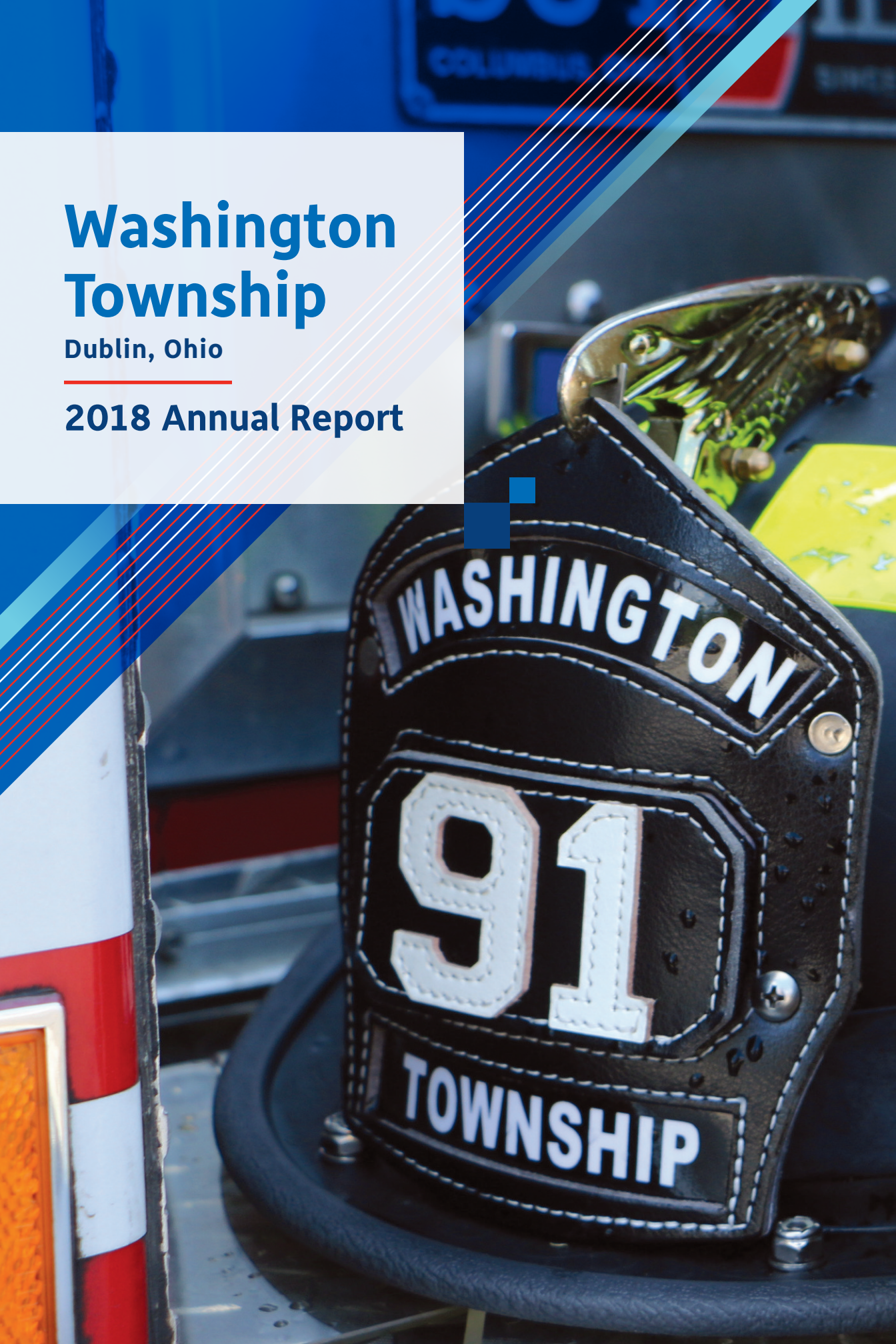


Washington Township

Dublin, Ohio

2018 Annual Report



Board of Trustees

Gene Bostic
Denise Franz King
Charles Kranstuber

Fiscal Officer

Joyce Robinson

Administrator

Eric Richter

Fire Chief

Alec O'Connell

Zoning Commission

Marvin Briskey
Tom Frazier
R. Bruce McLoughlin
Rebecca Princehorn, Secretary
Bruce Robinson
Pat Wilkerson

Board of Zoning Appeals

Michael Deaton
Jason Huffman
Richard Kear, Chair
John Nash
Rebecca Princehorn, Secretary
Julie Skolnicki

Facilities

Administration & Fire Training Center

6200 Eiterman Road

Fire Station 91, 6255 Shier Rings Road

Fire Station 92, 4497 Hard Road

Fire Station 93, 5825 Brand Road

Fire Station 95, 5750 Blazer Parkway

www.wtwp.com



Washington.Township.Dublin.Ohio



@wt_dublinohio

Dear Residents,

A perennial goal of the Township Trustees is to deliver high quality services as economically as possible while operating a four-station, 150-firefighter fire department. This requires township leaders to “stretch” the hard-earned tax dollars our residents and businesses pay for Emergency Medical Services (EMS), fire and rescue services.

I am pleased to report that we did exactly that in 2018. It was the first full year that the township shifted most EMS expenses to the EMS billing fund. These funds are generated by billing insurance companies for the cost of transporting patients, money the insurance companies were already collecting from customers as a part of their premiums. As the cost of operating the fire department continues to rise, the EMS billing revenue will ease the burden on the fire fund, allowing EMS expenditures to be reimbursed from this dedicated funding source.

Other supplemental funding the fire department secured that helped extend township resources was a grant in the amount of \$160,115 from the Federal Emergency Management Agency (FEMA) Assistance to Firefighters Fund. With this grant, the fire department was able to purchase four LUCAS™ chest compression systems, one for each front line medic, and make upgrades to the exhaust evacuation systems in the equipment bays at Stations 92 and 93.

While fiscal responsibility is a critical measure of every successful agency, so is performance. Reliability and timeliness is paramount in the emergency services business. As a nationally accredited, ISO-1 rated fire department, we monitor our emergency response times on every call and, this year, improved our 90th percentile response times significantly over 2017.

Our aim is to exceed our residents' expectations for service excellence. And while we use many performance measures to help inform our short and long-term planning, we need your feedback, too. Let us know if you have any suggestions, questions or comments.

Sincerely,

Eric Richter, Administrator





Shared medical director services improve patient care

The Township's emergency medical services are performed in accordance with an adopted policy called an Emergency Medical Services (EMS) protocol. The protocol dictates all the processes, procedures, and care standards to which our Paramedics must adhere when addressing patients' medical emergencies.

Until March 2018, Washington Township's EMS protocol was specific to the township and changes and updates to the protocol occurred under the direction of the township's board certified medical director.

However, in March 2018, a consortium comprised of Washington, Orange, Liberty, Genoa, and Harlem Townships, and the City of Delaware adopted a common EMS protocol and is now sharing the services of one medical director. The common protocol allows Paramedics a greater range of treatment options, enabling more targeted treatments, and promotes more advanced patient care. It also improves consistency of care across regions covered by members of the consortium and enables administrative efficiencies in updating the protocol document and cost sharing for medical director's services, both of which lower overall costs.

Township boundaries conformed to improve consistency in fire/EMS services

Fire and emergency medical services are provided by Washington Township for homes and businesses located in Dublin. Likewise, Norwich Township provides those services for residents and businesses in the City of Hilliard. In 2018, land that had been served by Washington Township but was recently annexed into the City of Hilliard, was officially transferred to Norwich Township. This change assures that everyone in Hilliard has the same service provider and contributes taxes to the same township. While boundary changes are rare, this is a case where they benefit everyone involved. We appreciate our local government partners for working with us to resolve the issue.





Grant helps reduce firefighter exposure to carcinogens

Washington Township participates in Ohio's Bureau of Worker's Compensation (BWC) safety rebate program that allows the Township to save money on its BWC premiums. BWC also offers to eligible employers grants for programs that are designed to support employee safety and reduce the risk of employee injury/illness. In 2018, the township applied for a Firefighter Exposure to Environmental Elements Grant, through the BWC, to help fund the purchase of firefighter hoods that feature special barrier protection against carcinogens.

The township was awarded \$13,921.67, which funded the purchase of 242 hoods for use by township first responders.



Portable onboard tablets support enhanced patient reporting

Having portable computers in every emergency response vehicle is a 21st century mandate in the emergency response business as these devices enable first responders to access maps, building access plans, hydrant locations, and to communicate with emergency dispatchers, document patient care, and more. While the township's EMS patient reporting capabilities have been electronic and portable for some time using laptops, these devices have aged significantly and performance issues necessitated their replacement.

Tablets, selected for cost and ease of use, were installed on each of the township's front line emergency response trucks. The township's four front line medics were also equipped with a second tablet mounted in the rear cabin to facilitate easy access during patient treatment. Two additional tablets will serve as back up units should any front line unit fail or need service, and two units will be dedicated to site-specific emergency medical services during community events like the Dublin Irish Festival and 4th of July Celebration.

The cost of eighteen tablets, chargers, vehicle mounting hardware, and cases totaled just \$54,265, which is about one-half of the cost of the original 13 laptops.



EMS mobile reporting software improves patient care

New EMS reporting software was installed on all onboard vehicle tablets. This software has added reporting capabilities that will help improve patient care through the speed and accuracy of data transfer and the availability of data to emergency room staff and the township's medical directors, in real time.

Mobile reporting provides a significant improvement over the handwritten "snapshot" of information that was once the only information available to ER staff when the patient arrived. Because the new reporting application is cloud-enabled, simultaneous and secure access to data is available for the township's two medical directors, who are remote to the patient, the paramedics and the hospital. This capability allows them all to be active in the treatment and or reporting process, in real time. The new software also automates the process by which reports are sent to the State of Ohio Board of EMS. And, because the software was developed for use by those who comply with the Health Insurance Portability and Accountability Act (HIPAA), it supports the township's commitment to protecting patient information.

Medic refurbishment saves taxpayers \$145,000

Medic 94 is a 2007 model that serves as a backup when one of the department's front line medics is taken out of service for maintenance or refurbishment.

Age and mileage are among the factors staff consider when evaluating trucks for refurbishment vs. replacement. Refurbishment helps control maintenance costs and conserves the equipment budget, while positioning a medic's reliability high for, approximately, another ten years.

To avoid a costly replacement for the backup medic, Medic 94, it was decided that a refurbishment would be undertaken which included separating the patient treatment area from the 2007 chassis and placing it on a new chassis.

The cost to replace this medic with a new one would have been \$325,000. So, while the \$180,000 refurbishment price tag is significant, it saved the township's taxpayers \$145,000.

Land purchase provides option for future fire station

Development in the northernmost region of Washington Township's emergency response district is well underway and, with it comes a growing demand for emergency medical, rescue, and fire suppression/investigation services to meet the needs of new residents and businesses.

To maintain the Trustee's emergency response goal of under eight minutes, 90% of the time, the township monitors its response times in each response district. As Dublin's boundaries expand northward, the fire department anticipates there may be a need to add a fire station closer to this developing area in order to maintain response time targets.

To allow for the possibility of an additional fire station in the future, the township purchased two land parcels totaling 4.81 acres at the intersection of McKittrick Drive and Jerome Road. The Trustees chose these parcels for their location, size, and access to main roads. If a carefully documented need can be established and supported by response time data, discussions and planning for a fifth fire station will commence.

LUCAS™ devices now on all medics

The Fire Department was awarded a grant from the Federal Emergency Management Agency in the amount of \$78,128 for the purchase of four new LUCAS™ chest compression devices, one for each of the department's front line medics. LUCAS™ devices are the most technologically advanced EMS tools available to deliver chest compressions to patients suffering from cardiac arrest. Because the device is battery operated and automated, the LUCAS™ system doesn't fatigue like humans do, delivering uninterrupted compressions at a consistent rate and depth for as long as is needed.

Studies have shown that consistent, uninterrupted compressions help maintain good circulation, which helps to improve a patient's chances for a successful outcome.

LUCAS™ devices are portable so they move with the patient, from the emergency location to the emergency room. And because the LUCAS™ replaces manual compressions, it frees paramedics to perform other tasks that are critical to patient care and transport.



Washington joins five other fire departments to form national water rescue team

Washington Township Fire Department joined The City of Marysville, Norwich Township, Jackson Township, Liberty Township, and Concord Township Fire Departments to form a new national water rescue response team, the Upper Scioto Swift Water Rescue Team. Organizing this team as a ready resource draws on the combined strengths of staff, equipment, and other resources that are needed during a declared disaster and enables faster deployments. By assembling this team ahead of the need, members have been able to adopt similar procedures and purchase compatible equipment, which increases operational efficiency.

The team's first deployment was September 2018 when three of the township's certified water rescue technicians were dispatched to North Carolina to assist during a catastrophic flood.

When the Federal Emergency Management Agency (FEMA) requests staff and equipment for a declared emergency, costs for staff, equipment and supplies are reimbursed to the participating departments.



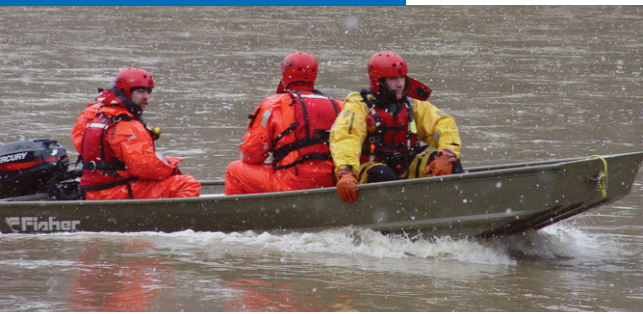


Community safety programs

Safety education programs are offered to all ages, with an emphasis on school-age youth. Programs address fire and personal safety and serve to broaden participants' understanding of fire department operations and services.

Event/Class Type	Number of Participants
First Aid Certification	41
First Aid Awareness	153
CPR	1707
Fire Extinguisher Training	223
Community Outreach*	4524
Child Car Seat Checks	307
Total Program Participation	6955

*Includes fire station tours, community presentations, event appearances, annual fire station open house and poster contest, fire exit drill simulations, and safety-related classes.



Dive equipment purchase streamlines water rescues

Washington Township is one of only five agencies in the Columbus region that operates a dive team. While each agency has a full complement of divers and equipment, some water emergencies require the assistance of a back up team, especially if the dive operation is extensive or lengthy. For this reason, Washington Township Fire Department maintains a mutual aid agreement with nearby Marysville Fire Department. This agreement specifies the conditions under which each cooperating agency will provide fire, EMS, and rescue resources for the other.

However, sharing resources isn't as simple as it may seem. In addition to the diverse set of tools and equipment needed to address a wide array of emergencies, there is also complexity to consider regarding equipment brand, age, and the technology employed. To promote response speed and efficiency, Washington and Marysville Fire Departments have agreed to a set of standards for dive equipment. Replacement of the township's existing equipment will take place over a period of multiple years, as current equipment reaches the end of its useful life. This strategy of phased obsolescence will lessen the burden on the operating budget while making full use of existing equipment. In 2018, the department purchased one dry suit with insulated undergarment for ice applications and four "pony bottles" to supply emergency air to divers, should their primary air bottle fail or empty.

Code compliance for safer buildings

The fire department's chief code official, the Fire Marshal, oversees the work of three Fire Inspectors whose responsibility it is to make certain that buildings are safe for the staff and the public to occupy and visit. Fire Inspectors inspect all commercial addresses in the Township to identify and enable resolution of fire code violations.

Washington Township and the City of Dublin co-fund a Fire Plans Examiner who reviews all the City's commercial new construction and remodeling projects, ensuring that buildings comply with fire code regulations and City development standards that impact emergency response, including fire apparatus access, hydrant locations, and building water connections/shutoff. The Fire Plans Examiner completed 686 Fire Code reviews and 414 Fire Protection System reviews.

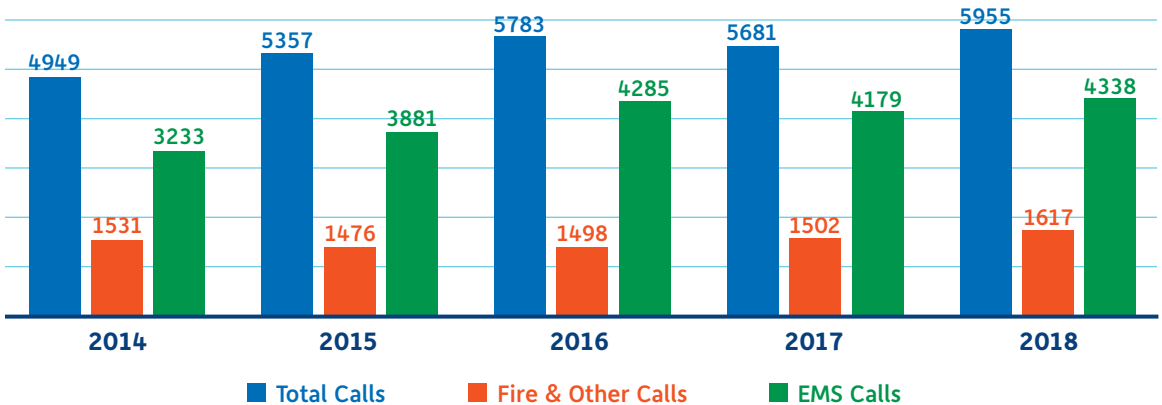
Type of Inspection	Number
Fire Protection Systems (i.e. exhaust hoods, duct smoke detectors, sprinkler systems)	370
Existing Commercial Structures	1734
Residential (for adopting and fostering children)	14
Above/Underground Storage Tank Removal	8
Re-inspections (to remedy code violations)	898
Total Inspections	3024
Total Fire Code Violations	3665

Calls for emergency services

Total call volume increased by 4.82% from 2017 and 11% since 2015. The 274 additional calls that comprised the nearly 5% increase were for EMS. Call volume is expected to continue to increase as Dublin's population both increases and ages, and as planned business development projects like the Bridge Street District and West Innovation District are completed.

Another service metric that the fire department monitors is the percentage of time when first responders are answering more than one emergency simultaneously. Since first responders are dispatched from fixed station locations, a high percentage of overlapping calls can create a delay in response time if the emergencies are within the same geographic region and require staff from outside the immediate response district. In 2018, overlap occurred on 28% of emergency calls.

Calls for Emergency Services



Exceeding national standards for emergency response time

Accreditation standards set by the Commission on Fire Accreditation International require that the fire department monitor all emergency response times to ensure arrival on scene within eight minutes (excluding call handling) or within nine minutes (including call handling). Every call that does not meet these standards is evaluated for cause. This information is used to identify trends that negatively impact response time and as justification for changes in dispatching (staffing and or equipment) or procedures to remedy them.

90th Percentile Emergency Response

Time to Arrival with 90% Frequency (mins:secs)

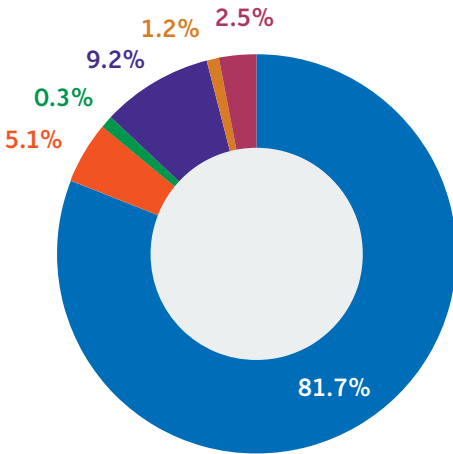
Call Type	Including call handling		Excluding call handling	
	2018	2017	2018	2017
Fire/Other	7:44	8:30	6:38	7:11
EMS	7:37	8:16	6:25	6:47



Actual vs. Budgeted Revenue and Expenditures by Fund

Fund	Revenue Budget	Revenue Actual	Expense Budget	Expense Actual
General	1,303,416	1,457,314	816,280	686,617
Motor Vehicle License Tax	4,500	5,363	17,000	6,921
Gas Tax	90,000	101,994	194,700	3,339
Police	-	1,053	-	-
Fire	20,692,850	21,366,763	21,334,000	18,998,164
EMS Billing	800,000	1,061,984	999,600	957,661

Revenue by Source



Property & Other Local Taxes

19,612,147

Charges for Services

1,231,999

Licenses, Permits, Fees

70,864

Intergovernmental Receipts

2,197,257

Interest

282,240

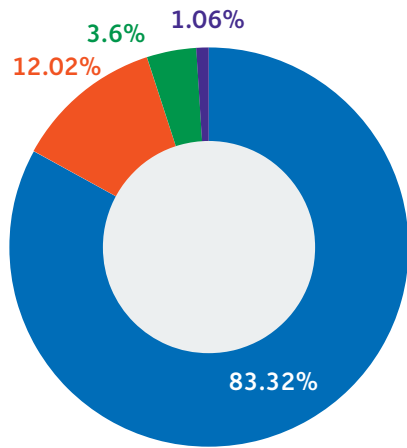
Misc. sources, interest

599,964

Total Revenue

23,994,471

Expenditures by Purpose



All Personnel and Benefits

17,207,218

Purchased Services

2,483,012

Capital

744,426

Other

218,045

Total Expenditures

20,652,701

Financial Report

Combined statement of receipts, disbursements, and changes in balances.
This is an unaudited financial statement.

Revenue Receipts	Total
Taxes	19,612,147
Charges for Services	1,231,999
Licenses, Permits, and Fees	70,864
Intergovernmental Receipts	2,197,257
Interest	282,240
All Other Revenue	599,964
Total Revenue Receipts	23,994,471
Expenditure Disbursements	
General Government	406,073
Public Safety	19,549,190
Public Works	10,259
Capital Outlay	469,134
Transfer Out	218,045
Total Expenditure Disbursements	20,652,701
Total Receipts Over (Under) Disbursements	3,341,770
Fund Cash Balances, January 1, 2018	30,632,598
Fund Cash Balances, December 31, 2018	33,974,368*

*Township policy requires an amount equal to 25% of operating expenditures be carried over to the following year to pay bills during the first quarter of the following year. Because townships are funded primarily through real estate and property taxes, the carryover requirement was established to enable the township to pay bills until the first half tax settlement is received in mid March. The remainder is reserved to fund future capital projects such as real estate acquisition and replacement of fire trucks and medic vehicles. The Township currently has no debt service obligations.

ENGINEER

SUPPLY HOSE
11-11-11 100 5

Washington Township
6200 Eiterman Road
Dublin, Ohio 43016

