

On Efficiency & Effectiveness in 2019

BY ANNA GAVIN

We have seen a lot of changes, a lot of growth, a lot of challenges these past few years. I am very proud of what we have accomplished and know that it has not always been easy. I said it in recent newsletter articles, but I think it is worth saying again, we have had some exceptional hires these past few years and our teams continue to grow in strength. This stronger team is a foundation for what we can achieve in the future.

With that increased strength comes more expectations. Expectations from our customers, our vendors, our co-workers and ourselves. There is demand all around us to raise the bar. We have built a great

team and now we need to push ourselves to improve. But how?

I have recently been thinking a lot on a Peter Drucker quote. "Efficiency is doing things right; Effectiveness is doing the right things."

Recently I have talked a lot about improving our efficiency. I am proud of the fact that we have a great staff. I stand by that having the right people is the first step to making our company strong. But is efficiency then the next step? We preach to work smarter not harder. But really, what good is efficiency if we aren't first certain that we are effective? That what we are doing is producing the best results? Peter

Drucker's quote makes a good point. We can be very efficient at something but that doesn't necessarily mean that it is worth the effort.

Historically, it has been the job of management to analyze what is truly effective. We do this each year during our strategic planning sessions. And while we will continue to do this, I ask all of you to assist us in this endeavor. Feel free to bring suggestions, ask questions and champion projects. We need you to not just bring new ideas, but to help us see them through. It is a team effort and as our team has strengthened, I am excited to see what we can do. I am looking forward to being more effective and more efficient so that we can go on to meet those increased demands. We will do what needs to be done to make sure we are the smartest working fire protection company in the Mid-Atlantic. Here's to a successful 2019! ■

HOLIDAY PARTY-Candyland!





























2018 Operation Dept. Recaps

GUY HORNIG • FIRE ALARM SYSTEMS

This past year has given us new end user accounts some of which have had multiple projects sites associated with them that have produced better than average profitability. The success of these opportunities has not been by sale alone, but also by our approach of manpower usage as to how we directly bring these projects to completion. On another note, I'd like to pay our sales team a compliment for stepping up this past year following the retirement of Norm Mason. For those of you that don't know, Norm had been our top salesman for many years and we knew it wouldn't be easy to fill his shoes. Collectively the team has had a successful 2018 with bookings and bid opportunities.

I would like to say that I look forward to the coming year working closely with the team as we strategize together on ways of how we can better our day to day operations and increase customer satisfaction.

RICH SIGETHY · SPECIAL HAZARD SYSTEMS

2018 was full of challenges for the Special Hazards team. We started 2018 with an Ultra Fog water mist installation at the Andrew Jacksons Hermitage in Nashville Tennessee. Working on a project 700 miles away for many months was difficult for the installation teams, but the end result was a fantastic installation that the customer recommends to others. Once the Hermitage was completed, part of the installation team worked nights ALL summer long for the DC Court system while the remaining crews worked countless hours filling in the gaps of losing teams to night work. Fast forward to this fall. Fireline was awarded an installation of a large water mist, air sampling, and fire alarm system project in our area. We had anticipated starting this project in the early fall and completing the project ahead of schedule. As most reading this article know, nothing in the fire alarm trade moves guickly or is on schedule. This project finally got started at the beginning of November with an end date of December 31st! With the help of the Service department letting

Special Hazards use some of their installation staff, this will be another successful project.

To everyone that has been involved with any of the projects in Special Hazards, we do understand that we have struggled from time to time and that it wasn't always easy. What we are encountering is serious growing pains for a department that has thought outside the box and is starting to see the light at the end of the tunnel. Juggling installation team members, trying to get equipment, getting proper badging for access to projects has been quite the challenge in 2018. BUT, we have gained knowledge, a ton of knowledge and happily customer referrals. Moving into 2019, the Special Hazards team has a tremendous backlog of work that already has the calendar year full with many more opportunities on the way!

SHANNON ADKINS · PRE-ENGINEERED

Vehicles: The Vehicles department had to deal with a lot of unexpected news and sudden change to close the year. Things could have easily gone wrong but rather they all stepped up and responded positively to everything thrown their way. I want to thank the team for remaining positive, working hard and showing so much support for me and each other. There has been no shortage of success stories these past few months and it is all a result of teamwork!

Hoods: 2018 was a growth year, we grew in numbers, knowledge and as a team. When times get tough the tough come together and these guys and gal have really worked hard to overcome the challenge of losing a manager, taking on new tasks, the shifting of roles and the increasing workload. Kudos to all for their patience and support. Deanna Custer in a short period of time has successfully taken on a large amount of responsibility. She has taken over new job installs, paperwork and permits also helping catch up the backlogs of work. Reggie has also stepped in to do whatever needs to be handled for our customers. With the efforts of the tech they all make a great team.

MIKE LEVASSEUR · PORTABLES

The department as a whole has done very well this year. There has been some great additions to our shop personal, as well as some great training programs and processes added by Matt Meyers, who has been a phenomenal resource for us. This year Collin Creighton was promoted to the shop foreman. His team; Mitch D' Angelo, Caleb Chavis, and Steve Weiss run our Portables Shops flawlessly. With the Portables department growing the Shop Technicians have been able to keep up with demand by constant cross training and hard work. Todd Bates ran the portables departments largest monthly inspections at Northrup Grumman, BWI, Southwest, and Cove Point and earned his way to having his own service area in 2019. Colleen Haney came into the Portables department and her experience was a major impact immediately. She was able to land a \$5,000 account as well as stepping in to assist with service work and monthly inspections. And for the first time ever we combined two areas which David Henson has taken over and made his own with a successful 2018. Our office admin has become the perfect team, I am grateful we have come all come together for things to run so smoothly. I am proud of our drivers, for their hard work and motivation to get the job done and help others to finish out their days. We are extremely excited for our new shop and to begin moving forward with 2019.

TED REITTERER · SPRINKLER SYSTEMS

The sprinkler install division had a good 2018. We have the strongest crew that we've had in years, 5 field guys in Virginia and 5 in Baltimore. The department has been taking full advantage of the training offered by Matt Myers and we look to continue that throughout 2019. Our new design trainee is doing great and learning quickly, adding him to the team has made a huge improvement and allowed us to churn out drawings more efficiently. Sales continue to be strong and the work is steady enough that we can still be selective in what we choose to bid.

I hope that everyone was able to spend time with family and friends over the holidays and that you had a Merry

Christmas and Safe New Year! We will continue to get stronger and I am looking forward to a prosperous 2019.

KAREN COBB · MONITORING

As a new department we officially have one full year in and have learned quite a bit. Logistics, Location and Signal have been the theme of the year. We have added approximately 164 monitoring accounts this year with roughly 33 to be accounts for our FireLink network. Matt Meyers and Ken Scholl have been a lifesaver on the technical end for me as well as Angelo and Ted—so a BIG Thank you to them! I have learned more about monitoring this year and still have a long way to go but look forward to it. Stephanie has jumped in and been a true asset to me-with no knowledge in our field she is learning quickly and asking questions to get a better understanding of what we do. As a new department we needed people who dedicated and willing to adjust to the bumps in the road—Ted, Angelo and Stephanie have been a great team and are willing to go with the flow and do what needs to be done. A HUGE thank you to them. I look forward to 2019 and working with a great team to continue to grow our department.

ANTHONY CAMPOS · SYSTEM SERVICE

Big things are happening in System Service. We have two new supervisors, Matt Williams and Matt "Beanie" Benfield. We are excited as we want to have more supervisors out in the field assisting our technicians and they will help make that possible. We have a new member in our upstairs team, Chris Weaver, who will be calling and asking for that all important signature from every customer with a quote. The pump work initiative is continuing, and we are seeing significant growth and we expect there will be more technicians soon joining Lane, Jon, Tim, Luke and Eric in testing and servicing pumps. We had Tornatech controllers come down to do some training and we expect to visit them this spring (thanks Matt M and Ken R).

The last few months of the year have presented System Service the opportunity to collaborate with Suppression Install on a large job at CSX. We are proud that our team has the strength and flexibility to offer help to our Fireline family. We appreciate everyone out there.

You can easily identify them from their coal smudged faces. In System Service, just as it has been at the close of 2018, we expect 2019 to be heavily focused on suppression, with new services, more technicians and many new training opportunities. This past year was a great one for System Service and we expect 2019 to be even better!

SHANNON ADKINS · LEESBURG BRANCH

The New Year is for New Beginnings and the Leesburg Branch is definitely starting anew. Justin Fishback,

employee of Fireline for 16 years, decided to take his career to a new level and bid farewell to Fireline at the close of 2018. The branch employees immediately stepped up, jumped in and made the transition as seamless as it could possibly be. I am now wearing another hat and couldn't be more happy to be conquering this mountain with such a supportive, hard-working, committed group of people. Troy, Jason, Jackie and Amanda have all been a big help to making sure all our tasks are covered. Looking forward to a fresh start in 2019!

HEY... Field Team!

See a system that needs an upgrade?

Or a company that doesn't have a service contract?

GOOD NEWS!

We have a new and simplified method for submitting leads to the sales team.

Just email leads@fireline.com and include the basic information:

- · Company Name
- Address
- · Contact Person Name & Number/Email
- Type of System
- · Details about the lead

We will take care of the rest and follow up with you if we close the contract.

Questions?

Email Dave Taylor at dct@fireline.com





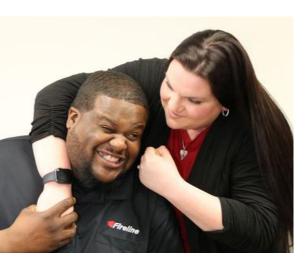




CELEBRATING FAMILYwith Fireline Couple Heather Meyer & Antonio Scott

Fireline is founded on family, partnerships and

relationships. What better way to kick off 2019 then to celebrate one of our many Fireline couples (in 2017 Dan and Kandyce Kiser married and in 2018 the longtime romance of Chris Troutman and Lisa Malone found matrimonial happiness as well). Heather Meyer and Antonio Scott are getting married this spring and are excited to be a part of the extended Fireline family. Heather who works in the System Service department has a brother and cousins that work at Fireline as well. Antonio works in the Vehicle System's department and was recently featured in a training video by our customer WMATA. President Anna Gavin asked a few questions about this month's cover team.



AG: How/When did you two meet?

AS: We met 20 years ago at Glen Burnie high school and have been together 9 years.

AG: What (Who) brought you to Fireline? What made you want to come work here?

HM: My brother Mark brought me to Fireline. I also knew Amanda through mutual friends. I was at a place in my life where I was really looking for a change and wanted more of a career. Fireline seemed to be the perfect fit as it is very family oriented.

AS: Her brother Mark Meyer brought her in and then they talked me into coming!

AG: What about the fire protection industry do you find interesting? What surprised you the most to learn?

HM: I find fire protection itself to be very interesting.

We are responsible for saving lives. I take pride in being able to explain to customers the importance of their Fire protection, as most do not fully understand what we do. I was very surprised to learn just how little customers know. It can be scary at the same time. If our technicians go out and miss something on a job, there is a chance we can be held responsible. No one wants to hear my building burnt down and it's your fault.

AS: I've always been involved in helping and trying to save lives so coming into the fire protection industry world was right up my alley. I was kind of surprised on the amount of responsibility we uphold. One time you told us about a hotel/apartment building catching fire and how deep that whole situation could go and that could come back on us. It opened my eyes on just how serious this is. Makes you want to tighten your game up and be on your A-game at all times!

AG: If you were a fire protection product what would you be?

HM: I think I would choose to be a sprinkler head. You get to spray ppl with water but at the same time put out a fire.

AS: I'd been a strobe light fire alarm! Because I'm loud and FLASHY!

AG: What do you like about working at the same company? What do you not like?

HM: I enjoy working at the same company as Antonio because when I'm having a bad day, he gets it.

He knows the business and understands. What I don't like is sometimes it's always Fireline talk. How my day was, how his day was. This happened and then this happened, and half way through him talking I start to ignore him, and he catches me.

AS: Working at the same place has many benefits. I just about always know where she is. It's peace of mind thing for me. It's nice to get to see your boo thang during the day. I feel secure with both of us at the same company. Plus I get to give her cute surprises before she gets to work and all that mushy stuff. Finally we both get the same days off! Holidays, snow days, and SICK DAYS - you really can't beat that. What I don't like is that we get the same days off. Holidays, snow days annudd sick days! Plus and she can track where I go... like McDonald's or 7/11 - I'll get a text "get back to work!"

AG: What is your favorite activity to do together?

HM: I would say my favorite thing for us to do together is laugh. Anyone that knows Antonio, knows that he is a character. He made it his job to always keep a smile on my face and while sometimes he drives me crazy and I want to put him in a head lock, he always keeps me laughing and entertained. To me that is very important in a relationship. You must have fun together and enjoy being around each other.

AS: Our favorite thing to do together besides her beating me up ...probably would be to eat! It's a part of our relationship.

HR News

BY CINDY RUEPPEL

2018 has been a successful year for our HR department. Elizabeth conducted 53 new hire orientations and we now have 222 employees!

Due to the success of our level funded medical insurance program there was no need to switch insurance carriers or decrease plan benefits. For the second year we had a slight decrease in medical payroll deductions, unheard of in years past. Feedback from our employees at Anna's breakfast meetings are that employees love the zero co-pay for prescriptions!

We are now fully self-funded and hope to continue the trend of better coverage for less cost.

We have been with Principal Financial Group for one year now as our 401K vendor. Principal is helping to convert us from manual to electronic program administration. Our program includes 6% automatic enrollment for all employees after six months of employment. If not already enrolled, please consider contributing to Fireline's 401K plan. It is the best way to save for your retirement. Please contact Cindy for

questions and website enrollment information.

We are working with ADP to streamline our recruiting/new hire processes in 2019. This will help improve communication between HR and managers throughout the hiring process.

Please don't forget to inform us if you move so that we can update your information in all necessary systems. Looking forward to working with each and every one of you in 2019!

Safety Incentive Program







Safety Incentive Program Award Winners have no lost time accidents. Remember, STAY SAFE!



Congratulations!









Kudos!



Ted Reitterer & the Sprinkler Team

FROM A CUSTOMER

"I know we have some finish line work to do but today was the biggest day to come. We passed a major milestone today at the Food Lab and I wanted to point out some important "THANK YOU" to those that punched through the big day. Fire Marshals, low water flows, and impossible approvals—you read every e-mail that required attention, you responded with solutions and you know how to treat a Fire Marshal on-site During an inspection. Thank you!"



Matt Mearson FROM A COWORKER

"Matt Merson has only been with the Pre Engineering Department for a few months and has been a guick study. He has been able to not only assist with installs but he has been able to complete them on his own. Great addition to the team!"



Jesse Bland FROM A COWORKER

"Jesse is such a smart guy when it comes to process. He understands inventory and can really wrap his head around the concept of quoting repair work. He's such a great addition to the vehicles team."





Faith DeWitt & David Gates FROM A CUSTOMER WHO HAD WATER FLOWING **IN A STRESSFUL EMERGENCY**

"Thanks again for the amazing customer service!"

Computer Problems?



Relax, Zendesk provides you peace and harmony in your daily IT needs.

Email support@fireline.zendesk.com for to get your IT issues resolved. Your request is important and will be monitored and updated until a solutions is found.





New to the Team

Join us in welcoming all of our new Fireline employees. Lots of new faces to learn, so take note!



Damien Bowman Vehicle Systems 12/26/18



Chris Griffin Leesburg 11/26/18



Noah Hebda Special Hazard Systems 11/5/18



Andre DenglerPre-Engineered Systems
1/14/19



Jeff BrownSystems Service
10/1/18



Colleen Haney
Portables
9/25/18



Austin Tucker
Sprinkler Systems
9/10/18



Chris WeaverSystems Service
9/10/18



Diego Soto Sprinkler Systems 9/10/18



Leo Soto Sprinkler Systems 9/10/18



Rick PrestonSystems Service
9/10/18



Terence KirksSystems Service
9/10/18

ACCOUNTING TAKEAWAYS:

Cash is King!

BY LINDA ABDOW

During my 17 years at Fireline, this has been a very consistent and very important theme in laying the foundation for our continued success. Beginning with Fireline's founder, John Waters Sr. and continuing with Steve and Anna today, the family has steadily grown Fireline without a year-round reliance on bank loans by focusing on maintaining sufficient levels of liquidity. A strong cash flow is vital to the organization and has allowed us to achieve steady long-term growth. As we prepare for continued growth and the upcoming construction in 2020 of our new corporate facilities, we will need to continue our focus on maintaining and enhancing our liquidity.

Below are areas where you can help manage our expenses and enable us to protect and grow our cash flow:

✓ The general insurance industry is experiencing a rise in rates so our claims history matters. Please drive

- and work in a safe manner to keep our liability, auto and workers compensation rates as low as possible.
- Do not leave vehicles running idle for long periods of time to reduce fuel costs which are significant with over 100 vehicles on the road.
- ✓ Take special care of phones, tools, uniforms so they last as long as possible.
- Do your part and follow our customer credit policy so we can minimize our bad debts. Working for free is never good for cash flow!
- Except for building 2, hold off capital purchase requests for our current facility as the remaining buildings will be demolished. We prefer to purchase new furniture once the new facilities are constructed.

Thanks everyone as we work together to maintain a strong cash position. ■

OPEN POSITIONS



Service Technicians

Northern Virginia Experienced



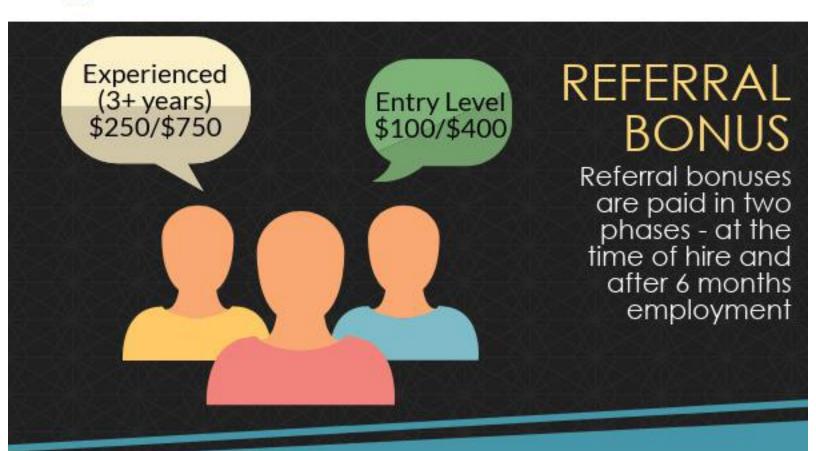
Vehicle Systems Technician

Maryland/DC Entry Level



Counter Sales Rep

Maryland Entry Level or Experienced



Referral Success!

When an employee you refer is hired, make sure to contact Elizabeth Zeledon (ezeledon@fireline.com) to log your bonus

Halloween 2018





















Fireline's First Ever EMPLOYEE OF THE YEAR AWARDS



Fireline announced our first ever Employee of the Year Awards at our Holiday Party in November. The awards are given to three individuals in three different categories; Sales, Support and Field. These employees have shown an ability to go above and beyond in their roles for the benefit of their customers, co-workers and Fireline. Congratulations to the winners!



Dwon was at a jobsite and "Facetimed" in for the awards ▼



Happy Birthday!

JM	 u	м	n .	

Colleen Haney	2
Danny Nieves	6
Dennis Tetso	5
Edwin Montano	19
Eusebio Ventura	15
Frank Bernadzikowski	27
Jake Smallwood	30
Jesse Simmons	15
Jim Handy	15
Ken Radke	16
Kevin Young, Jr	7
Marty Ibbott	5
Nicole Manzanera-Davis	10
Niko Altenburg	30
Reggie Burton	1
Steve Imhoff	8
Troy Moseley	24
FEBRUARY	
Alberto Armesto	26
Blake Bankston	
Frank Chenoweth	
Guy Hornig	
Janet Werner	17
Joe Dantoni	
Joe Dieumegarde	
Lisa Malone	6

MARCH

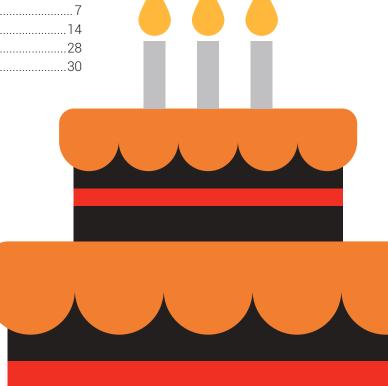
Bob Nicewander, Jr	26
Chris Grasser	10
Chris Pressley	3
Damien Bowman	26
Dan Towle	27
Dave Gates	6

Matt Williams3Mike D'Angelo2Mike Haas5Mike Maloy11Sally DeWitt2Will Martinez28

Dave Taylor	13
Dwon Bess Jr	17
Jan Martinez	14
Joe Murry	30
Kathy Coffey	26
Leo Soto	24
Luke Schmitt	7
Mark Nelson	13
Stephanie Steinacker	16
Tim Gott	8
Woody Woodward	28

APRIL

Angela Lester	7
Armando Morales	16
Bladimir Ventura	6
Daniel Whiteaker	10
Dave Henson	11
Dennis Bryant	11
Devin Adams	25
Jeff Richards	12
Kyle Miller	20
Linda Abdow	2
Matt Adams	27
Rick Kavlich	7
Stephen Dreyer	14
Vee Ouk	28
Zach Eberly	30



Update on SERVICE SALES

BY DAVE TAYLOR

2018 was a very eventful year for the Service Sales team. With slightly modified sales territories there were new customers for each sales representative to get to know (the sales territories are linked on the Firenet home page with an easy to use map and zip code territory reference). That required a bit of research, road time and knowledge of their businesses. In addition, each representative was tasked with personally visiting each and every "Premier" and "Key" account. These are customers who have multiple or large sites, unique business processes or

very visible properties. This was a significant effort as it tasked the sales staff with finding out what Fireline does well and what we can do to be better service providers in the future. This information is discussed at our monthly sales meetings so that we can improve from both a sales and service perspective. We have even found ways to improve invoicing, which helps improve receivables. It's not enough to just make the sale; we need regular contact to ensure we're delivering on our promises.

The service sales staff is also working closely with the Monitoring Department to build out our radio monitoring network as well as addressing the challenges posed by technological changes in the telecommunications world. It's no longer as simple as connecting a fire alarm system communicator to a copper telephone line. New technologies make it vital that we are

a true team with Karen Cobb and her excellent technicians in providing this vital service to our customers.

On the Business Development side, we have been working to create a coordinated marketing campaign. This includes consistent "branding" through effective marketing materials so that we can simply and easily communicate to prospective customers why Fireline is the best value for their fire protection services. We have attended many trade shows and conferences. performed "Lunch and Learns" and entertained customers in an effort to improve Fireline's visibility in selected target markets. We have personally spoken to over 200 prospective customers in 2018 in an effort to market Fireline's systems and services (yes, we keep track of all of them!). Our 2019 schedule is equally aggressive in an attempt to identify and secure new customers.

MEET THE TEAM



David Gates MD South/DC



Robin Busch MD NorthEast



Janet Werner MD NorthWest



Danny Nieves Virginia



Lisa Malone Monitoring



Charlie Miskimon
Install Conversions



Steve Imhoff FX Contractor Sales



WMATATraining Video

At the end of 2018, Fireline has taken our relationship a step further with our customer WMATA. We were invited to participate in a "Dos and Don'ts" training video for the vehicle fire suppression systems! Our very own Fireline star, Antonio Scott along with WMATA staff have completed this video and it will be used at all WMATA facilities as tool for better awareness and educational information about vehicle fire suppression systems. Take a bow Antonio!

Check out this awesome video at: https://youtu.be/cXMYBojINO0

Company Snapshots





ABCO Fire Visit in Cleveland

Fireline at Stonehenge (sort of)



Cindy Rueppel - 40 Years



Annual Planning Meeting



Todd Everitt - 35 Years



Sprinkler and Special Hazards in Their New Warehouse



Fire Alarm Secret Santa Party



Notifier Conference Luau Party

Don't let this be your retirement savings plan.

WITH FIRELINE'S 401K PLAN YOU ENJOY

- Tax savings
- Employer contributions
- ✓ Secure investments for your future

See Cindy Rueppel, crueppel@fireline.com for more information.



Happy Anniversary!

JANUANI
Hermela Solomon1
Joseph Hipkins1
Jesse Simmons2
Danica Malone2
Robin Busch15
Karen Cobb17
Lisa Malone18
Neil Walters19
Brandon Slacum3
Mike Bryant3
Clinton Shell5
Elizabeth Zeledon6
Derrick Meilhammer7
Ken Radke7
FEBRUARY
Deanna Custer1
Jake Smallwood1
Johnny Osborne1
Niko Altenburg1
Zach Eberly1
Jesse Bland1
Tim Custer1
Dante Cromwell2
Devin Adams2
Tyler Confer1
Blake Bankston2
Tom Cavin2
Kandyce Kiser1
Charlie Miskimon14
Matt Meyers18
Robert Stallings, Jr 3
Sharon Waters23
John Oliver4
Dwon Bess, Jr4
Jackie Ulloa6
Janet Griffin7
MARCH
Bridget Sandkuhler1
Faith DeWitt

Jon Morris	
Jeff Tressler	
Antonio Scott	2
Bob Nicewander Jr	2
Julio Castro	11
Ras Wisidagama	
Gary Cox Jr	
Charlie Harris	13
Gary Hoddinott	15
TJ Timpson	15
Kevin Young Jr	
Todd Bates	3
Barb Haas	21
Bill Bonney	25
Dennis Tetso	4
Chris Denbow	4
Kathy Coffey	4
Brian Bartholme	4
Bill Donohue	
Amanda Drury	
Rachel Gibb	
Lou Lucas	7
APRIL /	/
Edwar Hernandez Mejia	
Chris Grasser	1

Rachel Gibb7
Lou Lucas7
APRIL
Edwar Hernandez Mejia1
Chris Grasser1
Ryan Ridge1
Caleb Chavis1
Rob Gardner1
Trae Hall1
Brittney Frampton1
Abe Anderson1/
Jan Martinez1
Will McDonald Jr2
Steve Twain11
Dave Henson12
Danny Nieves15
Harry Lowman17
Eusebio Ventura3
Cleyde Soto3
Steve Weiss3
Heather Meyer3

Ken Scholl	23
John Pierce	4
Mike Ramiro	5
Mike Haas	8
Billy Carter	10
Mike Grow	10

