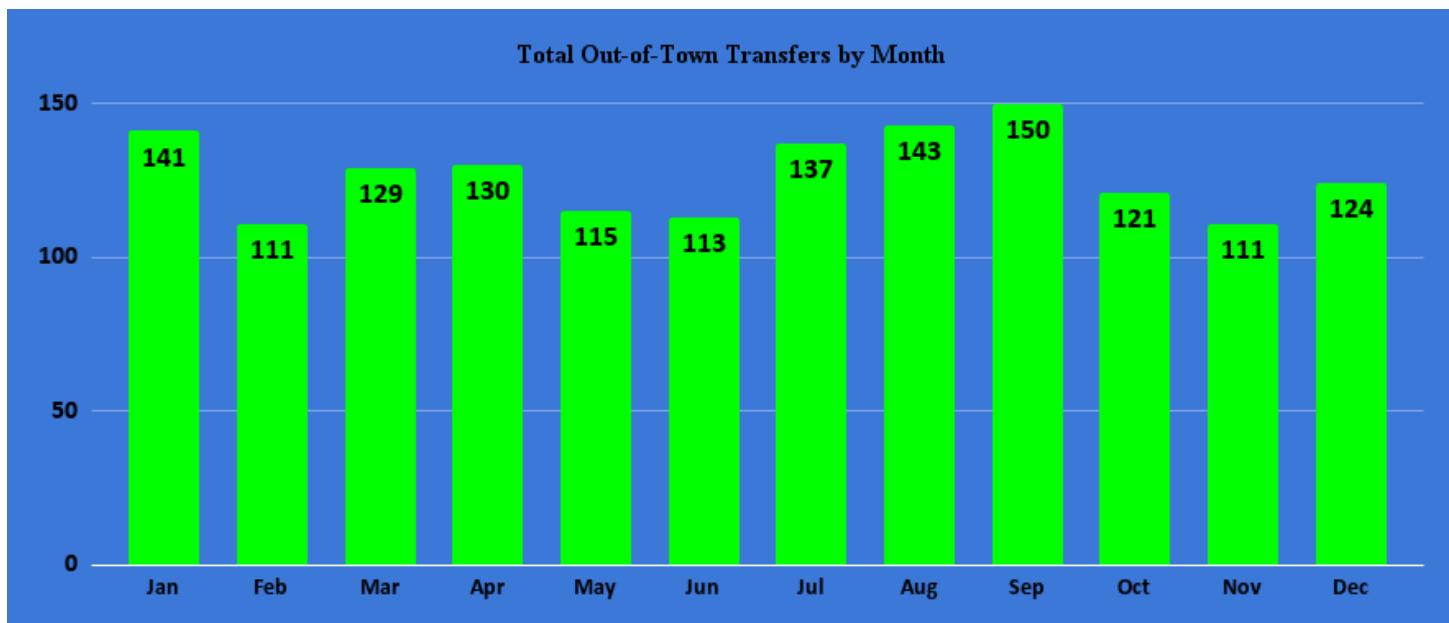
## Average Out-of-Town Drop Offs Per Day



In addition to 911 emergency medical calls, we also provide treatment and transportation from Trinity Muscatine to hospitals in other cities. This happens when a patient needs a higher level of care or they need a service that is not offered locally.

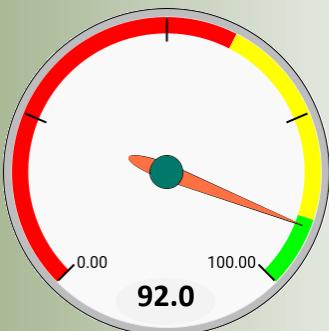
In 2025, we transported a patient to a hospital outside of Muscatine an average of 4.18 times per day. The length of these calls vary by complexity and destination, but we average more than 9 hours per day taking patients to hospitals outside of Muscatine. Each transfer call takes an average of 2 hours and 15 minutes to complete.

These transports are staffed by the crews on shift that day and includes critical care paramedics, paramedics and EMTs. We do call back for overtime if needed and have a part-time on-call program to help fill the need for transfer crews. It takes at least two staff members for these transports. More complicated calls often require three staff, especially those where our critical care paramedic is caring for a critical patient, such as one who requires a ventilator.

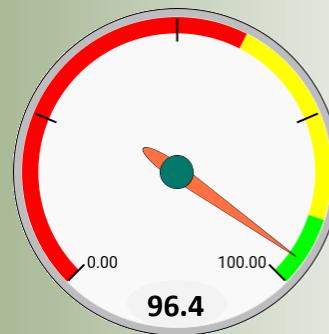


# EMS Response Time Report

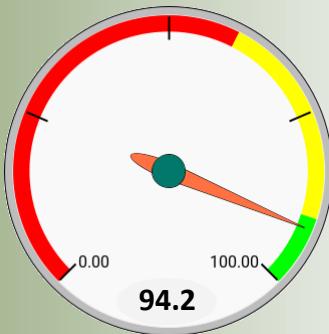
The Muscatine Fire Department strives to provide a rapid response that arrives on scene in a safe and efficient manner. Depending on the nature of call and the location of the response, different response time goals are set. A standard followed throughout the nation is to arrive at an emergency medical call in urban areas (within the City) in 8 minutes and 59 seconds or less at least 90% of the time. For calls outside the City limits the standard set is to arrive in 14 minutes and 59 seconds or less at least 90% of the time. Response time starts from the time of the 911 call and goes until the first unit arrives on scene.



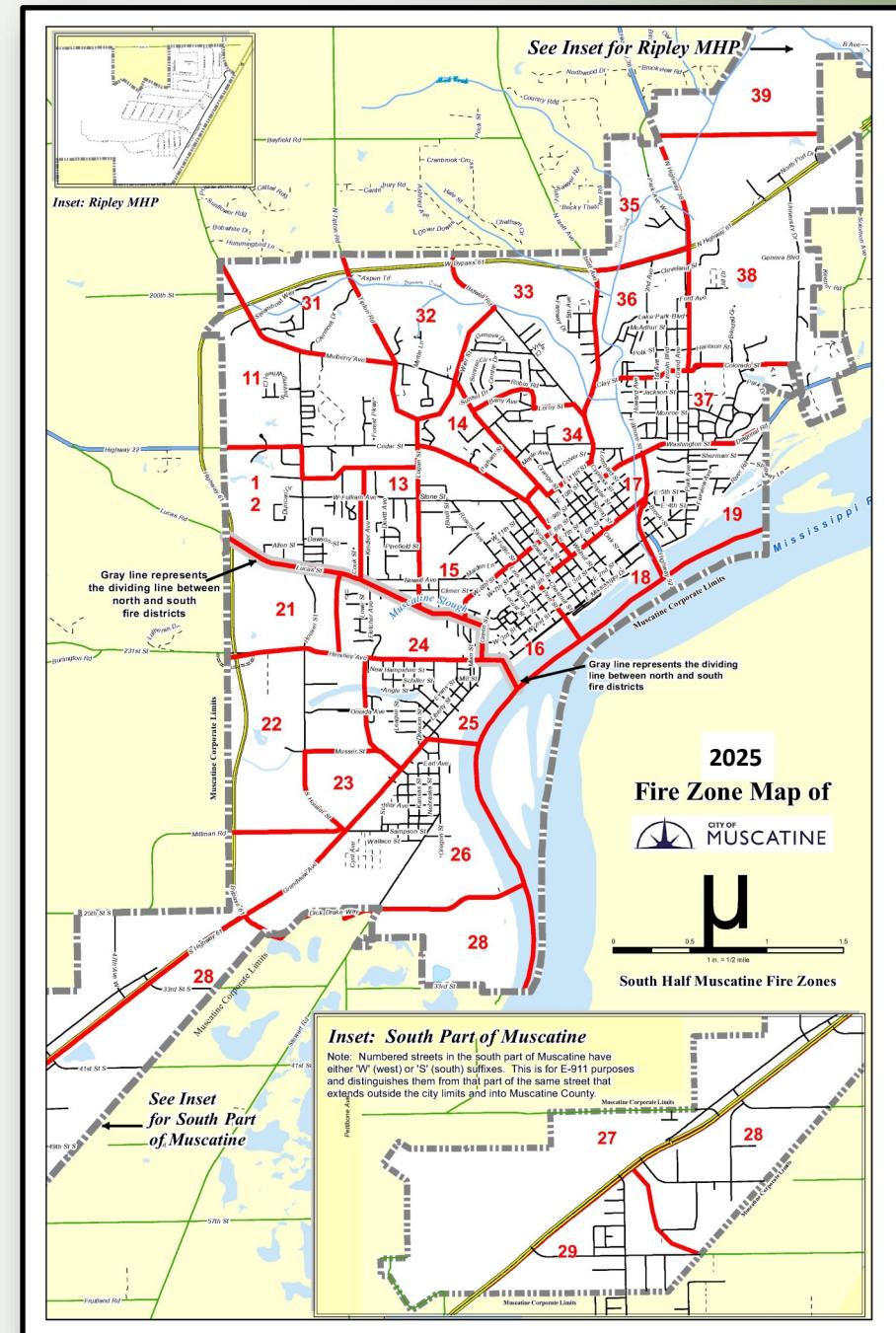
**Urban Response Time Met**



**Rural Response Time Met**



**Average Response Time Met**



**Vehicle****Description****Ambulances**

Ambulance 351	2018 Ford E450 Medix Type III
Ambulance 352	2021 Ford F450 4X4 Wheeled Coach Type I
Ambulance 353	2021 Ford E450 Wheeled Coach Type III
Ambulance 354	2022 Ford E450 Wheeled Coach Type III
Ambulance 355	2025 Ford E450 Wheeled Coach Type III
Ambulance 356	2019 Ford Transit Medix Type II

**Fire Engines**

Engine 311	2013 Pierce - PSB Front Line Engine
Engine 312	2023 Pierce - Station 2 Front Line Engine
Engine 313	2006 Alexis - PSB Reserve Engine (Refurbished once)
Engine 314	1993 Pierce - Station 2 Reserve Engine (Refurbished once)

**Specialized Apparatus and Support Vehicles**

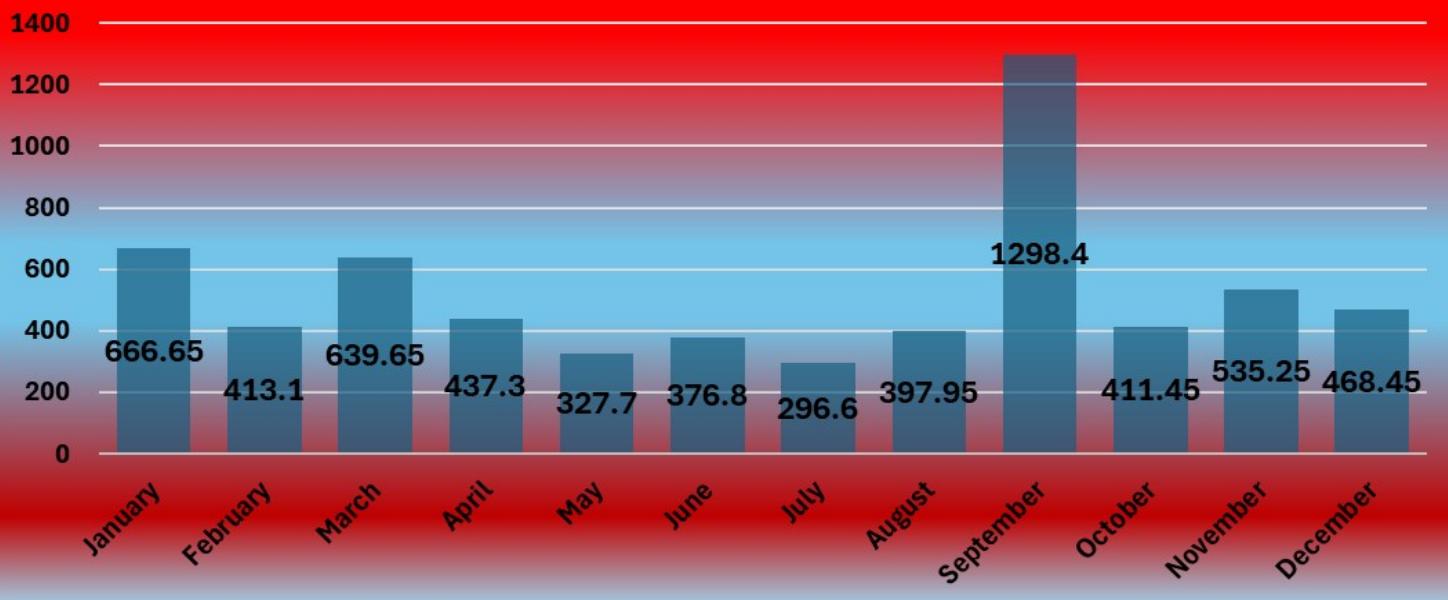
Truck 310	2018 Pierce Arrow XT 100' Ladder Truck
HazMat 321	2005 Chevy Duramax C8500 w/ 2004 Mickey 16 Bay Trailer
Chief's Vehicle	2019 Chevy Tahoe
Asst. Chief's Vehicle	2018 Chevy Silverado 1500 Crew Cab
Command 333	2024 Chevy Tahoe
Truck 331	2019 Chevy Silverado 2500 Ext Cab - With plow attachment
Mule 350	1997 Side-by-Side Off-road Utility Vehicle
Air Trailer	Three Bank Pull-Behind Air Trailer
Boat 332	2017 Inflatable rescue boat with 25hp Evinrude Outboard Motor

# Training Report

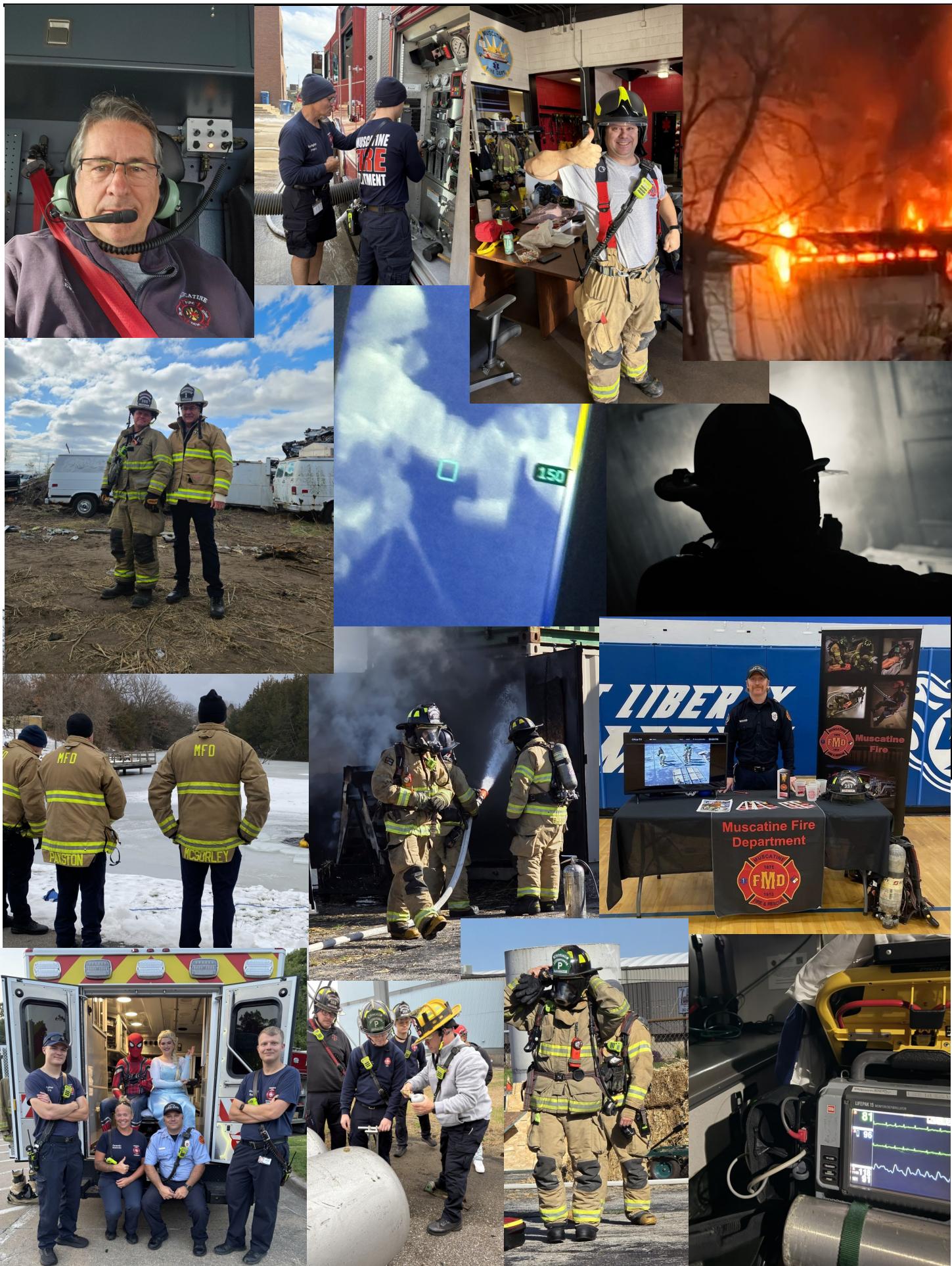
Training for emergencies is our highest priority outside of actual emergency responses. Your fire department needs to know exactly how to best handle emergencies as they arise and training helps us to do just that. This year we were able to add two shipping containers to enhance our training grounds. These containers are configured so we can set up different scenarios using “live fire” to provide realistic experiences for our staff.



## 2025 MFD TRAINING HOURS



Training hours saw an increase in September due to our Fall Recruit Academy.



# Historical Promotions



## Michael Hartman



Hired: November 21, 1994

Promoted to Lieutenant: December 7, 1999

Promoted to Captain: March 7, 2005

Promoted to Shift Assistant Chief: November 9, 2009

Promoted to Assistant Fire Chief: January 7, 2013

Promoted to Fire Chief: July 3, 2025

## Robbie Rock

Hired: October 13, 2006

Promoted to Billing Manager: October 4, 2021

Promoted to Assistant Fire Chief: September 8, 2025

Projects: *Billing and EMS Administration*



## Andy Summitt



Hired: October 15, 2001

Promoted to Lieutenant: February 14, 2013

Promoted to Captain: June 1, 2018

Promoted to Battalion Chief: October 6, 2025

Projects: *Implementation of state of the art battery powered Hurst Extrication Tool*

## Andrew McSorley

Hired: March 13, 2015

Promoted to Lieutenant: September 20, 2021

Promoted to Captain: July 19, 2023

Promoted to Battalion Chief: October 6, 2025

Projects: *Creation of the Recruit Academy. Design and Construction New Training grounds*



## Jason Verschoore

Hired: June 5, 2017  
 Promoted to Mechanic: February 7, 2020  
 Promoted to Lieutenant: July 19, 2023  
 Promoted to Captain: October 6, 2025  
 Projects: Designing and Implementing  
 Department Apparatus



## Spencer Ripperger

Hired: February 29, 2016  
 Promoted to Lieutenant: July 29, 2022  
 Promoted to Captain: October 6, 2025  
 Projects: *HazMat Program Oversight and HazMat Education*



## Sean Paustian

Hired: January 13, 2020  
 Promoted to Lieutenant: October 6, 2025  
 Projects: *Design of New Training Grounds*

## Eric Joslyn

Hired: December 15, 2022  
 Promoted to Lieutenant: October 6, 2025  
 Projects: *EMS supply Management*



# Fire Department Community

Every week, Matt Schram volunteers at the Public Safety Building through Optimae Life Services sweeping the floors, chatting with the team and spreading positivity.

Matt went above and beyond and wrote a song for the Muscatine Fire Department, with a little help from a computer program. His stepfather shared the song with us, and we were so touched, we wanted to do something special in return.

We invited Matt to put on some bunker gear and played his song in the apparatus bay. The joy on his face said it all—proud, smiling and totally in his element.

Thank you, Matt, for brightening our days. You're truly part of the MFD family.

## Hero in the Background



## Honoring a Fallen Brother

The City of Muscatine dedicated Kruse Memorial Park, honoring Firefighter Mike Kruse, the only Muscatine firefighter to give his life in the line of duty. The park, created through the Ignite Vitality Mulberry Project, brings joy to the neighborhood with slides and interactive play features while keeping Mike's legacy alive.

## Prepared for the Worst

The Muscatine Fire Department, along with West Liberty, Wilton and Louisa Ambulance Services, just received new Mass Casualty Incident (MCI) Kits. These kits help responders triage and manage multiple patients efficiently during major emergencies.

Thanks to the State of Iowa, Muscatine County Public Health and the 5A Healthcare Coalition for making this possible.





## Assistant Fire Chief - Robbie Rock

It certainly has been an interesting year. I am honored to serve as the Assistant Chief, and look forward to supporting our firefighters as they serve all of you.

As the Assistant Chief I serve as the Fire Marshal; oversee most of the administrative elements of our EMS program; and assist and fill in for the fire chief when needed.

Fire prevention is a main part of our mission to protect life, property, and the environment from the effects of fire. The easiest disaster to mitigate is the one that never happens—if we can help people prevent a fire they will never need to experience the negative impacts and loss that fire victims experience. Our public education shift is central to the prevention efforts, but it is a responsibility of each of our members. Many of the firefighters like talking to the public and knowing that we may be helping them to stay safe makes those discussions more valuable.

We need to look at ways to decrease the impact of fire as an element of our mission as well. The use of Codes, Standards, and plan reviews really sets the owners and occupants of buildings to limit injury and property loss. By reviewing buildings and construction projects and by helping our customers to comply with the national standards, we set them up to not only be more safe if a fire happens but also help them to limit the impact the fire has on the building. It is impossible to have a firefighter in every building to immediately respond to every fire, but having smoke alarms, fire alarms, and other items such as sprinkler systems, we can provide a quick response to the fire that will limit its impact. Not every fire may be prevented, but we can keep the fire in check.

One of my duties for EMS administration is to be the link between the department and a number of other agencies. I enjoy meeting with the hospital staff, nursing home employees, other EMS responders, dispatch staff, and other community members. I truly appreciate how all of our agencies and individuals come together to make all of us more safe and to provide the best emergency medical care that we can. It does 'take a village' to provide the services we all need; it is rewarding for us to be one of the main healthcare partners in Muscatine.

As I look forward to next year—as a full year in this role—I am excited to work with so many great people as we work together on our mission to serve others. The fire service and EMS are wonderful professions and I am lucky to be a part of what we are doing in Muscatine. Hopefully none of our staff see you on fire or medical calls, but we would like to see you at our educational events. Stay safe and have a good 2026.

## Green Shift Battalion Chief - Andy Summitt

It is an honor and privilege that I get to present the End of the Year Report for 2025 as it relates to the Operations and Training Shift.

Coming this summer a new Pierce pumper will be delivered. Members of the engine committee spent several hours and a trip up to Wisconsin to discuss and design the new engine. This truck will be at the Central Fire Station and will be replacing Engine 311 which is a 2013 Pierce Impel.



To make the department more effective for emergency response; many new pieces of equipment were purchased and placed into service. Engine 311 received new Hurst extrications tools. The new tools are battery operated and replaced the previous set of hydraulic tools that were powered by a gas-powered generator. For a more effective fire attack low flow fire hose and smooth bore nozzles were added. This hose and nozzle combination is easier to maneuver and may be operated with less manpower. With more electric vehicles traveling the roadways a special blanket was put into service to be used to extinguish electric vehicle fires as they pose significant challenges to responders. Confined space rescue is a much-needed service that our department provides. New rescue harnesses were obtained and will help rescuers maneuver those confined areas. Propane is an abundant fuel source in our area, so we needed a way to mitigate that hazard when an emergency happens. The Iowa HazMat Task Force graciously donated a Propane Flaring Kit to mitigate that hazard. And lastly, a new rescue mannequin was purchased to enhance rescue training.

Firefighter training is essential to effectively handle and mitigate emergency responses. In 2025, the members of the Muscatine Fire Department completed 4,300 training hours related to fire/HazMat/rescue operations as well as 3,800 hours of medical training. Our training grounds were upgraded with a second story of ConEx fire training boxes. This allows for enhanced training scenarios, simulated entry from above, practice for multi-level searches and removal of victims from various levels in a smoke-filled environment.

It was a busy year for the operations and training shift. In addition to the achievements listed above, we also performed maintenance on fire hose, serviced SCBAs, serviced all department ladders and inspected and serviced all ice rescue gear.

It was a productive year for the Operations and Training Shift and we look forward to carrying this momentum into 2026.

## Blue Shift Battalion Chief - Gary Ronzheimer



This past year has been a period of growth, transition and renewed commitment for Blue Shift as we continued to support the mission of the Muscatine Fire Department and the community we serve. Our members stepped into new leadership roles, navigated organizational changes and adapted quickly to evolving expectations. Throughout these transitions, the shift remained steady, focused and dedicated to providing high-quality service. The members have done an outstanding job settling into their roles and maintaining the professionalism expected of our department.

One of the highlights this year was the success of our annual open house, which welcomed **over 200 attendees** from across the community. Blue Shift members helped lead several hands-on education stations, including **Hands-Only CPR, Stop the Bleed fundamentals** and **rescue demonstrations** that showcased our operational capabilities. These interactions not only strengthened community trust but also reinforced the value of proactive education. We plan to continue building on this success in the coming year with more coordinated, interactive community engagement opportunities.

Looking forward, Blue Shift is preparing to support the launch of the **Citizens Fire Academy** this spring. This new initiative will offer residents an inside look at fire and EMS operations while giving them practical skills to enhance their own safety and preparedness. It represents an important step in expanding our Community Risk Reduction strategy and strengthening relationships across Muscatine.

We remain committed to increasing our involvement in **Community Risk Reduction (CRR)** efforts by identifying local hazards, evaluating emerging needs and delivering targeted outreach. One priority for the upcoming year is meeting with apartment managers across the city to implement a new CRR plan. This effort is aimed at reducing identified risks such as cooking fires, preventable injuries and access issues, while improving safety education for tenants of all ages.

Blue Shift continues to embrace its role in helping shape the department's culture and operational readiness. Whether through training, public education, incident response or leadership development, our members have demonstrated resilience, teamwork and a desire to continuously improve.

We look forward to another year of service, growth and community partnership.

*Red Shift Battalion Chief - Andrew McSorley*

Red Shift is in charge of EMS Operations, which entails making sure EMS supplies are ordered and we have sufficient stock of all supplies we may need to restock after emergency calls. We also make sure all of our vital equipment is maintained and in operating form, and medications are kept in date.



One of the major items coming up for the shift includes looking into how to best replace our cardiac monitors. This includes doing research and seeing what best fits our needs, what our patients need the most, and putting that all together to determine what is best for patient care. The cardiac monitor is one of the most vital instruments we carry and is an essential tool at the core of our emergency response capabilities.

We are also performing research in a number of other areas relating to emergency medical treatment. One of the biggest items we are looking at is the possibility of carrying whole blood products in our ambulances, which may allow us to be more effective in our treatment of trauma victims. Using whole blood in the field has shown to improve survivability of trauma-related injuries, assisted with resuscitation efforts, and is a fairly simple treatment that also improves outcome in some of the most challenging scenarios we encounter.

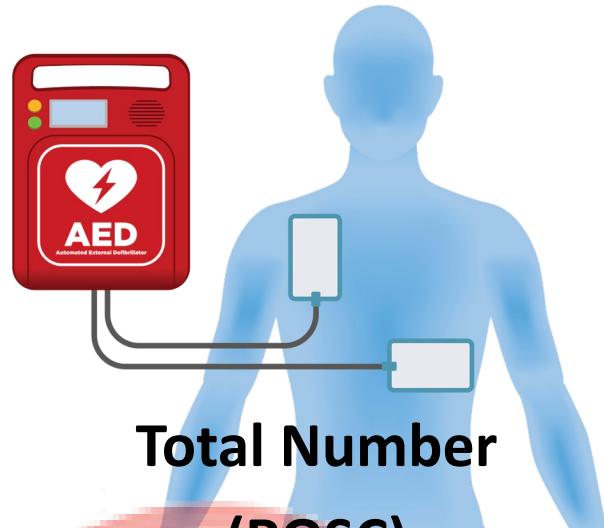
Also on our research list is the use of an EMS bike team and development of an education game that will be rolled out at our annual EMS Day in May. That game will be about the AEDs placed in the city, with the intent to encourage citizens to learn where the AEDs are placed.

Red shift also ensures all members of the Fire Department are up to date with their advanced care certifications, like Advanced Cardiac Life Support (ACLS), Pediatric Advanced Life Support (PALS) and Cardiopulmonary Resuscitation (CPR).

Red Shift has many plans for 2026, it should be an exciting and fun year!

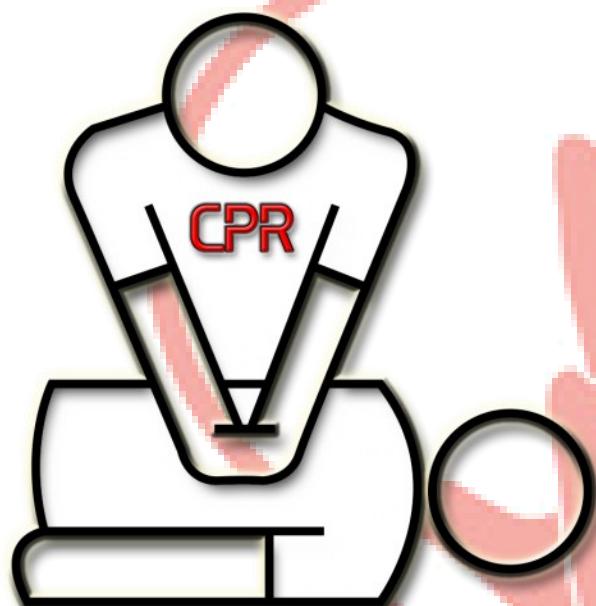
## Total Number of Cardiac Arrest Calls

2022	18
2023	23
2024	21
2025	34



## Return of Spontaneous Circulation

	#	%
2022	5	22.78
2023	7	30.43
2024	8	38.10
2025	11	32.35



## AED was Applied Prior to EMS

	#	%
2022	15	77.78
2023	19	82.61
2024	13	52.38
2025	21	58.82

## % of Shock Given Prior to EMS Arrival

2022	22.22
2023	26.09
2024	14.29
2025	23.53

## Exemplary Service Award



### Administrative Specialist

#### Stephanie Oien

Stephanie was recognized for working above and beyond in implementing changes to the recruitment and probationary binders. Oien spent countless hours going page by page finding inconsistencies, grammar, spelling errors and many more. A work that a lot of times goes unnoticed. She has commitment to excellence and is the cog that allows this department to run smoothly.



#### Captain Spencer Ripperger

Spencer Ripperger was recognized for his dedication and hard work on the 2025 Muscatine Fire Department Peer Support Golf Outing. This endeavor was over a year in the making, and Ripperger has been part of the process since it was created.



#### Battalion Chief Andy Summitt

Andy Summitt was also recognized for his dedication and hard work on the 2025 Peer Support Golf Outing. Andy really spearheaded the project from day one.



# New Employees

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**Firefighter/ EMT**

**Jack Hammes**

Hire Date: February 20, 2025



**Firefighter/ EMT**

**Drake Rudolph**

Hire Date: February 22, 2025



**Firefighter/ EMT**

**Trevor Davis**

Hire Date: April 14, 2025



**Firefighter/ Paramedic**

**Will Zamastil**

Hire Date: August 17, 2025



**Firefighter/ EMT**

**Ty Wright**

Hire Date: August 18, 2025



**Firefighter/ EMT**

**Daniel Hicks**

Hire Date: August 18, 2025



**Part-Time EMT**

**Gracie Brossart**

Hire Date: May 21, 2025



**Part-Time EMT**

**Hannah Lane**

Hire Date: June 3, 2025



## Jerry Ewers

Hired: July 18, 1988

Promoted to Lieutenant: September 6, 1996

Promoted to Captain: December 4, 1999

Promoted to Shift Assistant Chief: June 17, 2001

Promoted to Fire Chief: October 19, 2009

Retired: April 30, 2025



## Ted Hillard

Hired: December 1, 1992

Promoted to Lieutenant: March 18, 2003

Promoted to Captain: February 4, 2013

Promoted to Battalion Chief: November 1, 2016

Retired: October 2, 2025



## Joe Timmsen

Hired: June 19, 2000

Promoted to Lieutenant: November 1, 2016

Promoted to Captain: January 7, 2019

Promoted to Battalion Chief: July 16, 2023

Retired: October 3, 2025



## Lanny Creamer

Hired: December 9, 2002

Retired: September 26, 2025

- 🔥 Saw promotions of nine of our most senior staff to new positions of authority; the number of promotions undertaken this last year is more than at any other point in the department's history.
- 🔥 Transitioned our firefighter entry physical testing to one that is easier to access, less costly, and better aligned with job duties of our department.
- 🔥 Saw an increase in applicants for entry level firefighter positions; twice as many applied in the fall of 2025 as have applied at any one time in the last three years and more applied than at any time since at least 2019.
- 🔥 Recognized the 150<sup>th</sup> anniversary of the Muscatine Fire Department – January 7, 1875 our first volunteer fire company formed as the German Fire Company (later known as Champion Chemical Fire Company and finally Champion Hose Company #1).
- 🔥 Reviewed department data and began the process of developing a series of metrics that accurately reflect performance and quality assurance.
- 🔥 Increased community involvement, including events like the annual open house, increased support and footprint at the National Night Out, and increased presence throughout the community.
- 🔥 Developed and executed a plan to decrease the cost for medical supplies through a thorough and aggressive review of supplies and price points from various vendors.
- 🔥 Supported six members in their efforts to obtain paramedic training.
- 🔥 Began the process of creating a large-ticket capital purchase replacement schedule base don expected lifespan of various equipment so that long range budgeting can occur.
- 🔥 Reviewed and updated our vehicle replacement schedule, which includes an estimated 25% increase in lifespan for ambulances, which is estimated to save \$5,000,000 over the next 20 years.
- 🔥 Initiated a comprehensive review of internal policies, covering areas such as continuous quality improvement, equipment and supply purchasing, pharmaceutical restocking and use, and large item capital purchasing.
- 🔥 Reviewed and updated the part-time employees onboarding process.
- 🔥 Continued to provide support to EMS agencies within the county as they review funding options, including EMS as an essential service.
- 🔥 Served a critical role in obtaining funding and obtaining/distributing new Mass Casualty Incident (MCI) Kits to the West Liberty Ambulance, Wilton Ambulance, and Louisa County Ambulance as well as obtaining a set for use in Muscatine.
- 🔥 2025 was our busiest year ever at 5,930 calls for service (average of 16.2 per day). The last five years have been the highest call volume in our history (2022-2024: 5709, 5909, 5773, 5513). The 2025 volume was a 7.5% increase over 2024 and 6.1% over the 5 year average.

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***We look forward to the challenges and opportunities in 2026 and we wish to thank you for your continued support.***



**Muscatine Fire Department**

**312 East 5<sup>th</sup> Street**

**Muscatine, IA 52761**

**Emergency Phone: 911**

**Phone: 563-263-9233**



**<http://www.muscatineiowa.gov>**



**A special thanks to Firefighter Craig Chelf for his work on this annual report.**