



2024 Annual Program: Appraisal and Analysis

Washington Township Fire Department
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Fire Chief & Assistant Fire Chief
March 1, 2025

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This document's intent and purpose is to serve as an annual reporting mechanism of each program within the Washington Township Fire Department to the Fire Chief. This document then also serves as a reference for the Annual Compliance Report submitted annually by the department to the CFAI for compliance as an accredited agency. Each program reviews the previous calendar year regarding training, purchasing, goals and other measurable inputs, outputs and outcomes as applicable to that particular program.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Accreditation

Program Coordinator: BC Adam Smith

Category/PI: N/A

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Accreditation program maintains all documents, including the Self-Assessment Manual and the Community Risk Assessment Standards of Coverage, and oversees Annual Program Evaluations and the Annual Compliance Report. The program is also involved with gathering Stakeholder input, working with the Department Statistics and Strategic Planning.

Staffing: BC Adam Smith, Captain Brandon Bair-Accreditation Manager

Sub-Programs: All Fire Department Operations

Measurements

Inputs/ Outputs/Outcomes

- Past Year

Goals and Status

Goal	Input	Output	Outcome
Excellence Conference	4	4	100%
Annual Program Evaluations Completed	23	23	100%
Annual Compliance Report	1	1	100%
Peer Assessor Site Visit	1	2	200%
Finish Credentialing for the 1st group	2	1	50%

Training Needs Status

Training	Input	Output	Outcome
Excellence Conference	4	4	100%
CPSE-Quality Improvement for the Fire and Emergency Services (QIFES)	2	2	100%
Peer Assessor Continuing Education	8	8	100%
Accreditation Manager Continuing Education Site Visit	6	6	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Annual Fee	\$1,250	\$1,250	100%
Credentialing	\$1,300	0	0%

Accomplishments

- Completed and submitted the 2024 Annual Compliance Report
- Updated the annual program analysis to align with the annual budget process, improve consistency and use within the department
- Established a framework for continuous assessment for 2027 and identified program leaders
- Sent personnel to the QIFES spring and fall training programs

• Next Year

○ Projections

- Quarter-1
 - Meet with Category managers pertaining to 11th Edition SAM
- Quarter-2
 - Excellence Conference
 - Collection of 11th Edition SAM writing/notes
 - Annual Compliance Report
 - Format of digital SOC/CRA decided
- Quarter-3
 - Edits of 11th Edition SAM complete
 - Begin work to digitize SOC/CRA
- Quarter-4
 - Rewrites of 11th edition SAM
 - Exhibits collected

○ Goals

- Same as 2024
- Begin transition and development of the Self-Assessment center based on the 11th edition
- Continue progress towards credentialing of department officers/leadership

○ Training Needs

- Annual Excellence Conference x4
- QIFES course x8
- CEU's for Peer Assessors and Accreditation Manager

○ Requested Budget

Budget	Input	Output	Outcome
Excellence Conference	\$5,800	4	
Annual Fee	\$1,250	1	
Credentialing	\$1,300	1	
QIFES Course	\$2,400	8	

Program Assessment

The Accreditation program benefits the department by ensuring compliance with standards and guidelines established by the accrediting entity, the Center for Public Safety Excellence.

- Strengths - Current administrative leadership is well versed in the accreditation process and program.
- Weaknesses - New Accreditation Manager may result in challenges related to growing pains.

- Opportunities - The department has a unique opportunity to onboard a new generation of personnel into the accreditation process as leadership roles continue to be dynamic in this cycle.
- Threats- Perceived threats are internal and self-inflicted, related to maintaining and improving upon the successful processes that are historically associated with the program.

Township Year End Report

The Washington Township Fire Department was again able to maintain its accredited status due to another successful review of the Annual Compliance Report by the accrediting agency. This program boasts several other accomplishments including providing necessary continuing education to program leaders and peer assessors, promoting credentialing of the department's officers and leadership, and updating the format of annual program appraisals to improve consistency, efficiency, and budgetary processes. Major expenditures for this program were limited to costs associated with continuing education to members of the department.

The Accreditation program will look to maintain the Washington Township Fire Department's accredited status with another successful Annual Compliance Report in 2025. Other program goals include the successful transition of the program manager role, providing further continuing education to members of the department, transitioning to the newly released 11th edition Self-Assessment Model, and working with leaders of the department towards becoming credentialed.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Community Risk Reduction

Program Coordinator: Marshal Sam Parsons

Category/PI: 5A

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Community Risk Reduction program monitors risks and trends accompanying current risks, which could potentially appear in Washington Township and the City of Dublin. To better prepare for risks that may eventually reach jurisdictional boundaries, the Community Risk Reduction program also monitors trends throughout the surrounding cities, state, and across the country. The department's responsibility is to engage and educate residents about properly preparing for today's threats. The Community Risk Reduction program falls under the supervision of Fire Chief Alec O'Connell, and is managed by Fire Marshal Sam Parsons.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Fire Operations

Measurements

Inputs/ Outputs/Outcomes

- Past Year

Goals and Status

Goal	Input	Output	Outcome
Develop a design standards manual for fire inspections	1	1	100%
Complete an initial inspection on 90% of commercial inspections	1,820	809	44%
Provide alarm and suppression training to officers and in-charge firefighters	3	3	100%
Increase the practices of Community Risk Reduction with our external stakeholders utilizing the five E's of risk reduction: Enforcement, Engineering, Emergency Response, Education, Economic Incentives	1	1	100%
Establish an on-line training program for certified fire inspectors to receive CE hours	1	1	100%
Complete fire inspection continuing education training	8	8	100%

Training Needs Status

Training	Input	Output	Outcome
Fire Prevention personnel attend community risk reduction class	5	5	100%
Shift Preplanning for PGA Memorial Tournament	3	3	100%
BUSTR Certification Class	1	1	100%
Fire Alarm/Fire Suppression Training for Crews	3	3	100%
ESO Wave Conference	1	1	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Prevention	\$15,000	\$10,921	73%
Fire Investigation Equipment	\$1,500	\$1,366	91%
Fire Safety Supplies Education Material	\$11,000	\$7,672	70%
Open House Material	\$2,500	\$1,883	75%

Accomplishments

- Established a fire inspection standards manual
- Implemented CO Detector use during fire inspections. This practice identified a problem in a business during an inspection
- Provided fire alarm and sprinkler system training for shift officers
- Conducted preplanning and walkthrough with shifts at Muirfield Village Golf Club prior to Memorial Tournament
- Implemented Meyer's Fire Inspection University Training for continuing education
- Sent a Fire Inspector to Bureau of Underground Storage Tank Regulations (BUSTR) inspection training, all Fire Prevention personnel are trained to this certification
- Established safety inspection and monitoring for all large special events

- **Next Year**

- **Goals/Projections**

- Develop a risk management model to identify the risks of all buildings and within the coverage area
- Review NFPA 1731, make recommendation and time scale for implementation
- Complete 80% of the scheduled fire inspections for 2025
- Continue development of Rapid Assistance Team for special events
- Identify in-building radio coverage locations and create plan to resolve deficiencies
- Submit a Assistance to Firefighters Grant to increase security with the Knox Box eKey system

- **Training Needs**
 - Continuing education as identified by ISO
 - Attend Code Compliance seminar
 - Adopt the updated Ohio Fire Code
 - Community Risk Reduction Training
 - Attend the IAFC Community Risk Reduction Conference
 - Attend the TEEX “Sports and Special Event Risk Management and Planning” class
- **Requested Budget**
 - Same as 2024

Program Assessment

Benefits to the Organization

- Established code enforcement program for new and existing commercial occupancies
- Open ended communication with line staff regarding hazards identified during code enforcement inspections
- Risk assessment of large-scale special events occurring in WTFD coverage area
- Consistent positive relationship with commercial based external customers

Strengths

- Positive active relationship with City of Dublin Building Department and Events Department
- Vast experience; Knowledge, Skills and Abilities(KSA’s) of fire prevention bureau staff
- Creation of Rapid Assessment Team
- Active plan review process to ensure adopted codes and standards are implemented in new buildings and buildings under construction

Weaknesses

- Lack of updated Occupancy Risk Classification
- Lack of established frequency of inspection policy
- Less than 75% annual fire safety inspection completion rate
- Community Safety Liaison vacancy
- Outdated consistent fee schedule for annual / construction permits
- Outdated Ohio Fire Code
- No policy in place for non-compliance of identified fire code violations

Opportunities

- 2025 fire safety inspection blitz schedule
- Increase relationship with City of Dublin Chamber of Commerce
- Creation and distribution of pre-inspection checklist to all commercial occupancies in WTFD coverage area
- Established protocols for staffing / identifying risk for all special events occurring in the WTFD coverage area

Threats

- Lack of relationship and communication with County Building departments for construction projects occurring in Washington Township outside the City of Dublin
- Risks associated with special events occurring in the WTFD coverage area
- Public perception due to cancelled CPR education via Community Safety Liaison vacancy
- Possible loss / inability to use fire safety trailer due to current condition

Township Year End Report

The Fire Prevention Bureau of Washington Township is staffed with five (5) full-time fire inspectors, including a Fire Marshal and Deputy Fire Marshal, and one (1) Community Safety Liaison. The Fire Prevention Bureau staff conducted two thousand and nine (2,009) fire safety inspections in 2024. The inspections included installing fire protection systems, new construction, ongoing compliance with existing commercial buildings, re-inspections, and home safety inspections. Five hundred and nine (509) of these inspections were new construction inspections completed in conjunction with the City of Dublin Building Department. Construction inspections with the City of Dublin Building Department occur throughout the construction process and end with the occupant receiving their occupancy certificate from the building department. Fire inspectors conducted twenty-seven (27) special event inspections ensuring that tents and bounce houses were code compliant for various public and private events occurring on public property within the City of Dublin and Washington Township.

The Washington Township Fire Prevention staff also conducts plan reviews on all new and remodeled commercial facilities within the City of Dublin. In 2024, the fire prevention staff conducted five hundred and nine (509) plan reviews.

Washington Township Fire Prevention staff conducted multiple training sessions with Washington Township Fire Department firefighters regarding the unique construction and fire protection characteristics of certain areas within the coverage area, including hands-on fire alarm and fire suppression systems training, as well as preplanning of large-scale special events such as the Memorial Golf Tournament and Irish Festival.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Dive

Program Coordinator: FF Chad Reed

Category/PI: 5G

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: After identifying numerous retention ponds throughout the district, the Dive program was established to monitor and guide the utilization of resources to ensure appropriate coverage to the residents of Washington Township and mutual aid districts for the purposes of all water related emergencies. The Dive program oversees the risk assessment of water related emergencies and evaluates critical task analysis to ensure proper responses meet the demands of incidents. The Dive program falls under the supervision of Fire Chief Alec O'Connell, Assistant Chief John Donahue and is managed by Firefighter Chad Reed.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Fire Operations

Measurements

Inputs/ Outputs/Outcomes

- Past Year

Goals and Status

Goal	Input	Output	Outcome
Dive Responses	5	7	140%
Continue to recruit new members as needed in order to provide a high level of service to the public	3	2	67%
Continue to review the Standard Operating Procedures (SOP) to meet current safe practices for the dive team	1	1	100%
Repair and replace equipment as needed	1	1	100%
Continue to have consistent training across all 3 shifts	3	3	100%

Training Needs Status

Training	Input	Output	Outcome
Dive Training Hours	500	575	115%
Dive Training	12	12	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Budget	\$2,450	\$2,225	91%

Accomplishments

- Added two (2) new Fire Department divers
- Conducted monthly dive training on all shifts
- Updated the Dive SOP
- Temporarily relocated the dive equipment to a temporary vehicle due to a maintenance issue
- All dive team equipment was properly maintained and operational throughout the year
- Purchases were made as needed to replace broken equipment, ensuring readiness and safety

• Next Year

○ Goal/Projections

- Develop dive team benchmarks, including the arrival to diver in the water time for emergency responses
- Add two (2) new Fire Department divers with a goal to build to six (6) per shift
- Research the potential of providing individual suits for the dive team
- Transition the Dive Team into an existing Medic unit
- Research the use of a dry hood system

○ Training Needs

- Develop quarterly dive training continuing education class
- Continue to conduct monthly dives with proficiency of continuing education training
- Train three (3) new divers

○ Requested Budget

- Fund for training three (3) new divers
- Continued maintenance costs (rebuilding regulators, equipment replacement)

Program Assessment

Strengths:

- Skilled and Certified Personnel: Two (2) members successfully completed Public Safety Diver certification, enhancing the team's overall capability.
- Well-Maintained Equipment: The Dive Team's equipment was properly maintained, ensuring reliability during operations.
- High Training Commitment: Over 575 hours of training logged, covering equipment familiarization, maintenance procedures, and underwater dive tactics.
- Operational Experience: The team responded to seven (7) dive-related incidents, gaining valuable real-world experience.
- Recruitment Success: Two (2) new members recruited for 2025, strengthening the team's future readiness.

Weaknesses:

- Limited Team Size: While recruitment efforts are ongoing, the current team remains relatively small, potentially limiting response capabilities.
- Resource Intensity: High training hours and equipment maintenance require significant time and resources.
- Experience Gaps: New members will require extensive training to reach full operational effectiveness.

Opportunities:

- Future Recruitment: Aiming to add three (3) more members for 2026 to further strengthen the team's capabilities.
- Enhanced Training Programs: Expanding training opportunities, such as advanced rescue techniques or regional joint exercises, can improve overall effectiveness.
- Community Engagement: Public outreach and education can increase awareness of water safety and attract potential recruits.
- Equipment Upgrades: Seeking funding or grants for improved gear and technology can enhance operational efficiency.

Threats:

- Personnel Retention: Maintaining a trained and experienced team is crucial; losing members to transfers or retirements could impact readiness.
- Funding Challenges: Budget constraints could limit training, equipment upgrades, and recruitment efforts.
- Operational Risks: The unpredictable nature of dive-related incidents presents inherent dangers to team members.
- Environmental Factors: Changes in water conditions, weather, or hazardous materials could complicate rescue efforts.

The Washington Township Dive Team demonstrated strong performance in 2024, with key achievements in training, incident response, and recruitment. Continued focus on team expansion, training enhancements, and resource management will be essential to sustaining and improving operations in the coming years.

Township Year End Report

As part of the Dive program, the Washington Township Dive Team is made up of Washington Township firefighters dedicated to train and ensure the safety of Washington Township residents and mutual aid districts they are called to assist in underwater emergencies. The team has two (2) new members joining in 2025 and is looking to recruit three (3) more for 2026. The department is currently investigating individual dry suits for members. This will allow custom fitting for the safety of the divers and hopefully reduce repair costs on suits.

In 2024, the Washington Township Dive Team had two (2) members successfully complete the Public Safety Diver certification. Throughout the year, the team maintained all equipment and logged over 575 hours of training. The dive team responded to seven (7) dive-related incidents and successfully recruited two (2) new members, who will begin training in 2025.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Domestic Preparedness

Program Coordinator: BC Mike Riebel

Category/PI: 5D

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Domestic Preparedness program is established to identify and prepare for the department's roles and responsibilities during natural, manmade or pandemic events. The Domestic Preparedness program falls under the responsibility of Battalion Chief Mike Riebel, with multiple department members involved in the development of response plans.

Staffing: BC Mike Riebel

Sub-Programs: All Fire Department Operations

Measurements

Inputs/ Outputs/Outcomes

- Past Year

Goals and Status

Goal	Input	Output	Outcome
Increase department involvement in teaching and training Dublin City Schools' staff, students and faculty	2	2	100%
Participate in at least one (1) Active Violence multi-company drill	3	3	100%
Conduct a Continuity of Operations Plan exercise to test the board-adopted plan	1	1	100%
Update the Emergency Operations Plan with group members	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
Increase number of American Heart Association CPR Instructors to partner with Dublin City Schools in public education	4	4	100%
Conduct FEMA Table Top Exercise with all shift officers	3	3	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
N/A			

Accomplishments

- Re-Established CPR program in the Dublin City Schools
- Continuity of Operations Plan (COOP) adopted by the Board of Trustees
- **Next Year**
 - **Goals/Projections**
 - Development of SOPs for Emergency Management
 - Conduct Emergency Management exercise for Washington Township
 - Participate in the annual Dublin Emergency Response Tabletop Drill
 - **Training Needs**
 - Five (5) additional Basic Life Support (BLS) / First Aid Instructors
 - **Requested Budget**
 - 6 Instructors at \$40 per hour for 8 hours on 4 days (\$7,680)

Program Assessment

The Township's Domestic Preparedness program is dynamic, covering response plans for Active Violence Incidents, large-scale disasters, inter-agency response models, public education, and internal threat response. The department enjoys a strong working relationship with key partners in the area, including the City of Dublin, Dublin City Schools, Dublin Police Department (DPD), Franklin/Union/Delaware County Sheriff's Offices, and multiple mutual aid agencies. This has led to multi-agency drills on an annual basis. Until 2024, the department had limited involvement with the Dublin City Schools for BLS/First Aid education. The department is now the primary provider of this education. There is reimbursement for the instructors received from the schools. Unfortunately, the amount of dollars provided by the State of Ohio may be reduced in the 2025-26 school year which may lead to increased costs to the department for instructors. The opportunities for the department are to deepen multi-agency drills, reducing on-scene confusion or conflicts.

Township Year End Report

The Township has fire department members that serve on the Dublin City Schools Safety Task Force, which met three (3) times to discuss safety response issues and plans with school officials, Fire Prevention personnel, and local law enforcement tasked with responding to events in the school district. The department took over the responsibilities of lead CPR/First Aid educators for the Dublin City Schools' high school students. While the department pays the personnel for the time instructing the students, reimbursement is received from Dublin City Schools. BC Riebel planned the department participation with the Dublin Police Department on Active Violence Incident drills at vacant buildings in the district. Additionally, the department held a tabletop drill focused on an IT Ransomware Attack, testing the response plan that is in place.

The Township participated in a FEMA/EMI virtual tabletop exercise on flooding across all three shifts. Additional trainings attended by department personnel included the Ohio Counterterrorism Conference, a Dublin City Schools Tornado Event Tabletop exercise, a Train Derailment scenario for (Northwest Regional Emergency Communications Center) NRECC training, the National Tactical Officers Association's Updating Active Shooter Policies webinar with DPD Lt. Stoll, and helped plan the Ohio University Disaster Day, teaching Stop the Bleed.

As a regional partner, department personnel participated in the Union County Threat and Hazard Identification and Risk Assessment (THIRA) meeting, assisted the Delaware Tactical Unit in drills, and are active as Incident Liaison Officers, attending the Annual Conference. BC Riebel, as lead on the department's Domestic Preparedness program, completed the Mass Fatalities Course held at the Franklin County Morgue.

The department plans to continue to partner with Dublin City Schools in teaching CPR/First Aid to students, staff and faculty. This will be accomplished by increasing the total number of instructors by five (5) in 2025. The department will continue to serve on the Dublin City Schools Safety Committee, providing insights and recommendations from the fire department perspective. The department plans to continue revising and training on the Active Violence Incident Response Plan, and to hold quarterly training on various aspects of the Disaster Response Plan.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Emergency Communications

Program Coordinator: BC Adam Smith

Category/PI: 9B

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Emergency Communications program is established to monitor the effectiveness of the system utilized by the Washington Township Fire Department for 911 calls, emergency and non-emergency fire/EMS calls, and radio communications, including dispatching. By evaluating call-handling times to identify areas of improvement, overall response times may be shortened, thus leading to quicker service delivery. The Emergency Communications program falls under the responsibility of Battalion Chief Adam Smith as the liaison to the Northwest Regional Communications Center (NRECC).

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Operations

Measurements

Inputs/ Outputs/Outcomes

- Past Year

Goals and Status

Goal	Input	Output	Outcome
Maintain compliance with the standards in conjunction with CLEA Accreditation	1	1	100%
Assist Dublin PD with filling the open leadership and management positions within NRECC	1	1	100%
Maintain compliance with the standards in conjunction with APCO recertification	1	1	100%
Assist Dublin PD with the research and input of purchasing a new CAD system	1	1	100%
Maintain/Improve dispatch-processing time	01:30	**	0%

** High Acuity incidents have dispatch processing times near or under 1:30, Low risk EMS have call handling time of 1:48 which increases overall. The low risk additional call handling is presumed to be more EMD questions and a lowered dispatch priority ensuring higher acuity runs are dispatched first.

Training Needs Status

Training	Input	Output	Outcome
Assist NRECC as requested to train new and existing dispatchers on fire/EMS operations	1	1	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Contracted 911/Radio Communication Services	\$456,259	\$456,259	100%

Accomplishments

- Trained one (1) WTFD person to teach NRECC with Emergency Medical Dispatching program
 - Trained NRECC personnel in CPR
 - Attended and provided feedback at the NRECC Chiefs Meeting with the hiring of a new Manager
 - Attended and provided feedback at the NRECC Chiefs Budget Meeting
 - Updated all radios to the new regional radio template
 - NRECC hired a CAD specialist to maintain the CAD system
 - NRECC hired a technician to repair, program and maintain all radios
 - Developed a winter storm mode response
- **Next Year**
 - **Projections**
 - Same as 2024
 - **Goals**
 - Update contract with NRECC prior to expiration in 2025
 - Assist with providing input in the new CAD system for purchase
 - **Training Needs**
 - Train at least one (1) more firefighter to assist with EMD program
 - **Requested Budget**
 - Contractual amount of \$488,788

Program Assessment

The Emergency Communications program is essential to the Washington Township Fire Department to provide emergency services to the community. The program ensures trained dispatchers handle all emergency phone calls and dispatch the correct units to mitigate the emergencies. This is accomplished in an efficient collaborative effort with the Northwest Emergency Communications Center. While NRECC has experienced significant leadership changes in the past year, there has been no decrease in service provided while remaining engaged with all involved partners.

Township Year End Report

The Northwest Regional Communications Center continues to provide top notch emergency dispatching services to Washington Township and the other seven (7) partner agencies. NRECC continued its leadership transformation by hiring Operations Manager Kelley Davidson. NRECC was able to create, and fill internally, a CAD manager and Radio technician, both of which have directly benefited WTFD. The only expense to WTFD was the annual contract amount. The upcoming CAD upgrade will have capital costs associated, likely in 2026, and the contract for services will need to be renewed in 2025.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Emergency Medical Service (EMS) Transportation

Program Coordinator: Kevin McDowell, EMS Manager

Category/PI: 5G

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Emergency Medical Service (EMS) Transportation program is established to monitor and guide the utilization of resources to ensure appropriate EMS transportation to the residents of Washington Township, including the City of Dublin, for the purposes of all emergency medical incidents. The program monitors data relating to the department's EMS transport efforts, including transport times, time at hospitals, transport location destinations, and transport destination appropriateness. The EMS program falls under the supervision of Fire Chief Alec O'Connell, Assistant Chief John Donahue and is managed by EMS Manager, Kevin McDowell.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Fire Operations

Measurements

Inputs/ Outputs/Outcomes

- **Past Year**

Goals and Status

Goal	Input	Output	Outcome
Number of Transports	3,265	3,090	95%
Hospital Response Time (90th %)	22:48	23:30	103%
Emergent Transportation Percentage	6%	7%	117%
Hospital Turnaround Time (90th %)	37:04	38:30	104%
Trauma Patient to a Trauma Hospital	57%	100%	175%
STEMI Patient to STEMI Hospital	100%	100%	100%
CVA/TIA to Stroke Hospital	97.33%	96.07%	99%

Training Needs Status

Training	Input	Output	Outcome
Trauma Triage Training Criteria Met	116	116	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
N/A - Included in EMS Budget			

Accomplishments

- Received two (2) new paramedic ambulances with Power load cots that will be placed in service in early 2025
- Participated as a member of the Central Ohio Trauma System that serves as a liaison between fire departments, EMS agencies, and hospital emergency departments
- Maintained contact with all hospital liaisons to maintain relationship and continuity of care
- **Next Year**
 - **Goals/Projections**
 - Continue focus on performance based EMS – data driven
 - **Training Needs**
 - Mass Casualty and active violence training
 - **Requested Budget**
 - Funding is included in the EMS Appraisal

Program Assessment

SWOT Analysis: EMS Transportation Program

Strengths:

- **Clear Purpose and Goals:** The program is mission-driven, ensuring the utilization of resources for effective EMS transport during emergencies.
- **Data-Driven Monitoring:** Strong focus on metrics such as transport times, destination appropriateness, and hospital turnaround times ensures continuous performance evaluation and improvement.
- **Skilled Leadership and Supervision:** Leadership by the Fire Chief, Assistant Chief, and EMS Manager provides strategic oversight and guidance.
- **Accomplishments:**
 - Addition of two (2) new paramedic ambulances with Power load cots improves the fleet's capabilities.
 - Active participation in the Central Ohio Trauma System fosters collaboration and consistency in care.
 - Strong relationships with hospital liaisons ensure seamless continuity of patient care.
- **High Performance in Key Metrics:**
 - 100% success in ensuring trauma, STEMI, and stroke patients are directed to appropriate facilities.
 - Training goals fully achieved, with all criteria met.
- **Comprehensive Staffing:** Involves all operational personnel, ensuring broad support and integration within the department.

Weaknesses:

- **Budget Oversight:** Lack of detailed reporting on budget inputs and outcomes limits clarity on financial efficiency.
- **Hospital Turnaround Time:** While the outcome exceeds expectations, the 90th percentile turnaround time (38:30) still indicates room for improvement.

- **Emergent Transportation Percentage:** Although above goal (117%), this metric may require deeper evaluation to ensure the alignment of emergency responses with patient needs.

Opportunities:

- **Performance-Based EMS Expansion:** The focus on data-driven decision-making provides opportunities for process improvements and innovative solutions for resource allocation.
- **Training Development:** Expansion into mass casualty and active violence training addresses evolving risks and strengthens staff readiness.
- **Technology Integration:** New ambulances with advanced Power load cots indicate opportunities to leverage cutting-edge technologies to improve efficiency and safety.
- **Collaboration Growth:** Membership in the Central Ohio Trauma System can lead to further partnerships and shared best practices.

Threats:

- **Resource Limitations:** Dependence on budget allocations within the EMS appraisal may constrain future program growth and training needs.
- **Evolving Emergency Demands:** Increasing complexity and frequency of emergencies (e.g., mass casualty incidents) could strain resources without adequate preparation.
- **Hospital Relations:** Maintaining strong hospital liaisons requires continuous effort; lapses in collaboration could impact transport destination appropriateness.

Benefits to the Organization

- **Enhanced Operational Efficiency:** The program's data-driven approach ensures resources are optimized, leading to better emergency response times and patient care.
- **Improved Patient Outcomes:** Directing trauma, STEMI, and stroke patients to specialized hospitals has resulted in 100% success in key areas, improving survival rates and recovery outcomes.
- **Reputation and Trust:** Participation in regional trauma systems and collaboration with hospitals builds credibility and trust with the community and partner agencies.
- **Employee Development:** Training efforts and new skill development, such as mass casualty preparedness, empower personnel to handle a wider range of emergencies effectively.
- **Future-Ready Systems:** Investments in advanced ambulances and performance-based EMS practices ensure the department remains equipped to meet evolving community needs.

By prioritizing continuous improvement, fostering collaboration, and investing in personnel and technology, the EMS Transportation program positions the organization as a leader in emergency medical services within the region.

Township Year End Report

The EMS program for Washington Township, including the City of Dublin, successfully demonstrated its commitment to providing efficient and effective emergency medical transport services in 2024. Under the supervision of Fire Chief Alec O'Connell, Assistant Chief John Donahue, and EMS Manager Kevin McDowell, the program met critical operational benchmarks, reflecting its dedication to performance-driven EMS services. Notably, the program facilitated 3,090 transports with a 95% goal attainment rate, maintained a hospital response time within 103% of its target, and achieved a 100% compliance rate for transporting trauma, STEMI, and stroke patients to appropriate facilities. Additionally, 116 personnel met the trauma triage training criteria, ensuring the team's readiness for high-acuity cases. Accomplishments included the procurement of two (2) new paramedic ambulances equipped with Power load cots, which are scheduled for deployment in early 2025, and active participation in the Central Ohio Trauma System to enhance collaboration between EMS agencies and healthcare providers.

Expenditures in 2024 were carefully managed within the EMS budget, enabling the acquisition of the new ambulances without exceeding financial allocations. The program also focused on maintaining strong relationships with hospital liaisons to ensure continuity of care and seamless communication between EMS teams and emergency departments. While specific budget input and output metrics were not itemized, the allocation of resources was aligned with the program's strategic objectives, ensuring that all operational and training needs were met without financial overreach.

Looking ahead, the EMS program aims to sustain its data-driven approach to performance management and further enhance service delivery. Key goals for 2025 include conducting mass casualty and active violence training to prepare the team for complex emergency scenarios. Funding for these initiatives has been incorporated into the EMS Appraisal, reflecting the township's ongoing commitment to supporting its emergency services. By building on the accomplishments of the past year and addressing emerging needs, the program is poised to continue delivering high-quality, patient-centered EMS services to the community.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Emergency Medical Service (EMS)

Program Coordinator: Kevin McDowell, EMS Manager

Category/PI: 5F

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Emergency Medical Service (EMS) program is established to monitor and guide the utilization of resources to ensure appropriate coverage to the residents of Washington Township, including the City of Dublin for the purposes of all emergency medical incidents. The program monitors data relating to the department's efforts, including response times, call volume, and distribution of resources. The EMS program oversees the risk assessment of EMS related emergencies and evaluates critical task analysis to ensure proper responses meet the demands of incidents. The EMS program falls under the supervision of Fire Chief Alec O'Connell, Assistant Chief John Donahue and is managed by EMS Manager, Kevin McDowell.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Fire Operations

Measurements

Inputs/ Outputs/Outcomes

- Past Year

Goals and Status

Goal	Input	Output	Outcome
Finalize updated EMS Protocol	1	1	100%
Move updated EMS Protocol into ResponseSoft for organizational use	1	1	100%
Reassess and update the QA/QI program	1	.85	85%
Evaluate data from Field Training Officer (FTO) program and establish on-going EMS goals and objectives	3	3	100%
Implement a new drug tracking and electronic signature process for controlled substances	1	1	100%
Addition of CPAP for pediatric patients into protocol	1	0	0%

Training Needs Status

Training	Input	Output	Outcome
EMS Lectures and/or scenario based hands-on training from our medical directors and education partners on a quarterly basis.	12	12	100%
Assess on-going educational needs based upon peer review, medical director review and community/patient directed needs assessments	4	4	100%
EMS training on-company	36	36	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
LifePak 15 (2)	\$54,216	\$57,184	105%
Lucas Device	\$24,150	\$20,732	86%
Braun Ambulance (2)	\$882,000	\$882,000	100%
PowerLoad Cots (2-New Medics)	\$125,000	\$123,918	99%
EMS Supplies	\$165,000	\$145,542	88%
EMS Medication Dispensing Machine	\$21,000	\$20,048	95%
Body Vacuum Mattresses (5)	\$5,000	\$4,875	98%

Accomplishments

- Developed Washington Township Fire Department EMS Protocol and uploaded into ResponseSoft
 - Continued to partner with Ohio University College of Osteopathic Medicine for training and education
 - Replaced capital items, including cardiac monitors and Lucas device
 - Implemented the use of full-body vacuum mattresses
 - Re-instituted Advanced Cardiovascular Life Support (ACLS), Pediatric Advanced Life Support (PALS), Cardiopulmonary Resuscitation (CPR) and International Trauma Life Support (ITLS) certification classes for all personnel
 - Received OhioHealth Riverside Methodist Hospital Agency of the Month recognition
 - Updated the department continuous quality improvement program and procedure
 - Increased mass casualty bags from one (1) to three (3)
 - Partnered with the City of Dublin to install twelve (12) AEDs in the parks throughout Dublin
 - Provided EMS coverage at special events including the PGA Memorial Tournament, July 4th, St. Patrick's Day and Irish Fest, as well as home football games at three (3) high schools
 - Implemented transition to Medicount EMS Billing Company
- Next Year
 - Goals/Projections

- Continue focus of performance based, data driven EMS
- Continue development of the FTO program
- Incorporate focus on increased training from outside training partners/agencies.
- Look at Electronic Patient Care Record (ePCR) options, including iPad devices
- Greater focus on specific higher level training
- Development and implementation of social worker/coordinator into operations
- **Training Needs**
 - Mass Casualty Exercise
 - Monthly EMS Trainings on-shift
- **Requested Budget**
 - Continued funding for EMS Supplies
 - Continued EMS capital replacement
 - Replacement of Squad 91

Program Assessment

Strengths

- Strong leadership team with clear oversight of EMS operations.
- Comprehensive data-driven approach to resource allocation and response optimization.
- High-quality training and certification programs to ensure staff preparedness.
- Successful partnerships with Ohio University and the City of Dublin for education and AED implementation.
- Effective replacement and maintenance of critical capital equipment.

Weaknesses

- Limited progress on integrating pediatric CPAP protocols.
- Budget discrepancies in specific line items, such as LifePak 15 devices. exceeding the approved budget by 5%.
- QA/QI program reassessment not fully completed (85% progress).

Opportunities

- Incorporation of advanced technology, including ePCR systems and iPad devices, for improved documentation.
- Expansion of training with external partners to bring fresh perspectives and higher-level skills.
- Enhanced community engagement through the addition of a social worker/coordinator role.
- Increased mass casualty readiness with expanded training and resources.

Threats

- Potential constraints in funding for ongoing EMS capital replacements and supplies.
- Rising demands for EMS coverage at large community events and special situations.
- Evolving community health needs that may require rapid program adjustments.
- Competition for external training opportunities and resources from other agencies.

Township Year End Report

The Emergency Medical Services (EMS) program for Washington Township, including the City of Dublin, continued its mission of ensuring the highest quality response and coverage for all emergency medical incidents. Under the supervision of Fire Chief Alec O'Connell, Assistant Chief John Donahue, and EMS Manager Kevin McDowell, the program oversaw critical areas such as response times, resource distribution, and risk assessment. Key advancements included the finalization of updated EMS protocols and their integration into the Response Soft software for operational use. The program successfully achieved most of its outlined goals, such as implementing new drug tracking and electronic signature

processes and establishing pediatric CPAP protocols for future adoption. Continuous data monitoring and quality assurance practices remain central to meeting evolving community needs.

The department achieved significant progress in both training and equipment updates. Over the past year, quarterly lectures and scenario-based hands-on training, facilitated by medical directors and education partners, ensured that all personnel met their educational goals. Major accomplishments included re-instituting certification programs such as ACLS, PALS, and ITLS for all staff and updating the department's quality improvement program. Additionally, the replacement of key capital items, such as LifePak 15 cardiac monitors and Lucas devices, ensured the department's readiness for high-demand situations. EMS teams provided essential coverage for major community events and partnered with the City of Dublin to install 12 AEDs in public parks, enhancing community safety.

Looking forward, the EMS program aims to prioritize data-driven performance enhancements and expand training partnerships. Goals for the upcoming year include exploring advanced electronic patient care reporting (ePCR) systems, incorporating iPad devices, and increasing higher-level training opportunities. Plans are underway to implement a social worker/coordinator role into operations to provide a holistic approach to patient care. The program also seeks continued funding for EMS supplies, equipment replacements, and the purchase of a new Squad 91 to support operations. By building on this year's successes, the EMS program is well-positioned to meet the growing demands of the community while maintaining a strong commitment to excellence.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: EMS Bike Patrol

Program Coordinator: Lt. Jeremy Elkins

Category/PI: 5F

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The EMS Bike Patrol is an effective mobile EMS team utilized to provide additional coverage during special events. Team members, along with their EMS bikes, combine to provide an unconventional response service that delivers an additional layer of protection to the community, and bridges the gap between fixed event aid areas and the conventional responding medic vehicles. Bike team members are trained to cycle in the complex traffic that coincides with the many crowded venues and events held within Dublin. The bike patrol equipped with EMS supplies is extremely versatile, proving to be beneficial during special events as well as getting to off road areas of recreation in the community. EMS Bike Patrol falls under the supervision of Fire Chief Alec O’Connell, Assistant Chief John Donahue and is managed by Lieutenant Jeremy Elkins.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Fire Operations

Measurements

Inputs/ Outputs/Outcomes

- **Past Year**

Goals and Status

Goal	Input	Output	Outcome
Facilitate Bike Certification class to add members	3	4	133%
Perform preventative maintenance on all bikes in preparation for 2024 special events	8	8	100%
Participate in all major special events	5	5	100%
Develop bicycle replacement plan	1	0	0%
Maintain response times for special events and for the township as a whole during special events (Events below meeting purpose)	5	5	100%
St. Patrick’s Day Parade (March vs time of Parade)	08:06	06:26	79%
Total Solar Eclipse (April vs time of eclipse)	08:08	06:19	78%
Memorial Golf Tournament (June vs time of Tournament)	08:38	08:05	94%

July 4th Activities (July vs time of July 4 events)	08:26	07:40	91%
Irish Festival (August vs time of Irish Fest)	09:38	07:49	81%
Assess current aging uniforms	1	0	0%

Training Needs Status

Training	Input	Output	Outcome
Train new personnel to International Police Mountain Bike Association (IPMBA) EMS cyclist standards	3	4	133%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Maintenance of existing bikes	\$1,000	\$1,843	184%
Training of new personnel	\$450	\$600	133%
Uniforms for new personnel	0	0	0%

Accomplishments

- Conducted preventive maintenance on all EMS bicycles
- Added four (4) new personnel to the EMS Bike Team
- Covered all large special events conducted within Washington Township

• Next Year

○ Goals/Projections

- Maintain an EMS Bike roster of twenty (20) trained personnel
- Establish a bicycle replacement plan
- Add EMS Bike Team for Asian Fest if it should come to Dublin

○ Training Needs

- Establish a continuing education plan for all EMS Bike Team Members

○ Requested Budget

- Same as 2024
- Research grants for the replacement of the bikes, with a consideration of eBikes

Program Assessment

- **Strengths:** The bike patrol is an effective and mobile EMS team. Team members, along with their EMS bikes, combine to provide an unconventional response service that delivers an additional layer of protection to the community, and bridges the gap between fixed event aid areas and the conventional responding medic vehicles. Bike team members are trained to cycle in the complex traffic that coincides with the many crowded venues and events held within Dublin. The bike patrol equipped with EMS supplies is extremely versatile, proving to be beneficial during special events and getting to off road areas of recreation in the community.
- **Weakness:** The Township has an aging inventory of bikes, all are over twenty (20) years old. This increases the potential of equipment failure and costlier repairs.

- **Opportunities:** Updating the fleet by purchasing new bikes, equipment and uniforms.
- **Threat:** The cost to replace bikes, equipment and uniforms is significant. However, this has not occurred in twenty (20) years.

Township Year End Report

The EMS Bike Patrol collaborated with Delaware Police to add four (4) additional IPMBA certified cyclists at a cost of \$450 per person. The team formed a partnership with Trek of Dublin for all maintenance needs after Roll Bike of Dublin went out of business. The Bike Patrol participated in five (5) special events held by the City of Dublin; the St. Patrick's Day parade, Total Solar Eclipse, Memorial Tournament, Fourth of July Parade and corresponding event, and the Dublin Irish Festival. The Bike Patrol incurred \$1,843 in outsourcing of maintenance, and \$600 in the certifications of four (4) new members.

The future goals of the EMS Bike Patrol are to not only use it for special events but also integrate it as a staffed piece of apparatus during the riding season, when staffing is available. The goals for 2025 are to maintain a current roster of twenty (20) personnel, perform preventative maintenance on all bicycles in preparation for 2025 special events, participate in all major special events held by the City of Dublin, develop a bicycle replacement plan, look into grant funding for E-bikes, replace current aging uniforms and implement continuing education with a written test and hands-on assessments before the riding season in early spring.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Facilities

Program Coordinator: Lt. Keith Hohenbrink

Category/PI: 6

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Fire Chief introduced the Facilities program in 2016. It is designed to allow one individual to oversee the budget and prioritization of the maintenance schedule for the five (5) fire department locations/facilities. This benefits the department by improving management of funds for facility repairs. The Facility program falls under the supervision of Fire Chief Alec O'Connell, Assistant Chief John Donahue and is managed by Lieutenant Keith Hohenbrink.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Fire Operations

Measurements

Inputs/ Outputs/Outcomes

- Past Year

Goals and Status

Goal	Input	Output	Outcome
Remodel the Administrative Building bathrooms	1	0	0%
Replace kitchen doors and cabinets at Station 93	1	0	0%
Change/Update Administrative Building flooring	1	1	100%
Relocate air compressors at the Fire Stations	4	4	100%
Replace the hot water heater at Station 95	1	1	100%
Complete Station 95 renovation	1	1	100%
Complete preventive maintenance on all generators	5	5	100%
Conduct semi-annual facility needs assessment	5	5	100%
Complete replacement of Station 93 generator	1	1	100%
Seal and stripe Administrative building parking lot	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
None			

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Administrative Building Flooring	\$80,000	\$10,855	14%
Water Heaters	\$15,000	\$25,300	169%
Painting	\$5,000	\$5,050	101%
Administration Concrete/Pavement Reseal	\$20,000	\$15,017	75%
Roof	\$40,000	\$0	0%
Fire Station 93 Generator	\$127,350	\$127,350	100%
Fire Station 95 Remodel	\$121,879	\$121,879	100%
Station 91 Gear Washer	\$20,000	\$14,534	73%

Accomplishments

- Replaced Station 93 emergency generator
- Finished Station 95 renovation
- Replaced Station 95 water heater
- Replaced Station 91 water heater
- Painted and replaced floor in Administrative Building hallways and bathrooms
- Developed a Facility Maintenance Plan
- Increased security cameras to the Administrative Building and all fire stations

- **Next Year**

- **Goals/Projections**

- Develop facility maintenance reporting system
 - All non-urgent maintenance requests reviewed and processed within 1 week
 - Reorganize the maintenance program
 - Implement the new Facility Maintenance Plan

- **Training Needs**

- None

- **Requested Budget**

- Seal all fire station parking lots
 - Station 93 kitchen cabinets
 - Station 91 generator
 - Update video conference system

Program Assessment

A maintenance plan for facilities protects the township's largest capital and its greatest investment, the employees. With the largest weakness identified as the increasing workload required of one individual to oversee all maintenance, the township is considering other opportunities to improve the efficiency of the program. Threats to the program include delays as a result of the increasing cost, which requires approval by the Board of Trustees

during a bi-monthly meeting. Additional threats include any event that would require a building to close, such as a water leak, fire, or mold.

Township Year End Report

The township experienced another busy year in facilities. Completed this year were the replacement of the generator at station 93, water heaters at stations 95 and 91, the completion of the remodel at station 95, painting and floor replacement at the administrative building, additional security cameras at all facilities, the movement of the breathing air systems out of the bays at the stations, and multiple furnace repairs, including the replacement of a unit.

Major expenses for this year were.

- Generator at Station 93: \$124,369.00
- Administration Building parking lot and curb: \$18,393.00
- Water heater at Station 95: \$14,881.00
- Water heater at Station 91: \$14,280.86
- SCBA fill station at Station 93: \$32,637.77
- Security Cameras: \$46,801.74
- New furnace at Station 91: \$10,935.00
- Curtains and installation: \$11,658.92
- Administration Building paint and flooring: \$30,732.43

In 2025, the township will explore reorganizing the program, including the system to report issues. The township should also consider replacing the oldest generator at station 91 to be proactive and update the system prior to a malfunction or failure.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Fire Hose

Program Coordinator: Lt. Jesse Hill

Category/PI: 6

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Fire Hose program is established to monitor and oversee the utilization and testing of the department's fire hose inventory. The program monitors the department's fire hose inventory and administers annual fire hose testing, record keeping and replacement. The Fire Hose program ultimately falls under operations supervised by Assistant Fire Chief John Donahue and is currently monitored by Lieutenant Jesse Hill.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Fire Operations

Measurements

Inputs/ Outputs/Outcomes

- **Past Year**

Goals and Status

Goal	Input	Output	Outcome
Monitor recently purchased hose for performance and wear to proof further purchasing	1	1	100%
Study the plausibility of transitioning the department's engine's 250' 1 3/4" hose lines to 2" hose	1	1	100%
Complete annual testing of all fire hose in accordance with NFPA 1962 Feet Tested	25,750	25,750	100%
Outfit Quint 93 with cloth jacketed 5" hose	800	800	100%
Purchase hose needed to maintain current inventory	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
Train companies on the capacities and advantages of cloth jacketed 5" hose, particularly in Fire Department Connection (FDC) supply applications	3	3	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Hose to maintain inventory	\$15,000	\$15,110	101%

Accomplishments

- Began conversion to 5" cloth fire hose as part of the regular hose replacement plan
- Completed all hose testing and inventory in accordance with NFPA 1962.
- Conducted a study and implemented a Standard Operating Procedure (SOP) outlining proper hose loads on all fire apparatus for uniformity throughout the department

• Next Year

○ Goals/Projections

- Continue to monitor recently purchased hose for performance and wear to proof further purchasing
- Complete annual testing of all fire hose in accordance with NFPA 1962
- Develop a hose specification philosophy that guides the selection and purchase of fire hose
- Replace fire hose based on replacement plan
- Develop a plan and cost analysis to transition some 1 ¾" hose lines to 2" hose lines
- Purchase 1,050' of cloth jacketed 5" hose for Engine 92

○ Training Needs

- Conduct nozzle handling training for 2" lines; this training is planned for the library parking garage
- Continue training on minute man hose loads

○ Requested Budget

- Funding for 1,050' of 5" cloth hose (\$10,224.00)
- Develop plan and funding analysis for 2" hose, this will need additional funding if implemented

Program Assessment

The Fire Hose program monitors and records all department hose testing activity, maintains current hose inventories, and plans and executes the timely replacement of the department's fire hose. The program has a growing batch of historical data to guide future hose purchases and expected lifespans. Weaknesses within the program include cumbersome record keeping software. The program has had the opportunity to advance the department's hose capabilities through cloth jacketed 5" hose and, over the next year, will begin the research and planning for new attack lines. The program is challenged by extended lead-times on deliveries as supply chain delays have grown to nearly twelve (12) months for some hose manufacturers.

Township Year End Report

The Fire Hose program tested and documented 25,750' of fire hose in 2024. The program developed a ten-year plan that will manage the expected replacement of aging fire hose. In line with the plan, the program began transitioning the department's cache of 5" supply hose to cloth jacketed hose that is lighter in weight and will support higher operating pressures. The program will utilize attrition to continue the process across the entire fleet. The program took delivery of 5" hose for new Quint 93, and also took delivery of 900' of 3" hose for Engine 95, and 450' of 2 ½" hose to be used as needed.

The program conducted research and testing of 2" hose flows and capacities in the interest of replacing each Engine's 250' 1 3/4" attack line with 2" hose which will provide higher flows with minimal impact to effort.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Fire Hydrants

Program Coordinator: FFs Kevin Crawford/Kyler Denbow

Category/PI: 9A

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The members of the Washington Township Fire Department conduct annual fire hydrant maintenance and flow testing. This ensures the proper operation and access to fire hydrants and their flow capabilities. These activities are conducted every year, and all data from such activities are entered and kept in the city of Dublin's Cityworks software program.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Operations

Measurements

Inputs/ Outputs/Outcomes

- Past Year

Goals and Status

Goal	Input	Output	Outcome
Improve Communications with City of Dublin GIS to increase accuracy	1	1	100%
Reassign Fire Hydrant Districts	12	12	100%
Conduct spring fire hydrant flushing	3,633	3,633	100%
Conduct annual fire hydrant flow testing in the fall	363	368	101%
Conduct fall fire hydrant sinking	3,633	3,633	100%
Conduct fall fire hydrant sinking on dead-end mains	387	387	100%
Re-write Hydrant SOP	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
Conduct Officer Training with City of Dublin prior to the start of the 2024 hydrant checks	1	1	100%
Company Training on Cityworks	12	12	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Flow test gauges re-calibrated	\$400	\$595	149%

- **Accomplishments**
 - Conducted annual fire hydrant kick-off coordination meeting with the City of Dublin
 - Updated the Standard Operating Procedures related to fire hydrants
 - Completed all required testing, flushing and sinking of the fire hydrants
- **Next Year**
 - **Goals/Projections**
 - Conduct spring fire hydrant flushing
 - Conduct annual fire hydrant flow testing in the fall
 - Conduct fall fire hydrant sinking
 - Conduct fall fire hydrant sinking on dead-end mains
 - Conduct a fire hydrant review ensuring the accuracy on the GIS maps
 - Develop through Dublin GIS a map with the available water at all fire hydrants
 - **Training Needs**
 - Conduct fire hydrant training through the fire hydrant manufacturer
 - Conduct annual training with City of Dublin at the April All Officer's Meeting
 - **Requested Budget**
 - Replacement of gauges and move towards digital

Program Assessment

Strengths:

- Ensuring hydrants are operational
- Ensuring immediate access to hydrants
- Familiarization of location of hydrants
- Fast repair of hydrants

Weaknesses:

- Vandalism potential
- Maintenance requirements: regular inspections and upkeep are necessary to ensure optimal functionality
- Limited accessibility due to terrain challenges in certain areas where access to hydrants may be hindered

Opportunities:

- Smart hydrant technology
- Public awareness campaigns outlining proper hydrant usage and reporting issues.

Threats:

- Infrastructure deterioration
- Natural disasters
- Improper operation of hydrants by untrained individuals can lead to damage or reduced water pressure.

Township Year End Report

Washington Township Fire Department continued to improve exchange of information pertaining to hydrant issues including maintenance, location, proper clearance, and identification. The department is constantly

improving communications with the City of Dublin to ensure data corresponds and is as current as possible. The addition of the Cityworks program in 2023 greatly improved the department's accuracy of hydrant information. Cityworks provided a more user-friendly data entry of hydrant information and increased accuracy. Additional features of Cityworks available to crews in 2024 increased the efficiency of data collection and repairs needed while remaining a user-friendly platform. A total of 3,633 hydrants were flushed, pumped and lubricated in the spring. Additionally, 387 dead-end hydrants were flushed, pumped and lubricated in early fall. In the fall, 3,363 hydrants were sinked and lubricated. The department also flow tested 363 hydrants in early fall.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Fire Investigation

Program Coordinator: Marshal Sam Parsons

Category/PI: 5C

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Fire Investigation program is given the responsibility by Ohio Revised Code to investigate fires occurring within its jurisdiction. The Fire Prevention Bureau has the responsibility for carrying out this activity. All Inspectors are trained fire investigators. In addition, the department has an agreement, as a member, with local law enforcement and the Northwest Area Strike Team (NAS-T) to provide a qualified fire investigator when requested. The NAS-T team is made up of Fire Prevention Bureau personnel from nine (9) area departments. There are written operating and investigation guidelines to ensure that the scientific methods for investigation and reporting are adhered to. The investigation program maintains current fire investigation trends and theories through hands on training and peer review. The Fire Investigation program falls under the supervision of Fire Chief Alec O'Connell, and is managed by Fire Marshal Sam Parsons.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Fire Operations

Measurements

Inputs/ Outputs/Outcomes

- Past Year

Goals and Status

Goal	Input	Output	Outcome
Develop monthly training lessons based on NFPA 1033 JPRs	12	6	50%
Purchase updated evidence collection equipment	1	1	100%
Fire Investigative Unit member to review 100% of all fires in Washington Township	35	37	106%
Conduct a technical peer review of 100% fire investigations in Washington Township	35	37	106%
Fire Investigative Unit member to attend Youth Firesetters Program Manager class	1	1	100%
Fire Investigative Unit member to attend Intervention Specialist class	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
Continue joint trainings with NAS-T consortium	10	10	100%
Fire Investigative Unit member to attend Youth Firesetters Program Manager class	1	1	100%
Fire Investigative Unit member to attend Intervention Specialist class.	1	1	100%
Fire investigators complete course prerequisites for NFA Fire Investigations Essentials class	5	4	80%
Fire investigators apply for Fire Investigations Essentials class at National Fire Academy	5	3	60%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Fire Investigation Equipment	\$5,000		0%

Accomplishments

- Established technical and administrative review for all fire investigations
- Digitally archived past fire investigations
- Established relationship with Franklin County Prosecutors office
- Presented two (2) fire investigation cases to a grand jury
- Established use for Investigators with the Ohio Law Enforcement Gateway (OHLEG)
- Established use of Strike Net through CoreLogic for fire investigations
- Received bomb investigation training in New Mexico
- Hosted a live burn investigation training with NAS-T
- Attended Ohio Arson School, each Investigator received 24 hours of training

• Next Year

○ Goals/Projections

- Review NFPA 1321 and make recommendations for implementation
- Send two (2) Fire Investigators to the National Fire Academy's Fire Investigation class
- Send two (2) Fire Investigators to Youth Firesetting Class
- Update technical review of fire investigation reports

○ Training Needs

- National Fire Academy's Fire Investigation
- Ohio Arson School
- Code Compliance Seminar
- Community Risk Reduction
- Youth Firesetting

- **Requested Budget**
 - Same as 2024

Program Assessment

Benefits to the Organization

- Origin and cause determination of all fires occurring in WTFD coverage area
- Basic fire investigation training to line staff
- Community Risk Reduction (CRR) educational concepts created as a direct result of origin and cause results collected during fire investigations

Strengths

- Authorized to investigate fires per Ohio Revised Code
- Vast experience, Knowledge, Skills and Abilities (KSA's) of Fire Prevention Bureau staff
- Relationship with NAS-T agencies
- Creation of uniform fire investigation tool cache
- Increased youth fire intervention capabilities

Weaknesses

- Inconsistent tracking and completion of all origin and cause reports on a timely basis
- Inconsistent reporting / communication between fire inspectors and company officers for all fire events
- Inability to store large-scale evidence securely (stove, washing machine, etc.)

Opportunities

- Administrative and Technical reviews of all origin and cause reports in 2025
- Researching artificial intelligence (AI) and its ability to assist in clear and consistent origin and cause reporting

Threats

- Established methods / policies for Personal Protective Equipment (PPE) decontamination following fire scene investigations
- Lack of experience in high risk / low frequency fire events (fatal fires, firefighter death & serious injury)

Township Year End Report

The Washington Township Fire Department (WTFD) Fire Preventing Bureau investigates the origin and cause of all fires occurring in the WTFD coverage area. In 2024, the Fire Prevention Bureau investigated forty (40) fires, including structure fires, vehicle fires, and outside fires of unknown origin.

2024 fire investigation accomplishments include:

- Two (2) cases presented to the Franklin County Grand Jury
- Establishing access to the Ohio Law Enforcement Gateway (OHLEG) to assist in fire investigations
- Increasing the tools and safety equipment to assist Fire Investigators in conducting fire investigations
- Attending multiple fire investigation trainings to ensure WTFD Fire Investigators remain current with modern fire investigation practices

All fire investigations conducted in 2024 by a Washington Township Fire Investigator were conducted via the scientific method as well as utilizing NFPA 921 as a reference guide to ensure consistency in investigations. The Fire Prevention Bureau increased the capabilities of its Fire Investigators by purchasing a cache of fire investigation tools and equipment.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Fire Suppression

Program Coordinator: Matt Scarbury, Captain

Category/PI: 5F

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Fire Suppression program is established to monitor and guide the utilization of resources to ensure appropriate coverage to the residents of Washington Township for the purposes of all fire related emergencies. The program monitors data relating to suppression efforts including response times, numbers and distribution of response. The Fire Suppression program oversees the risk assessment of fire related emergencies and evaluates critical task analysis to ensure proper responses meet the demands of incidents. The Fire Suppression program falls under the supervision of Fire Chief Alec O'Connell, Assistant Chief John Donahue and is managed by Captain Matt Scarbury.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Fire Operations

Measurements

Inputs/ Outputs/Outcomes

- Past Year

Goals and Status

Goal	Input	Output	Outcome
Expand training opportunities in acquired structures	1	1	100%
Fire Incident Benchmarks			268%
Primary Search - All Clear	00:10:00	00:20:30	205%
Water on Fire	00:03:00	00:09:54	330%
After Action Reports for multi-company trainings	4	2	50%
Partner with career centers for Class A burns	1	0	0%
Standardize onboarding new firefighters on Standard Operating Procedures (SOPs) and functions	1	1	100%
Assess the effective response force for all fire suppression responses	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
Train company tactics to align with current Standard Operating Procedures (SOPs)	1	1	100%
Company specific training (Engine, Ladder, Rescue)	1	0.75	75%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
N/A			

Accomplishments

- Placed 2023 Sutphen Quint in-service at Station 93
- Placed 2024 Sutphen Engine in-service at Station 95
- Modified initial deployment of apparatus for residential houses to meet the effective response force
- Provided training opportunities at a residential hotel/courtyard apartment complex - Vivo
- Conducted three (3) live burns, including a night evolution on each shift
- Implemented use of 2" hose lines on fire apparatus
- Upgraded Thermal Imaging Camera (TIC)
- Performed regular replacement of turnout gear and began regional focus on turnout gear specifications

• Next Year

○ Goals/Projections

- Research feasibility of conducting a Class A live burn
- Evaluate and make any necessary changes to the staffing matrix
- Evaluate and make any necessary changes to the fire suppression effective response force
- Conduct bi-annual Officer Development training
- Develop realistic benchmarks for water on fire and primary search and train to meet the benchmark
- Work to secure legal challenge to implement the Tablet Command software

○ Training Needs

- Class A live burn
- Officer Development Training
- Benchmark Training
- 2" Fire Line Attack Training

○ Requested Budget

- Maintain 2024 Budget

Program Assessment

Working fires the department responded to were down slightly compared to previous years. The department saw yet another increase in total run volume for the year. The trend of working fires decreasing should not be expected to continue with the increase in run volume, the department should still consider training critical, and focus on basic fire ground operations. The training budget should continue to focus on maintaining the fire ground training needs expected for the department. Day-to-day operations should allow time for each company to work on mastery of basic tactics, as well as researching new skills and innovations in the fire service.

Township Year End Report

During 2024, the department conducted large-scale fire ground training in multi-unit apartment/hotel structures. Crews capitalized on the opportunities for basic and advanced fire ground operations. During this training, there were several opportunities to train with mutual aid departments in the structures as well. The department has maintained the current level of staffing for over twenty-five (25) years despite consistent increases in call volume. As calls for service continue to increase, there will be a future need to review and evaluate staffing and apparatus placement to maintain the high level of expected emergency response.

Fire - Special - 90th Percentile			Benchmark	2023 - 2025	Gap	2025	2024	2023
Alarm Handling	Pick-up to Dispatch	Urban	01:30	00:57	00:33	N/A	01:00	00:49
Turnout Time	Turnout Time 1st Unit	Urban	01:45	01:44	00:01	N/A	01:34	01:31
Travel Time	Travel Time 1st Unit Distribution	Urban	06:00	04:21	01:39	N/A	04:18	04:21
	Travel Time ERF Concentration	Urban	09:00	07:53	01:07	N/A	05:49	08:05
Total Response Time	Total Response Time 1st Unit Distribution	Urban	09:15	06:40	02:35	N/A	06:30	06:25
				<i>n = 8</i>		<i>n = 0</i>	<i>n = 3</i>	<i>n = 5</i>
	Total Response Time ERF Concentration	Urban	12:15	09:08	03:07	N/A	07:23	09:15
				<i>n = 8</i>		<i>n = 0</i>	<i>n = 3</i>	<i>n = 5</i>

Fire - High - 90th Percentile			Benchmark	2023 - 2025	Gap	2025	2024	2023
Alarm Handling	Pick-up to Dispatch	Urban	01:30	01:43	00:13	N/A	01:36	01:28
Turnout Time	Turnout Time 1st Unit	Urban	01:45	01:11	00:34	N/A	01:14	00:54
Travel Time	Travel Time 1st Unit Distribution	Urban	06:00	05:12	00:48	N/A	05:34	04:00
	Travel Time ERF Concentration	Urban	09:00	08:30	00:30	N/A	08:32	05:36
Total Response Time	Total Response Time 1st Unit Distribution	Urban	09:15	07:37	01:38	N/A	07:51	05:35
				<i>n = 11</i>		<i>n = 0</i>	<i>n = 8</i>	<i>n = 3</i>
	Total Response Time ERF Concentration	Urban	12:15	10:08	02:07	N/A	10:14	07:45
				<i>n = 10</i>		<i>n = 0</i>	<i>n = 7</i>	<i>n = 3</i>

Fire - Moderate - 90th Percentile			Benchmark	2023 - 2025	Gap	2025	2024	2023
Alarm Handling	Pick-up to Dispatch	Urban	01:30	01:27	00:03	N/A	01:27	01:43
Turnout Time	Turnout Time 1st Unit	Urban	01:45	01:11	00:34	N/A	01:14	00:54
Travel Time	Travel Time 1st Unit Distribution	Urban	06:00	05:37	00:23	N/A	05:01	06:16
	Travel Time ERF Concentration	Urban	09:00	08:37	00:23	N/A	09:15	07:39
Total Response Time	Total Response Time 1st Unit Distribution	Urban	09:15	07:41	01:34	N/A	07:20	08:09
				<i>n = 15</i>		<i>n = 0</i>	<i>n = 6</i>	<i>n = 9</i>
	Total Response Time ERF Concentration	Urban	12:15	11:31	00:44	N/A	11:24	09:22
				<i>n = 14</i>		<i>n = 0</i>	<i>n = 6</i>	<i>n = 8</i>

Fire - Low - 90th Percentile			Benchmark	2023 - 2025	Gap	2025	2024	2023
Alarm Handling	Pick-up to Dispatch	Urban	01:30	01:34	00:04	N/A	01:38	01:29
Turnout Time	Turnout Time 1st Unit	Urban	01:45	01:28	00:17	N/A	01:28	01:28
Travel Time	Travel Time 1st Unit Distribution	Urban	06:00	06:05	00:05	N/A	06:06	05:57
	Travel Time ERF Concentration	Urban	09:00	06:58	02:02	N/A	07:06	06:30
Total Response Time	Total Response Time 1st Unit Distribution	Urban	09:15	08:08	01:07	N/A	08:12	07:57
				<i>n = 1,567</i>		<i>n = 110</i>	<i>n = 779</i>	<i>n = 788</i>
	Total Response Time ERF Concentration	Urban	12:15	11:31	00:44	N/A	11:24	09:22
				<i>n = 1,129</i>		<i>n = 82</i>	<i>n = 557</i>	<i>n = 572</i>



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Grant Writing

Program Coordinator: Lt. Jeffrey Larger

Category/PI: 4A.2

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Washington Township Fire Department Grant Writing program was formed to streamline the process of identifying and applying for grants. It is designed to reduce duplication of efforts and to ensure the department's eligibility for the funds being sought. The Grant Writing program falls under the supervision of Fire Chief Alec O'Connell, Assistant Chief John Donahue and is managed by Lieutenant Jeffrey Larger.

Staffing: All Personnel

Sub-Programs: All Fire Department Programs

Measurements

Inputs/ Outputs/Outcomes

- Past Year

Goals and Status

Goal	Input	Output	Outcome
Aladdin Shriners Grants (AED and Thermal Imaging Grant)	2	1	50%
Assistance to Firefighters Grant (Blue Card Training Center)	1	0	0%
State of Ohio EMS Grant	1	1	100%
State of Ohio BWC - Safety Intervention Grant	1	1	100%
State of Ohio BWC - Firefighter Exposure to Environmental Elements Grant	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
Assistance to Firefighters Grant Orientation	1	1	100%

Budget Approved vs. Actual

Grant Applications	Input	Output	Outcome
Aladdin Shriners Grants (AED and Thermal Imaging Grant)	\$11,046	\$8,321	75%
Assistance to Firefighters Grant (Blue Card Training Center)	\$92,383	\$0	0%
State of Ohio EMS Grant (Equipment)	\$3,265	\$3,265	100%
State of Ohio BWC - Safety Intervention Grant	\$22,433	\$22,433	100%
State of Ohio BWC - Firefighter Exposure to Environmental Elements Grant	\$15,000	\$15,000	100%

Accomplishments

- On March 6th, 2024, two (2) grants were submitted to the Aladdin Shriners Hospital Association for Children for a Thermal Imaging Camera and new LifePak Monitor. The TIC grant was approved and the department received a new camera with an approximate value of \$8,320.50. The camera was placed in service on Battalion 91. The grant for the new monitor was denied.
- On March 8th, 2024, the committee submitted an application for the Fiscal Year 2023 Assistance to Firefighters Grant (AFG) for \$92,382.60 to fund an officer development course known as Blue Card. The application made it to panel but was denied.
- The committee applied for and received \$22,432.50 from the Ohio Bureau of Workers' Compensation to purchase three (3) ROLLNRACK Efficiency Packages.
- The committee applied for and received \$15,000 from the Ohio Bureau of Workers' Compensation to purchase one hundred and thirty-eight (138) BarriAire Gold Extended Bib Comprehensive Particulate Hoods.

• Next Year

○ Goals/Projections

- On December 15th, 2024, the committee submitted an application for the Fiscal Year 2024 Assistance to Firefighters Grant for \$381,296.40 for the purchase of five (5) new LifePak 35 cardiac monitors and to fund an officer development program. The application is pending as of January 20th, 2025.
- The committee applied in late 2024 for a Firehouse Subs Public Safety Foundation Grant to purchase a Polaris Ranger Crew XP 1000 with skid, poly windshield, and accessories in the amount of \$29,468.76.
- Submit for the State of Ohio EMS, Training and Equipment Grant projected to be \$3,000.
- Submit for the State of Ohio TechCred Grant (Paramedic Training for Firefighter Matt Meyers) projected to be \$2,000.

○ Training Needs

- Grant Training as it becomes available

○ Requested Budget

- Request matching funds as grants are received

Program Assessment

The Grant Writing program continues to help identify and procure alternate funding for various needs of the department. In 2024, the committee applied for grants totaling \$144,126, and was awarded \$49,018 from those applications. In late 2024, the Grant Writing Committee submitted additional grants totaling over \$417,000 and expects to receive responses to these grant requests in early 2025. Several of these grants will require the department to provide matching funds.

Township Year End Report

The Grant Writing Committee was formed in 2022 following the site visit recommendations of the CFAI Peer Assessment Team. It was designed to reduce multiple efforts toward applying for the same funds. The policy requires members that have identified grant funding to notify their respective officers, any parties that may be affected, and the committee that they wish to apply for the grant. The committee reviewed the grant requests and sought approval from the Fire Chief. During the 2024 calendar year, the department was awarded funds from 4 of the 6 grant applications totaling over \$49,000. The committee will continue to work toward grant funding and utilize outside grant writing entities to identify alternate funding and achieve the goals set for 2025.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Hazardous Materials

Program Coordinator: Lt. Bill Kahler

Category/PI: 5H

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Hazardous Materials (HazMat) program was established to monitor and guide the utilization of resources to ensure appropriate coverage to the residents of Washington Township for the purposes of all related emergencies. The program monitors data relating to the department's efforts including response times, numbers, and distribution of response. The HazMat program oversees the risk assessment of HazMat related emergencies and evaluates critical task analysis to ensure proper responses meet the demands of incidents. The Hazardous Materials Program falls under the supervision of Fire Chief Alec O'Connell, Assistant Chief John Donahue and is managed by Lieutenant Bill Kahler.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Fire Operations

Measurements

Inputs/ Outputs/Outcomes

- **Past Year**

Goals and Status

Goal	Input	Output	Outcome
Establish additional hands-on drills to improve confidence of new technicians with required skills, reevaluate at the year's end	3	3	100%
Improve the Mass Casualty response system for the Township and Northwest Area Strike Team (NAS-T), including a focus on special events with a Rapid Assessment Team (RAT)	1	1	100%
Develop a procedure for the department coordinator to facilitate a more action-oriented approach to HazMat training within the department	1	1	100%
Review and update all Standard Operating Procedures (SOPs) related to HazMat to ensure compliance with current standards and practices within the field	1	1	100%

Continue to add a minimum of two (2) Technicians per year to the NAS-T team to replace retiring members	2	2	100%
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Training Needs Status

Training	Input	Output	Outcome
Expand the existing training to implement some hands-on skills for newer technicians	1	1	100%
Review current challenges to implement a more contemporary method	1	1	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
HazMat and Safety	\$6,000	\$257.75	4%

Accomplishments

- Took the lead role with NAS-T for handling Lithium Ion incidents
- Worked with NAS-T to redefine HazMat roles
- Created a Rapid Assessment Team concept for use at special events and conducted a trial at the Dublin Irish Festival
- Trained Firefighter Shiloh Bailey, and Firefighter Alice Cai as Hazardous Material Technicians
- Established Firefighter Kyler Denbow and Firefighter Stephanie Rodgers as back-up HazMat coordinators

• Next Year

○ Goals/Projections

- Host an external HazMat Training program
- Create a HazMat Coordinator Resource/Operational Guide
- Increase HazMat Technicians on each shift by one (1) Technician
- Develop standard operating procedure for the Rapid Assessment Team and implement the program at special events
- Review areas of the response district to determine any departmental weaknesses, specifically in response to Mass Casualty incidents and suspected terrorist events

○ Training Needs

- Assess the ability to use an external HazMat Training program
- Implement the 2025 WTFD Hazardous Material Training plan

○ Requested Budget

- Funding for new rapid assessment detection equipment that can assist in the determination of hazardous substances

Program Assessment

The HazMat program plays a key role in keeping the township safe by ensuring emergency preparedness across all hazards and locations, including residential, industrial, highways, and railways. The team is equipped to identify, mitigate, and manage all types of hazardous materials incidents, including chemical, biological, radiological, nuclear, and explosive (CBRNE) threats, as well as toxic industrial chemicals (TICs).

Strengths:

- Increased planning and training efforts over the past twelve (12) months
- Budgeting for the purchase of new equipment
- Continuous program review and improvements

Weaknesses:

- Lack of in-house chemical identification capabilities
- Limited variety of Personal Protective Equipment (PPE) options
- Decreasing number of Hazmat Technicians, combined with a slow growth rate

Opportunities:

- Expand outside training opportunities, including clandestine lab response
- Train with local industries to improve hazardous material response capabilities
- Acquire chemical identification tools for faster on-scene analysis
- Partner with the city of Dublin and Dublin Police Department (DPD) for specialized event support through a Joint Hazard Assessment Team (JHAT)
- Develop and implement a better pre-planning system for hazardous materials and all buildings

Threats:

- Potential terror attacks, including dirty bombs and chemical or biological incidents
- Large-scale events in Dublin attract over 100,000 people, including high-profile individuals, increasing risk factors
- Schools as vulnerable locations with high population densities
- Industrial facilities such as Citgo, DNVGL, and Nestlé, which require special hazard preparedness
- Major transportation routes such as Interstate 270 and railway systems, which pose high-volume hazardous materials risks
- The presence of clandestine labs that may pose unknown threats
- Increased use of lithium-ion batteries, which raises the likelihood of hazardous material incidents within the township and among response partners

Township Year End Report

In 2024, the HazMat program made great strides in keeping the community safe. The team improved response times, trained more firefighters, and worked closely with other emergency teams.

- **Incident Response:** While there were no full-scale hazardous materials emergencies, the department successfully managed smaller incidents, including fuel spills, gas leaks, carbon monoxide responses, and reports of unknown smells. All incidents were resolved efficiently and within appropriate time frames. One notable incident required the assistance of another NAS-T unit to investigate an unknown smell at the Dublin Community Recreation Center, which was resolved using a specialized gas analyzer.
- **Training & Preparedness:** The department achieved approximately 95% of completion of all monthly training, excluding personnel on long-term absences. Several hands-on drills provided realistic training scenarios that enhanced firefighter readiness and overall community preparedness.
- **New Equipment:** The department upgraded a radiation detector to replace older retired units, ensuring improved radiation detection capabilities.
- **Collaboration:** Strengthened teamwork with nearby emergency agencies through NAS-T.

- **Expenditures:** Appropriate use of funds to improve the team's ability to respond to emergencies:
 - **New Equipment:** Purchased a better radiation detector. Funds have been budgeted to purchase additional equipment in 2025.
 - **Training Costs:** Funded courses and certifications for firefighters through outside federal agencies.
 - **Technology Upgrades:** Upgraded Areal Locations of Hazardous Atmospheres (ALOHA) software for better hazard tracking.

Looking ahead, the program plans to build on 2024's progress:

- **More Training:** Expand hands-on training for HazMat responses, including potential clandestine lab response training. Increase the number of technicians.
- **Better Equipment:** Invest in new tools such as chemical identification devices.
- **Stronger Partnerships:** Work closely with state and federal emergency agencies, including JHAT teams, for special events.

The Washington Township Fire Department remains committed to strengthening its HazMat response capabilities to ensure the safety of residents and first responders in all scenarios.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Honor Guard

Program Coordinator: Lt. Kristen Hunt

Category/PI: N/A

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Washington Township Fire Department Honor Guard program provides a formal drill and ceremony unit for funerals of current or retired members, other department functions, and color guard for requested civic events. The Honor Guard program falls under the supervision of Fire Chief Alec O'Connell, Assistant Chief John Donahue and is managed by Lieutenant Kristen Hunt.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Fire Operations

Measurements

Inputs/ Outputs/Outcomes

- **Past Year**

Goals and Status

Goal	Input	Output	Outcome
Recruitment of additional members from the newer full-time personnel	1	1	100%
Purchasing of additional uniform accessories (cords, badges, ribbons, etc.) to outfit the members who joined in 2023, potential 2024 members, and complete the overcoats	1	1	100%
Implement Class A inspection process of all department members	1	0	0%
Update Class A Uniform Manual	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
March 16th – Admin – REO detailing project	1	1	100%
June 22nd– parade marching and color guard	1	1	100%
Sept 7th – Station 93 - 9/11 practice, basic drill and commands	1	1	100%
December 14th – Admin - funeral operations	1	1	100%

Several members to attend National Honor Guard Academy in Dayton, OH – May 19-24	1	1	100%
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Budget Approved vs. Actual

Budget	Input	Output	Outcome
Honor Guard Funding	\$2,500	\$3,240	130%

Accomplishments

- Chief Steve Kimpel Celebration of Life, March 1, 2024
- Dublin Irish Festival Parade Honor Guard, August 2, 2024
- September 11, 2024, Remembrance Memorial
- Building Officials Conference, November 4, 2024
- Updated the Uniform Manual

• Next Year

○ Goals/Projections

- Maintain roster of twenty (20) members
- Honor Guard will be used for at least two (2) known events in 2025 – The annual employee banquet and the 9/11 memorial
- Begin Class A uniform inspection process

○ Training Needs

- Quarterly Honor Guard Training

○ Requested Budget

- Continue existing funding amount. Continue research to purchase winter coats.

Program Assessment

- **Strengths** – Dedication to department traditions and professionalism
- **Weaknesses** – Low participation due to typical short notice of events and weekend trainings, three (3) members on long term injury leaves (Firefighters Egan and Kwan, Lieutenant Erickson)
- **Opportunities** – Move trainings to weekday mornings to increase attendance. Increase department presence with members performing Class A inspections
- **Threats** – Additional personnel on future leaves (Firefighter Rodgers) or upcoming retirements

Township Year End Report

The Washington Township Fire Department Honor Guard provides a formal drill and ceremony unit for funerals of current or retired members, other department functions, and color guard for requested civic events. Over the course of 2024, the group maintained a current roster of eighteen (18) members.

The Honor Guard participated in ceremonies at four different events, including a memorial service for retired Battalion Chief Steve Kimple and the 9/11 Remembrance Ceremony. The group performed Color Guard duties for opening ceremonies at the Dublin Irish Festival Parade and the Ohio Building Official's Conference.

Regular meetings and training sessions occurred quarterly, with 10 members participating in a total of 41 hours of training. One member attended an additional 57 hours of training at the National Honor Guard

Academy course held in Dayton, Ohio.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Human Resource

Program Coordinator: Catherine Grossman, HR Manager

Category/PI: 7A

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Human Resource program is to strategically manage the agency's workforce by attracting, hiring, developing, and retaining employees through activities like recruitment, training, performance management, compensation, and employee relations, ultimately aiming to optimize employee productivity and contribute to the agency's overall goals and success. The Human Resource program falls under the supervision of Township Administrator Eric Richter and is managed by Human Resource Manager Catherine Grossman.

Staffing: Catherine Grossman

Sub-Programs: All Township Operations

Measurements

Inputs/ Outputs/Outcomes

- **Past Year**

Goals and Status

Goal	Input	Output	Outcome
Conduct an employee benefit survey	1	1	100%
Maintain an involuntary turnover rate of 0% or less. (Employees that leave/Employees replaced)	0	0	100%
Conduct annual physical for all employees	1	111	100%
Conduct annual mental health assessment for all employees	110	110	100%
Maintain an employee salary rate within the top 3 of the Washington Township comparable	1	1	100%
Conduct Quarterly Random Drug Tests	4	4	100%
Maintain a loss time rate of less than 4	4	1	25%

Training Needs Status

Training	Input	Output	Outcome
Conduct Drug Free Workplace Training	1	1	100%
Conduct Sexual Harassment Training	1	1	100%
Conduct Workplace Violence Training	1	1	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Pension	\$3,250,000	\$3,079,016	95%
Insurance Benefits	\$3,580,000	\$3,315,454	93%
Physical	\$150,000	\$142,906	95%

Accomplishments

- Conducted one (1) full-time hiring process
- Conducted three (3) part-time hiring processes
- Conducted promotional process for Lieutenant
- Updated the Employee Handbook
- Updated recruitment posters and pamphlets

• Next Year

○ Goals/Projections

- Conduct one (1) full-time hiring process
- Conduct three (3) part-time hiring processes
- Conduct promotional process for Training Manager
- Conduct promotional process for Captain
- Conduct promotional process for Battalion Chief
- Conduct promotional process for Assistant Fire Chief
- Conduct salary survey
- Update Injury Leave Policy

○ Requested Budget

- Same as 2024

Program Assessment

Washington Township's Human Resource program strengths are the overall organizational culture and engaging workforce, its reputation of strong training programs, professionalism, community support, compensation and benefits, policies, procedures and employee handbook, as well as its ability to empower employees to be proactive. The Township is losing valuable experience with potential retirements and training the talent pipeline is an area of concern. With the decrease in numbers entering the public service workforce, the township has experienced high turnover with part-time Firefighters as they have sought full-time employment when opportunities at the township have not been available. The township has opportunities to train up existing staff and create a transfer of knowledge program between experienced versus newly hired employees. Inflation, rising healthcare costs and the draining of the talent bench strength are all threats.

Township Year End Report

Washington Township has a solid foundation in human resources, but faces challenges with workforce recruiting, succession planning, and external economic pressures. To address these concerns, the township could consider:

1. **Recruitment / Retention Strategies** – Conducting introduction meetings with career centers and trade programs to explain who Washington Township is and what they can offer; Offer career

growth pathways and share on social media and the township website, and; Conduct and share cost / reward comparison to the college route versus the fire service route.

2. **Talent Pipeline Development** – Partnering with local schools, trade programs, and public service organizations to attract potential candidates into public service careers.
3. **Competitive Compensation & Benefits** – Reviewing pay structures, healthcare contributions, and offering incentives for long-term retention to counteract economic pressures.
4. **Internal Promotion & Upskilling** – Expanding training programs to ensure potential and current officers' skills and competencies are up to par.

The township was successful in updating its employee handbook, participating in the Ohio Bureau of Workers compensation rebates totaling \$47,154, maintaining low workers compensation claims (three for 2024), experiencing a 0% increase in medical insurance and able to enhance its vision benefits while only experience \$685 annual program increase. The township also conducted four (4) Officer training programs covering delegation and goal setting narrative, performance management, documenting and warning employees, drafting and delivering written warnings. Additionally, the township engaged internal and external stakeholders for an in-depth discussion on how to engage diverse cultures in the community and explain the benefits of being a public servant.

For 2025, human resources will continue to analyze all healthcare insurance and make recommendations for changes and/or improvements, participate in all qualified Ohio Bureau of Workers Compensation rebate programs, update policies and accreditation documents where needed and partner with legal counsel to complete a compensation study.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Information Technology

Program Coordinator: John Donahue, Assistant Fire Chief

Category/PI: 9E

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Information Technology (IT) program is to provide the use of technology to manage, process, protect, and exchange information. The purpose of IT is to ensure that technology runs efficiently and securely to help the township and individuals improve performance. The Information Technology program falls under the supervision of Township Administrator Eric Richter and is managed by Matt Enderle and Wolf Lant with MAXtech Agency, a contracted business.

Staffing: MAXtech Agency

Sub-Programs: All Township Operations

Measurements

Inputs/Outputs/Outcomes

- Past Year

Goals and Status

Goal	Input	Output	Outcome
Meet monthly to review technology status and monitor needed upgrades and replacements	12	12	100%
Upgrade to Windows 11	1	1	100%
Upgrade all expected end of life equipment for 2024	1	1	100%
Conduct risk analysis and vulnerability assessments	1	1	100%
Test the air gap back-up (Tape back-up system)	1	1	100%
Upgrade the fiber ring from 1 gig to 10 gig	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
FEMA Cyber Security Training	2	2	100%
Participate in the Delaware County Cyber Table Top exercise	3	3	100%

Conduct Washington Township Cyber Attack and test Continuity of Operations Plan	1	1	100%
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Budget Approved vs. Actual

Budget	Input	Output	Outcome
Technology	\$500,000	\$422,822	84.6%

Accomplishments

- Planned replacement of computers, laptops and computer monitors
- Conducted Cyberattack and Continuity of Operation Plan exercise
- Conversion from Dublin internet access to Crown Castle
- Updated TeleStaff with integration to the ESO software and First Arriving
- Updated Code-Stat software for Physio Control Monitors for QA/QI reviews
- Obtained WTWPDublinOh.gov domain name. This will provide additional security when fully implemented
- Installed Ubiquiti Power Distribution Units (PDU's) at DartPoints Data Center
- Conducted HIPAA Audit

• Next Year

○ Goals/Projections

- Participate with the City of Dublin to identify a new Computer Aided Dispatch (CAD) system
- Continue assessment of ESO and make determination of record management system
- Obtain a Business Associate Agreement (BAA) from ESO to ensure compliance with HIPAA
- Complete implementation of the HIPAA Policy
- Conduct a quarterly test restore of the back-up systems
- Discuss the potential transition to Microsoft Office 365

○ Training Needs

- Continue attending regional cyber training
- Conduct internal user training and compliance with Copyrights
- Conduct user email phishing training

○ Requested Budget

- \$590,000

Program Assessment

The information technology services are provided by a third party contracted company. The following is an assessment of Washington Township's information technology services.

• Strengths

- Highly skilled team with strong technical expertise
- Well-maintained infrastructure with robust security measures
- Proactive approach to system updates

- Weaknesses
 - Knowledge of non-technical staff
 - Lack of standardized documentation for record retention
- Opportunities
 - Involve implementing cloud-based solutions
 - Leveraging emerging technologies like AI
 - Partnering with other departments for innovative projects
- Threats
 - Cyber security breaches
 - Rapid technological obsolescence

Township Year End Report

Washington Township contracts with the MAXTech Agency for information technology services. MAXTech provides 24/7/365 services based on a priority system. MAXTech is on-site providing service three (3) days a week. Technology provides a critical role within the fire department through record management systems used to provide services, maintain existing hardware and network system, means to communicate (email, phone, video), and data analysis.

In 2024, the department undertook several projects including; planned replacement of computers, laptops and computer monitors; conversion from Dublin internet access to Crown Castle; updated TeleStaff with integration to the ESO software and First Arriving; updated Code-Stat software for PhysioControl cardiac monitors for QA/QI reviews; obtained WTWPDublinOh.gov domain name; installed Ubiquiti power distribution units (PDU's) at DartPoints Data Center, increased video cameras at all facilities and conducted a HIPAA Audit. The department and MAXTech participated in several training exercises including cyberattacks and a test of the Continuity of Operation Plan.

In 2025, the department is planning to participate with the City of Dublin to identify a new CAD system; continue assessment of ESO and make a determination of a record management system; obtain a BAA from ESO to ensure compliance with HIPAA; complete implementation of the HIPAA Policy; conduct a quarterly test restore of the back-up systems; and discuss the potential transition to Microsoft Office 365. The department plans to continue training that includes regional cyber training; internal user training and compliance with copyrights; and user email phishing training.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Public Education

Program Coordinator: Fire Marshal Sam Parsons

Category/PI: 5B

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Public Education program is established to target specific audiences through its educational programs provided to students of all ages and grades, the elderly, homeowners, apartment residents, retirement center residents and business/commercial residents. The Fire Department partners with other agencies in programs such as Safety City, Health Fairs, Career Days and various public events. The Public Education program falls under the supervision of Fire Chief Alec O’Connell, and is managed by Fire Marshal Sam Parsons. The Public Education program falls under a shared group of responsibility between the EMS Manager, Fire Marshal, Community Safety Liaison, and Community Education Coordinator.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Fire Operations

Measurements

Inputs/ Outputs/Outcomes

- Past Year

Goals and Status

Goal	Input	Output	Outcome
Educate the community about smoke and carbon monoxide detectors and services the Fire Department provides (checks, installation and battery replacements)	1	1	100%
Work with Homeowner’s Associations (HOAs) in the community to educate residents about fire prevention, including the Dublin HOA semi-annual presentation	2	2	100%
Public Education Events			
Babysitting	54	54	100%
Birthday Drop By	113	113	100%
Block Party Visit	289	289	100%
Career Day	276	276	100%
Car Seat Installations	328	328	100%
Citizens Fire Academy	8	8	100%
CPR for Healthcare Provider	27	27	100%
CPR Family & Friends	180	180	100%

Heartsaver CPR	132	132	100%
CPR in the Schools	357	357	100%
First Aid & CPR	135	135	100%
Dive Team Presentation	30	30	100%
Equipment Demo	3746	3746	100%
Fire Drill Assist	1130	1130	100%
Fire Extinguisher Training	287	287	100%
Fire Safety Talk	150	150	100%
Fire Safety Talk & Equipment Demo	621	621	100%
Fire Safety Talk & Station Tour	13	13	100%
First Response – Active Shooter	12	12	100%
General Older Adult Health & Safety	56	56	100%
Open House	517	517	100%
Poster Contest Ceremony	150	150	100%
Sparky Safety House	318	318	100%
Special Events (does not include larger events: parades, Spooktacular, Boo & Brew, etc.)	2743	2743	100%
Staffed Table/Display	1490	1490	100%
Station Tour	587	587	100%
Until Help Arrives	38	38	100%
Community Program Attendance	12,303	13,787	112%
Smoke Alarm Installations	59	59	100%
Smoke Alarm Batteries Replaced	111	111	100%
Update and implement new surveys for programs and services	3	3	100%
Customer satisfaction rate for public education rate to be strongly agree for all answers			
Car seat Installation Evaluation	94%	94%	94%
Program Evaluations	86%	86%	86%
Fire Truck/Station Tour Evaluations	94%	94%	94%

Training Needs Status

Training	Input	Output	Outcome
CPR Instructor Renewal	3	3	100%
CPR Instructors	8	8	100%
Babysitter Instructor Renewal	1	1	100%
Car Seat Conference	2	2	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Fire Safety Supplies / Education Material	\$11,000	\$7,672	70%

Open House Material	\$2,500	\$1,883	75%
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Accomplishments

- Conducted smoke detector presentation at Riverview HOA
- Conducted programs at Dublin Retirement Village
- Implemented customer satisfaction surveys
- Conducted education on college safety for high school seniors and parents
- Conducted Senior Safety at Dublin Community Recreation Center
- Conducted Fire Safety Talks & Equipment Demos at Wyandot and Thomas Elementary Schools
- Conducted Fire Extinguisher Training for the following businesses: ICU Medical, Weastec, LBFoster, Cardinal Health, Cenovus, and Convalarium
- Provided smoke alarm safety information through the Township newsletter, social media, Dublin Life Magazine, and safety videos with ABC 6 News Anchor Stacia Naquin
- Involved with the following City of Dublin events: St. Patrick's Day Parade, Touch a Truck, Memorial Day Ceremony, Independence Day Parade, Spooktacular, Veterans Day Celebration, Tree Lighting, HOA Leadership Spring & Fall Meeting, and State of the City
- Other Community Events: Wetsuits & Way-cool Trucks, Farmer's Market at Bridge Park, Boo & Brew at Bridge Park, Suicide Prevention Event, and Grave Tales at the Library.

• Next Year

○ Goals/Projections

- Expand the community CPR program
- Explore the interest of a fire safety education program for the schools
- Increase the involvement and communication with the Dublin HOAs
- Update and modernize public education material and provide multi-lingual material
- Develop an "After the Fire" packet for the community
- Develop an "After Death" pamphlet for the community

○ Training Needs

- Increase the number of community CPR instructors

○ Requested Budget

- Same as 2024

Program Assessment

The Public Education program strives to meet the educational needs in the community. The Fire Department offers a variety of classes and programs to residents, community groups and businesses, including CPR, fire safety talks, station tours, babysitting, and fire extinguisher training, to name a few. The updated township website improved the process for program requests, scheduling appointments, and class registration. Community partnerships have become an important part of the department's public education program. The department has established strong relationships with the schools, City of Dublin, and several of the local retirement centers.

Township Year End Report

The department completed the 2024 public education goals. Smoke detector installations and battery replacements increased this year, with fifty-nine (59) smoke detectors installed and 111 batteries replaced. Education was done through social media, the semi-annual township newsletter, *Dublin Life* Magazine, educational videos, City of Dublin spring and fall HOA Leadership Meetings and HOA Meetings. The Fire Marshal fields calls from residents requesting assistance with a smoke detector and educates the resident on what is needed, answers any questions, and then schedules a crew to the residence. This is a great service for the community to keep residents safe with properly functioning smoke detectors.

Program evaluations by participants were revised and are now completed online through Survey Monkey. This program makes it easier to run reports and analyze responses. A new evaluation was created for car seat appointments. These evaluations help the department learn what is working well with the programs and services being evaluated, where participants learned about the program/services, and potential improvements. With the car seat evaluation, the department learned that many of the respondents found out about the service on their hospital tour. Respondents overwhelmingly stated that they feel better prepared to take action in the event of an emergency as a result of participating in the department's programs.

The department collaborated with Dublin City Schools to teach CPR in all three high schools to facilitate CPR certification for students. Additional firefighters completed American Heart Association (AHA) training to become instructors to help with classes. Students take the class during Health Class. The Fire Department will conduct the training in the fall and spring semesters.

The department had a class of eight (8) in the 2024 Citizen Fire Academy. Graduates learned about EMS, auto extrication, firefighting, fire investigation, and physical ability testing. Participants enjoyed using some of the tools and skills used by Washington Township Fire Department firefighters. Many of the CFA alumni and participants from this year's class volunteered at programs and events with a combined total of over 250 volunteer hours in 2024. Volunteers assisted at the parades, flower sale, Touch a Truck, Farmer's Market, Open House, Tree Lighting, Spooktacular, Toy Drive, and more! They are all hard working and great volunteers!

The department offered a variety of programs and participated in a variety of events throughout the year. The majority of the events were with the City of Dublin. These events included the St. Patrick's Day parade, City of Dublin's Touch a Truck, Bike Rodeo, Memorial Day Ceremony, PGA Memorial Golf Tournament, July 4th parade and celebration, Dublin Irish Festival, Spooktacular, Veteran's Day, and Tree lighting. The department collaborated with the City again for Wet-suits and Way-cool Trucks. The department offered CPR training, fire extinguisher training, fire safety talks, station tours, equipment demonstrations, block party visits and more! These programs help educate people on ways to stay safe and what to do if there is an emergency.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Public Information

Program Coordinator: Eric Richter, Township Administrator

Category/PI: 9E

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Public Information program is to provide accurate, timely, and accessible information to the public regarding an event, situation, or government activities, usually through a designated communication channel, aiming to keep the community informed and address concerns, especially during emergencies or critical situations; it is essentially about transparent communication with the public. The Public Information program falls under the supervision of Township Administrator Eric Richter and is managed by Community Education Coordinator Kori Hurley, and Lindsay Hummer with Fusion Marketing Group, a contracted business.

Staffing: Kori Hurley and Lindsay Hummer

Sub-Programs: All Township Operations

Measurements

Inputs/ Outputs/Outcomes

- Past Year

Goals and Status

Goal	Input	Output	Outcome
Increase the reach to our stakeholders through Facebook by 10%	4,504	5,324	118%
Create a monthly video for social media	12	30	250%
Partner with a local news channel to promote fire and life safety	1	1	100%
Facebook Views	292,300	506,500	173%
Facebook Posts	264	295	112%
Change focus of Instagram by WTFD	1	1	100%
Instagram Views	Did not Track	51,900	
Instagram Reach	4,356	12,200	280%
Instagram Posts (Change of focus)	141	139	99%
Website Users	Did not Track	11,204	
WTFD Career Page	531	1,265	238%
WTFD Main Page	196	3,653	1864%
PulsePoint Monthly Active Users	2,933	3,189	109%
PulsePoint CPR Alerts sent	2	14	700%
PulsePoint Incidents	Did not Track	7,663	

Training Needs Status

Training	Input	Output	Outcome
None			

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Public Information	\$282,000	\$72,918	26%

Accomplishments

- Redesigned and implemented the new Washington Township website
- Partnered with news anchor Stacia Naquin from ABC 6 during Fire Prevention Week to promote fire safety messages aired during October
- Partnered with City of Dublin, Dublin Police Department, Dublin City Schools, Northwest Regional Emergency Communications Center (NRECC) and Dublin Food Pantry to promote holiday safety messages
- Promoted Washington Township Firefighters' sponsorship and involvement with Honor Flight
- Completed a change in focus of Instagram usage
- Increased on-scene content creation, including videos
- Increased in-depth educational features utilizing various department personnel (technical rescue, fire prevention)

- **Next Year**

- **Goals/Projections**

- Lead the continued focus with our community partners
 - Provide more specific education and community relevant information to residents and businesses (i.e. lithium ion battery increased usage in community)
 - Drive more traffic to the website for information

- **Training Needs**

- None

- **Requested Budget**

- Same as 2024 Funding

Program Assessment

The Public Information program is provided by a combination of in-house and third party contracted services. The following is an assessment of Washington Township's information technology services.

- **Strengths:**
 - Social media program
 - Established trust and credibility,
 - Expert knowledge
 - Pre-existing networks
- **Weaknesses:**
 - Limited resources

- Opportunities:
 - Continued collaboration with other agencies
 - Training and educational campaigns
 - Technology integration
- Threats:
 - Misinformation
 - Negative Media Coverage

This SWOT analysis helps identify areas for improvement and opportunities to strengthen the Fire Department Public Information Officer's (PIO) role, ensuring more effective communication strategies that can enhance public safety and foster a stronger relationship with the community.

Township Year End Report

In 2024, Washington Township's Public Information program redesigned and implemented the new Washington Township website; partnered with Stacia Naquin from ABC 6 during Fire Prevention Week to promote fire safety messages aired during October; partnered with City of Dublin, Dublin Police Department, Dublin City Schools, NRECC and Dublin Food Pantry to promote holiday safety messages; promoted Washington Township Firefighters' sponsorship and involvement with Honor Flight; completed a change in focus of Instagram usage; increased on-scene content creation, including videos; and increased in-depth educational features utilizing various department personnel (technical rescue, fire prevention, etc.).

In 2025, Washington Township is planning to lead the continued focus with our community partners; provide more specific education and community relevant information to residents and businesses (i.e. lithium ion battery increased usage in community) and drive more traffic to the website for information.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Radio Communication

Program Coordinator: Lt. Kevin Redman

Category/PI: 9B

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Radio Communication program is responsible for the purchase of new mobile and portable radios, maintenance, repair and inventory of radios, vehicle intercom systems, and the coordination of the regional radio template. Radio communication is an essential component for the department's operation and a life safety tool. The Radio Communication program falls under the supervision of Fire Chief Alec O'Connell, Assistant Chief John Donahue and is managed by Lieutenant Kevin Redman.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Fire Operations

Measurements

Inputs/ Outputs/Outcomes

- Past Year

Goals and Status

Goal	Input	Output	Outcome
Purchase new mobile radios for all new apparatus	4	4	100%
Mobile and portable radios operational	98%	99%	101%
Install wireless headsets for new engine	1	1	100%
Replacement of radios in accordance with the Capital Budget	6	6	100%
Re-appropriate replacement radios to phase out older radios	6	6	100%
Install chargers in staff cars	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
Train all personnel on new radio template	4	4	100%
Train all personnel on new mobile and portable radios	4	4	100%
Continue research and development of pairing portable radios and Self-Contained Breathing Apparatus (SCBA)	1	0	0%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Radio replacement program	\$22,000	\$22,332	102%
New radios and intercom for new apparatus	\$25,000	\$24,780	99%

Accomplishments

- Transitioned all mobile and portable radios to the new regional radio template
 - Purchased radio ID key for older Motorola radios to remain operational with the new radio template
 - Placed new Kenwood mobile radios in all new fire and EMS apparatus placed in-service in 2024
 - Replaced the portable radios according to the replacement schedule
 - Repaired headset issues that have plagued operations on Rescue 91 (R91)
- **Next Year**
 - **Goals/Projections**
 - Purchase new mobile radios for all new apparatus
 - Replace radios in accordance with the capital budget
 - Replace portable radio batteries
 - Maintain mobile and portable radios operational 98% of the time
 - Re-appropriate replacement radios to phase out older radios
 - Purchase needed headsets for new apparatus
 - Finish ID key upgrades
 - **Training Needs**
 - Plan training as needed for personnel
 - **Requested Budget**
 - \$40,000 for the maintenance and replacement of radios

Program Assessment

Despite rapid changes due to new technology, the Radio Communication program is progressing with no major issues. Washington Township transitioned to a Kenwood based radio system, allowing the department to cut costs without downgrading any features or capabilities. The fire department has continued to transition to wireless headsets in the apparatus which has required some trouble shooting. However, the department is now familiar and more proficient with the installation process. As well as improving the working relationship with the Northwest Regional Emergency Communications Center (NRECC), these headsets have increased safety while moving apparatus and during all active scenes, including training. The Radio Communication program will continue to maintain open communication while staying current with new standards.

Township Year End Report

In 2024, the Radio Communication program purchased seven (7) new walkies as the start of the switch to Kenwood radios. The total cost was \$18,000 and included a 5 year warranty. Following the purchase, Washington Township began on company training on the radios, requiring no additional expenditure.

The cost for mobile radios for new apparatus, including installation, was \$30,000. Installation was successful and all in-service radios are working properly. Washington Township also purchased headsets for the new arriving trucks for a total of \$13,000, including installation. While service costs were kept to a minimum this year, the department had to purchase new ID keys for the Motorola radios to allow them to interface with the new systems being used. Additionally, the fire department installed external speakers in all fire apparatus for communication continuity while outside the apparatus on a scene.

Washington Township Fire Department transitioned to Vasu Communication as the main supplier and service contractor to help cut down on service costs. Lower expenditures are expected with the new walkies and Kenwood radios.

The goals for 2025 are to continue the transition to Kenwood ; purchase and install new mobile radios in new apparatus; purchase and install headsets in new apparatus; train all new employees on radio operations; continue working with NRECC to ensure uninterrupted and up to date radio communications; and maintain all radio equipment throughout the year.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Safety and Training

Program Coordinator: Jamie Ross, Training Manager

Category/PI: 8

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Safety and Training program ensures adequate training and safety for firefighters. The training portion of the program monitors training data for all firefighters and selected training for civilian staff. This includes required training and any continuing training. The safety portion of the program ensures the safety of the responders and civilian staff. The Safety and Training program falls under the supervision of Fire Chief Alec O'Connell, Assistant Chief John Donahue and is managed by Training Manager, Jamie Ross.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Fire Operations

Measurements

Inputs/ Outputs/Outcomes

- Past Year

Goals and Status

Goal	Input	Output	Outcome
Reported Injuries	27	18	67%
Treated by Physician	4	1	25%
First Aid only	5	2	40%
Moderate Severity of loss time	4	2	50%
Report only	14	13	93%
Cause of Injuries	27	18	67%
Contact with Object	1	2	200%
Exposure to hazard	1	7	700%
Overexertion/Strain	12	4	33%
Slip/Trip	5	2	40%
Struck or assaulted by person, animal, object	3	1	33%
Other	1	1	100%
Undetermined	4	1	25%
Loss Time due to Injuries	Future		
EMS Comps	93	93	100%
Quality Control of ESO Training Entries	12	12	100%
Priority Based Training	12	12	100%
PERRP Compliant	33	23	70%
SOG Review and Update	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
Training Hours	35,000	35,470	101%
Attend ESO Wave Conference	5	5	100%
Attend FDIC Vendors Show	7	7	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Training	\$70,000	\$22,390	32%
Travel and Meeting	\$40,000	\$15,316	38%
Training Supplies	\$15,000	\$9,400	63%
Training Tower Update	\$45,000	\$42,000	93%

Accomplishments

- Focused on reporting of all injuries
 - Reviewed and rewrote safety SOP's
 - Conducted nine (9) live fire burns
 - Re-Established Advanced Cardiac Life Support (ACLS), Pediatric Advanced Life Support (PALS), International Trauma Life Support (ITLS) and Cardiopulmonary Resuscitation (CPR) certifications after COVID
 - Conducted FEMA Emergency Management exercise on each shift
 - Conducted drills at Vivo, an apartment complex on Tuller Road scheduled to be demolished
 - Conducted active aggressor training with Dublin Police Department
 - Conducted scene size-up drill involving an explosive at a parade
 - Updated and implemented Succession Plan
 - Re-Established Blue Card training for officers and in-charge firefighters not previously certified
 - Safety focused trainings:
 - Jan - Hazcom
 - Jan - N95, P100 & SCBA fit testing
 - Feb - BBP
 - Feb - N95, P100 & SCBA fit testing
 - Mar - N95, P100 & SCBA fit testing
 - Apr - Drug Free Workplace
 - Dec - Mental Health
 - Remained PERRP Compliant
 - Majority of SOP's are updated and posted
 - Established technical rescue training with Norwich Fire Department
- Next Year
 - Goals/Projections
 - Hire a successor for the Training and Safety Manager position prior to retirement

- Research feasibility of conducting Class A live fire burn
- Transition HIPAA responsibility to the EMS Manager
- Expand implementation of Blue Card certification and provide monthly in-service training
- **Training Needs**
 - Successor training for new Training and Safety Manager
 - HIPAA training for EMS Manager
 - Training of all personnel for new record management system, if purchased
- **Requested Budget**
 - Same as 2024

Program Assessment

Strengths:

- Robust safety policies and procedures
- Regular and thorough training programs
- Strong safety culture
- Presence of certified safety professionals

Weaknesses:

- Inconsistent compliance with safety policies

Opportunities:

- Developing new training programs
- Enhancing the safety culture
- Emerging technologies that can improve safety
- Partnerships with other organizations

Threats:

- Employee resistance to change
- Changing regulations
- Economic downturn

Township Year End Report

The Safety and Training program ensures adequate training and safety for firefighters. The training portion of the program monitors training data for all firefighters and selected training for civilian staff. This includes required training and any continuing training. The safety portion of the program ensures the safety of the responders and civilian staff.

All uniformed members of the department are required to have at a minimum of a FFII and EMT certification, full-time members are required to have a Paramedic certification. Continuing education (CE) requirements are based on certification. All members need to have 36 hours of CE for FFII, 40 hours for EMT, 60 hours for AEMT and 75 hours for a Paramedic.

The department uses its internal state certified instructors for training. Certified instructors are required for all EMS training. Fire classes can be led by any certified FFII. Currently the department has 16 CE EMS Instructors, 32 combined Fire & EMS Instructors. For any live fire training, the State requires the use of Live Fire Instructors. When necessary, staff members can be placed on overtime to assist with larger trainings. The training committee meets quarterly to create the training schedule. All training sessions are tracked electronically using ESO software. The safety committee meets monthly to review injuries and accidents. The committee works with the safety officer to create safety policies, review injuries and accidents, and address safety concerns from company personnel.

In 2024, the burn prop underwent an upgrade. It was changed from an analog system to an electronic system. This greatly increased the safety aspect of the prop.

There were several opportunities for the department to train in buildings within the Township and City of Dublin. Well over 250 staff hours of training in acquired structures were achieved. The department utilized its burn prop through the year, with 600 staff hours of training in the burn building. For 2024, the training goals were as follows:

- Maintain a safety focus
- Protocol testing
- EMS comps
- QC ESO training monthly
- Priority based training

In 2024, there were thirteen (13) total injuries, five (5) were a result of training activities. One (1) of the five (5) was considered reportable under PERRP.

The number of Vehicle Accidents in 2024 was twenty-five (25).

Overall training hours and class sessions increased due in part to improved documentation. There was an effort to ensure the department can account for all training.

- 2024 - 4,842 sessions, 35,470 hours
- 2023 - 4,931 sessions, 37,161 hours - plus 1,945 hours of outside training
- 2022 - 4,294 sessions, 31,616 hours
- 2021 - 4,146 sessions, 32,678 hours
- 2020 - 4,355 sessions, 34,082 hours



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Technical Rescue

Program Coordinator: Lt. Kristen Hunt

Category/PI: 5G

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Technical Rescue program allows for the Washington Township Fire Department to provide emergency services for non-traditional events. Responses to specialty events include high-angle rope rescues, vehicle and machinery extrications, confined space incidents, trench rescues, elevator rescues, swift water and surface water rescues, and building collapses. The program focuses on both the initial and refresher training for personnel and the upkeep of technical rescue equipment. The Technical Rescue program falls under the supervision of Fire Chief Alec O'Connell, Assistant Chief John Donahue and is managed by Lieutenant Kristen Hunt.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Fire Operations

Measurements

Inputs/ Outputs/Outcomes

- **Past Year**

Goals and Status

Goal	Input	Output	Outcome
Purchase elevator FEO-K1 keys for all apparatus Knox Boxes	5	5	100%
Extrications completed within 10 Minutes	10:00	09:55	99%
Assemble elevator kits for R91/E92 and smaller kits for other trucks	1	1	100%
Purchase Artificial High Directional kit (Vortex or Terradapter)	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
Swiftwater boat operator refresher	3	3	100%
Internal rope operations course	1	1	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Vortex	\$9,000	\$6,695	74%
Air Bags	\$12,000	\$15,300	128%

Accomplishments

- On duty personnel completed a total of 1,905 hours of rescue training:
 - Rope Rescue Training – 575.5 hours
 - Water and Ice Rescue Training – 690.5 hours
 - Vehicle Extrication Training – 252 hours
 - Confined Space Rescue Training – 288 hours
 - Trench Rescue Training – 55.5 hours
 - Collapse Rescue Training – 43.5 hours
- A variety of certification courses in rescue disciplines were completed:
 - Ten (10) personnel were certified in Rope Rescue Operations
 - Two (2) personnel were certified in Rope Rescue Technician
 - One (1) personnel was certified in Swift Water Operations
 - One (1) personnel was certified in Confined Space Technician
- The Central Ohio Strike Team (COST) maintained a roster of 12 members:
 - A total of nine (9) members attended 56 hours of training
 - Admin personnel added an additional 24 hours of support to the team
 - Two (2) WTFD COST members deployed to Indian Lake for assistance after the EF3 tornado
- The Upper Scioto Water Rescue team rostered twelve (12) members:
 - A total of nine (9) members completed 72 hours of training
- Ohio Task Force 1 has one (1) rostered WTFD member
 - A total of 216 training hours were completed
- **Next Year**
 - **Goals/Projections**
 - Implement a rope rescue log
 - Complete scheduled training
 - **Training Needs**
 - Conduct Rope Technician Class
 - Conduct Confined Space Technician Class
 - **Requested Budget**
 - Scheduled rope and rope equipment replacement

Program Assessment

- Auto Accidents – 359 injury and non-injury, of which 11 incidents were working extrications with an average extrication time of 9 minutes and 55 seconds
- Elevator Rescues – 42 incidents required passengers to be removed from a stalled elevator. This is a 156% increase from 2023
- Water Rescues – 7 incidents, with a total of 9 boats responding. No victims required removal from a water hazard. All were standbys or cancelled enroute/on-scene.

Township Year End Report

The diverse demographic within Washington Township requires a wide variety of skillsets to effectively provide emergency services beyond fire and EMS responses. The technical rescue program provides an additional layer of capability and service in situations where specialized knowledge and skill is required to utilize technical equipment to rescue those in harm's way. Responses to specialty events include high-angle rope rescues, vehicle and machinery extrications, confined space incidents, trench rescues, elevator rescues,

swift water and surface water rescues, and building collapses. The program focuses on both the initial and refresher training for personnel and the upkeep of technical rescue equipment.

Runs for 2024 involving technical rescue incidents include:

- Auto Accidents – 359 injury and non-injury, of which 11 incidents were working extrications with an average extrication time of 9 minutes and 55 seconds.
- Elevator Rescues – 42 incidents required passengers to be removed from a stalled elevator. This is a 156% increase from 2023.
- Water Rescues – 7 incidents, with a total of 9 boats responding. No victims required removal from a water hazard. All were standbys or cancelled enroute/on scene.

On duty personnel completed a total of 1,905 hours of training solely dedication to technical rescue. The topics covered included rope rescue, swift water rescue, ice rescue, vehicle extrication, confined space, trench rescue, and collapse rescue. The department hosted a rope operations certification class for eight members and two additional members completed rope operations through outside organizations. Other certifications obtained by members include two personnel certified as rope rescue technicians, one personnel in swift water operations, and one member completed confined space technician certification.

The Washington Township Fire Department also rosters members on several regional, state, and federal technical rescue teams, including the Upper Scioto Water Rescue Team, the Region 4 Central Ohio Strike Team (COST), and Ohio Task Force 1. Members on these specialty teams completed 368 hours of training and administrative work. Two WTFD personnel deployed with COST as part of the Ohio Response Plan to assist with search and rescue efforts in Logan County following the EF3 tornado at Indian Lake.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Tools and Equipment

Program Coordinator: Lt. Jesse Hill

Category/PI: 6

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The tools and equipment group assumes the responsibility of purchasing and maintaining existing fire department equipment. By completing repairs and preventative maintenance in house, we have been able to save the department money. A certified company inspects specialized rescue equipment annually. Lt. Jesse Hill is responsible for overseeing purchases and maintenance of tools and equipment.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Fire Operations

Measurements

Inputs/ Outputs/Outcomes

- Past Year

Goals and Status

Goal	Input	Output	Outcome
Purchase Hurst EDraulic Strongarms	2	2	100%
Purchase battery operated fan for L-91	1	1	100%
Purchase Bullard XT TIC cameras	1	1	100%
Purchase the Arizona Vortex High Directional System	1	1	100%
Conduct annual inspections on specialized equipment	3	3	100%
Rope and rope equipment	1	1	100%
Extrication equipment	1	1	100%
Air Bags	1	1	100%
Evaluate equipment needs for new trucks (Q93 & E95)	2	2	100%

Training Needs Status

Training	Input	Output	Outcome
In-service Training on Vortex	1	1	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Purchase Hurst EDraulic Strongarms (2)	\$14,600	\$14,600	100%
Air Bags	\$12,000	\$15,189	127%
Ballistic Vests	\$8,000	\$5,785	72%
Ladder Rescue Belts	\$4,000	\$8,890	222%
Electric Fan	\$5,600	\$5,195	93%
Bullard Thermal Imaging Camera	\$8,925	\$8,925	100%
Rope Rescue Equipment	\$9,000	\$6,349	71%

Accomplishments

- Capital Improvement Replacement of Equipment
 - EDraulic Strongarms
 - Thermal Imaging Camera (2), Shriner Grant funded 1
 - Purchase the Arizona Vortex High Directional System
 - Outfitting the new Quint 93
 - Outfitted the new Engine 95
 - Replaced aging air bags
- Next Year
 - Goals/Projections
 - Continue replacement of aging equipment based on replacement plan
 - Outfit new Engine 92
 - Purchase personal Thermal Imaging Camera
 - Research feasibility to purchase/lease 908 Devices' hazardous material product identifier
 - Training Needs
 - Continue training on new Arizona Vortex and high directional rigging
 - Conduct department wide training on standpipe operations.
 - Conduct training on oxy-propane torch operations.
 - If purchased, conduct training on 908 Device.
 - Requested Budget
 - The established 2025 budget for Tools and Equipment is \$102,483.00.

Program Assessment

The tools and equipment program exists to provide an organized process for the selection and purchase of small tools and equipment. The program benefits from the many subject matter experts across the department who bring their knowledge to bear on the equipment selections and appropriate replacement cycles. The program is challenged by a lack of organized documented history that would guide future purchases and provide valuable insight to equipment life cycles. The program has a great opportunity to advance the technology and efficiency of our small tools and equipment through equipment updates. Inflationary pressures, decreases in the quality of modern equipment that reduce service life, and increased wear and tear via increased run volume threaten the program's success.

Township Year End Report

The small tools program executed several projects and equipment upgrades in 2024. Notable achievements include the outfitting of new Quint 93 and new Engine 95. Several equipment upgrades were also achieved by adding two Hurst Strongarms to Ladder 91 and Quint 93 (\$14,600), as well as adding a second battery powered PPV fan to Ladder 91 (\$5,195). ResQTec lifting bags that were in their 15th year of service were replaced on Rescue 91 (\$15,189). An Arizona Vortex high directional system was added to R91 to replace an aging Skedco tripod (\$6,349). A new model of personal thermal imager, a Seek FirePro, was purchased for E92 as a pilot for the coming replacement cycle of personal thermal imagers. The program also replaced a number of small items that were lost or broken throughout the year.

The program ensured all annual testing was completed for hydraulic rescue tools via MES service contracts. Various members assisted the program in the repair and rebuild of equipment that was damaged, reducing the costs to the department. The department's decision to retain the aging Hurst E-draulic tools from R91 and place them in service on E92 resulted in the rapid rescue of a victim trapped under a car on the roof of a parking garage in Bridge Park as well as several vehicle accident extrications.

High priority goals for 2025 include the outfitting of new E92, replacement of one Bullard Thermal Imager and two personal thermal imagers, updates to R91's rope rescue equipment, purchase of two RIT Craft inflatable boats, and update remaining standpipe kits to ensure uniformity. Additional goals include replacing ER91's Petrogen torch set up with an oxy-propane torch, and conducting service on Paratech and Speed Shore struts.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Turnout Gear

Program Coordinator: Capt. Evan DeGiralomo

Category/PI: 6

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Turnout Gear Program is established to facilitate the purchasing, inventory, repair, cleaning, testing and inspection, replacement, and recordkeeping. The program focuses on compliance with the manufactures recommended practices and NFPA standards. The Turnout Gear Program falls under the responsibility of Captain Evan DeGiralomo.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Fire Operations

Measurements

Inputs/ Outputs/Outcomes

- Past Year

Goals and Status

Goal	Input	Output	Outcome
Annual Replacement of Turnout Gear	28	25	89.30%
Annual NFPA Turnout Gear Inspections	216	216	100%
Add to the existing turnout gear specs - escape/ladder belts	75	75	100%

Training Needs Status

Training	Input	Output	Outcome
Proper care and inspection of turnout gear, St 93 and St 95	6	6	100%
Proper cleaning of turnout gear, St 93 and St 95	6	6	100%
Proper repair of turnout gear, St 93 and St 95	6	6	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Turnout Gear	\$95,091	\$87,134	91.6%
Helmets	\$8,269	\$7,876	95.2%
Boots	\$8,269	\$4,495	54.4%
Gloves and Hoods	\$5,513	\$18,000*	326.5%
Repairs	\$16,538	\$1,346	8.1%

Annual Decon/NFPA Inspections	\$25,807	\$23,760	92.1%
Miscellaneous	\$5,513	\$16,956	307.6%

Accomplishments

- Purchased gear as identified in replacement plan
- Worked to develop group purchasing turnout specifications with NAS-T for potential purchase in 2025.
- Purchased ladder/escape belts to ensure all personnel have on gear.
- Began testing of five (5) sets of Veridian turnout gear.
- Conducted annual turnout gear inspections per NFPA guidelines.
- Trained St 93 and St 95 personnel on the proper care and cleaning with the new extractors.

• Next Year

○ Goals /Projections

- Same as 2024,
- Similar purchasing numbers will be needed to maintain our gear replacement standards
- Annual price increases will occur from our vendors; however, with the NAS-T group purchasing agreement, the department will see a decrease in turnout gear cost per set
- Care and maintenance training for Stations 91 and 92
- Train on new guidelines if provided by Turnouts LLC

○ Training Needs

- Training on gear washing standards from Turnouts LLC

○ Requested Budget

- Same budget needs at 2024

Program Assessment

Members of the department were provided with the best possible gear available based on recommendations and evaluations during field-testing and training evolutions while remaining fiscally responsible with an appropriate replacement schedule. The department was part of a regional group assessment team that evaluated turnout gear. The team was headed by Captain Evan DeGiralomo and led to the development of unified specification being developed that will save the Department \$400 per set of turnout gear.

Township Year End Report

The Fire Department's turnout gear program has seen significant progress over the past year, reflecting the department's commitment to firefighter safety and operational readiness. The department successfully purchased 25 sets of turnout gear, including five sets of Veridian demo gear for evaluation. Additionally, a NAS-T Turnout Gear Committee was established to spearhead research into group purchasing and to develop a comprehensive gear specification that aligns with the needs of all NAS-T fire departments. The department made progress in equipping firefighters with NFPA-rated escape/ladder belts, and equipped all fire apparatus with ladder belt extensions to be used in conjunction with the new belts. The department also secured a new turnout gear extractor for Station 91 and facilitated a third-party inspection of 216 sets of turnout gear to ensure compliance with NFPA standards. A major achievement was the successful application for a \$15,000 grant, which provided particulate-blocking hoods to enhance firefighter health and safety.

Significant investments were made in the purchase of turnout gear, demo gear, and gear extractors, along with the cost of the third-party gear inspection. The \$15,000 grant for particulate-blocking hoods was a key achievement, helping address health concerns related to firefighter exposure to harmful particulates while reducing out-of-pocket costs for the department. Total expenditures for the year are \$158,731.73. Major expenditures are listed below:

- 20 Sets of LION Turnout Gear
- 5 Sets of Veridian Turnout Gear
- 23 Structural Firefighting Helmets
- 11 Pairs of Structural Firefighting Boots
- 138 Comprehensive Coverage Particulate Blocking Hoods
- 65 NFPA Rated Escape/Ladder Belts
- 216 Sets of Turnout Gear Inspected by Turnouts LLC.

Looking ahead, the department has set several key goals to continue advancing the turnout gear program. First, the distribution of particulate-blocking hoods received through the grant will take place at the beginning of 2025, ensuring that all members are equipped with the latest in protective gear. Training on new turnout gear cleaning guidelines from Turnouts LLC. will be implemented to ensure that gear is properly maintained and remains in optimal condition. The department also aims to reduce the cost of turnout gear by leveraging NAS-T group purchasing initiatives, ultimately improving cost-efficiency across the board. Additionally, the department is committed to ensuring all full-time members are outfitted with two sets of turnout gear, thereby enhancing operational preparedness and reducing downtime between calls. These initiatives will continue to prioritize the health, safety, and efficiency of all personnel.



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Vehicle Maintenance

Program Coordinator: Captain Jason Mack

Category/PI: 6

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Vehicle Maintenance program is responsible for maintaining the appearance and operation of all fire department vehicles and apparatus. This applies to the vehicles that are purchased and used in the protection of life and property. Personnel are required to perform non-invasive preventative maintenance on department vehicles and equipment in order to assure proper function and to assure the longevity of department property. The Vehicle Maintenance program falls under the supervision of Fire Chief Alec O'Connell, Assistant Chief John Donahue and is managed by Captain Jason Mack.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Fire Operations

Measurements

Inputs/ Outputs/Outcomes

- **Past Year**

Goals and Status

Goal	Input	Output	Outcome
Receive and place in service new medics	2	1	50%
Receive and place in service new engine	1	1	100%
Ground Ladder testing	7	7	100%
Annual Aerial Ladder Service by Sutphen	3	3	100%
Aerial Ladder Testing	3	3	100%
Annual Pump Service	7	7	100%
Annual Pump Test	7	7	100%
DeMary Dyno Analysis	13	5	38%
Preventative Maintenance per schedule on all apparatus	27	27	100%

Training Needs Status

Training	Input	Output	Outcome
Attend Ohio Emergency Vehicle Technician Symposium	1	1	100%
Attend Sutphen Emergency Vehicle Technician Symposium	1	0	0%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Maintenance	\$325,000	\$292,066	90%

Accomplishments

- Completed pump testing on all fire apparatus
- Completed ground ladder on all fire apparatus
- Completed aerial ladder on all aerial apparatus
- Received and placed in service new Quint 93 and Engine 95
- Penn Care completed bi-annual EMS vehicle inspections
- Annual aerial ladder servicing completed by Sutphen Corporation
- Completed preventative maintenance per schedule on all apparatus
- Initiated dyno testing on fire and EMS apparatus through DeMary
- Assessed and updated the preventive maintenance program

• Next Year

○ Goals/Projections

- Research and implement a new vehicle tracking system
- Maintain accurate maintenance and repair logs for each vehicle
- Incorporate manufacture recommendations into preventive maintenance and daily checks
- Incorporate new preventative testing (Vis-check, Penn Care)
- Receive and place in-service one new engine
- Complete required maintenance and annual testing on pumps
- Complete required maintenance and annual testing on ground ladders
- Complete required maintenance and annual testing on aerial ladders

○ Training Needs

- Send maintenance group members to Emergency Vehicle Technician training

○ Requested Budget

- \$325,000

Program Assessment

- Benefits to the Organization: As new apparatus are received and placed in service, the department's expenditures for repairs of older apparatus will decrease
- Anticipated Expenditures 2025: It is recommended that the budget amount for maintenance in 2024 be decreased in 2025 to \$270,000.00. With the placing in service of replacement apparatus in 2024, the actual expenditures can be evaluated to make adjustments for the next budget cycle in 2025.

Township Year End Report

In 2024, the fire department received delivery and placed in service Quint 93 and Engine 95. The old Quint 93 was sold on GovDeals for \$100,000 and old Engine 95 is now the front line engine at Station 92. Due to extensive motor damage and cost to repair, Engine 92 was permanently placed out of service. The department received two (2) new Braun EMS vehicles in late December. These will replace Medic 92 and Medic 93. Both of the older EMS transport apparatus will be moved from frontline status to reserve, allowing the department to maintain two (2) reserve EMS transport apparatus. All apparatus received annual fire pump testing, and ladder

testing completed by Command Fire Testing in accordance with NFPA guidelines. Prior to the annual aerial ladder testing, all aerial ladders were serviced by Sutphen Corporation. Preventative maintenance was completed on all fire department apparatus at the designated intervals. These intervals were 250 hours of operation for all engines, ladders, rescue, and EMS transport apparatus and 5,000 miles of operation for all other apparatus.

Future goals of the program include;

- Delivery of a new engine to replace Engine 92 by July 2025
- New Braun medic vehicle to replace Squad 91
- Delivery of the new vehicles in 2025 will significantly help with decreasing the repair costs encumbered in 2024
- The department decided to have the fire apparatus serviced by Cummins to improve continuity
- The main goal for the Vehicle Maintenance program is to make preventative maintenance a top priority. This is achieved by implementing preventative testing such as utilizing Vis-Check, annual aerial and pump service, and EMS vehicle inspections



Washington Township Fire Department Annual Program Appraisal and Analysis

Program Name: Wellness and Fitness

Program Coordinator: Jamie Ross, Training Manager

Category/PI: 11

Dates of Program Appraisal: January 1 to December 31, 2024

Program Description

Purpose: The Wellness and Fitness program is designed to improve the fitness and wellness of staff. This focus has been not only on work wellness and fitness, but also home life. Several individuals have dealt with issues arising at home, some that are and some that are not work related. Wellness and Fitness falls under the supervision of Fire Chief Alec O'Connell, Assistant Chief John Donahue and is managed by Training Manager Jamie Ross.

Staffing: All Operational Personnel

Sub-Programs: All Fire Department Fire Operations

Measurements

Inputs/ Outputs/Outcomes

- Past Year

Goals and Status

Goal	Input	Output	Outcome
All personnel complete annual medical physical	112	112	100%
All personnel complete annual mental health assessment	112	112	100%
Physical Training Hours	7,000	6,688	96%
Research Feasibility of Cancer Screenings	1	1	100%
Quarter; Wellness Training	12	12	100%
Complete Weekly Physical Training with Trainer	48	48	100%
Complete Weekly Yoga Training with Trainer	48	48	100%
Complete Weekly Occupational Therapy Session	48	48	100%

Training Needs Status

Training	Input	Output	Outcome
None			0%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
On-Site Therapy Resources	\$24,000	\$20,000	83%
Wonder Within	\$25,000	\$20,800	83%
Physical Training	\$60,000	\$52,500	88%
Mental Health Assessments	\$70,000	\$53,900	77%
Annual Physicals	\$150,000	\$124,056	83%

Accomplishments

- Purchased Yoga mats and equipment for all fire stations
- Purchased chair mega-mover for medic units
- Purchased Stryker Power Load Cots for new medics, allowing Reserve Medics to have Power Load Cots
- Researched cancer prevention and testing, and recommended implementation in 2025 budget
- Awarded BWC Grant for particulate hoods
- Awarded BWC Grant for the purchase of hose rollers to reduce back injuries
- Initiated a review committee to assess the best fitness program for Washington Township Fire Department

• Next Year

○ Goals/Projections

- Continue annual physical and mental health
- Continue researching feasibility of implementing multi-faceted cancer screening program

○ Training Needs

- Work with Occupational Therapist to provide ergo metric training (i.e. lifting and moving)

○ Requested Budget

- Same as 2024

Program Assessment

Strengths:

- A strong team of knowledgeable and certified trainers
- Up-to-date facilities and equipment
- Conducted at the fire station
- Based on NFPA standards
- Buy-in of all personnel.

Weaknesses:

- Potential increase in pricing
- Available time for program due to available time and responses

Opportunities:

- The increasing focus on health and wellness
- New fitness technologies and apps can be leveraged to enhance the user experience and reach
- New regulations or policies can create new opportunities

Threats:

- Increased costs

- Economic instability can lead to reduced spending on discretionary items like fitness

Township Year End Report

The department has a physical fitness trainer who comes in on Thursdays to work with the staff. The department has a physical therapist that is available to the staff members for on and off duty injuries. The department has a yoga instructor that comes in on Fridays to work with the staff. Each station and the Administration Building has a fitness room with equipment available. The department has an Employee Assistance Program (EAP) specializing in mental health that can be used by the staff. Staff have access to a psychologist that works with the department. The department has a chaplain that is available as needed. The department previously had cancer screenings, but has run into scheduling issues the past few years. One shift completed cancer screenings in 2024. Peer support and Critical Incident Stress Management (CISM) trained staff are available to personnel.

