

## 2022/2026 WASHINGTON TOWNSHIP STRATEGIC GOALS

<u>DEPENDABLE FIRE AND EMS</u>		<u>OBJECTIVE</u>	<u>GOAL OWNER</u>	<u>TIME FRAME/ STATUS UPDATE</u>
#1	EMS Development/ Training and Protocols	WTFD is striving to increase the competency and training/ knowledge base for EMS staff via Field Training Officers (FTOs) by establishing benchmarks and ongoing data collection.	Fire Department	(2022 - 2023)
#2	Fire Station Development Plan-Master Plan	This strategic goal is not intended to select a specific location for future growth of the department, but is intended to develop parameters through matrixes already in place by the department. The overall objective is to be able to plan ahead for future growth within the City and to predetermine the best locations for fire facilities to maintain defined levels of response time.	Fire Department	(ONGOING)
#3	Resident Stakeholder Focus Group	Following up on the success of the business external stakeholder meeting held in 2019, the Fire Department plans to conduct a resident stakeholder meeting in 2023.	Fire Department	(2023 - 2024)
#4	All-Hazards Emergency Preparedness Plan Internal Exercise	Internal tabletop exercises are planned for the Washington Township Emergency Operations Plan (EOP), Continuity of Operations Plan (COOP) and City of Dublin EOP to evaluate procedures and to make recommendations for improvements to the respective plans.	Fire Department	(2023 - 2024)
#5	Maintain accreditation and ISO-1 rating	ISO and accreditation on-site visits occurring in 2022. WTFD will follow up on comments from accreditation panel and incorporate into compliance supplements going forward. Staff will identify resources necessary to maintain ongoing compliance, including documenting the duties and responsibilities associated with maintaining accreditation.	Fire Department Administrator Human Resources	(ONGOING/2026)
#6	ESO software Upgrade/ Transition from Firehouse Software (I.T.)	Procure software upgrades from ESO due to Firehouse software no longer being supported as of 12/31/2022. Train for and implement new modules to go "live" by 1/1/2023.	Fire Department	(2022 - 2023)
#7	Maintain ongoing equipment replacement (I.T.)	Maintain ongoing capital technology equipment including desktops, laptops, G-tac tablets in apparatus, Surface tablets and other technology to spread these costs over multiple budget years.	Fire Department	(2022 - 2025)
#8	NRECC Cad System	NRECC anticipates upgrades to their CAD system in the next few years, which will have a budget impact on Washington Township's contribution.	Fire Department	(2024 - 2026)

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### TALENTED, CUSTOMER-FOCUSED GOVERNMENT

		<u>OBJECTIVE</u>	<u>GOAL OWNER</u>	<u>TIME FRAME/ STATUS UPDATE</u>
#9	Workforce Diversity/ Internal Diversity Committee	Identify strategies to recruit a diverse workforce. Establish an internal Diversity Committee.	Human Resources Fire Chief Administrator	(2022/ONGOING)
#10	Establish best practices for the recruitment, retention and promotion of talented providers and staff.	The recruitment of a talented workforce is becoming more challenging as multiple agencies compete for a smaller number of candidates. Washington Township is losing talent and experience due to staff retirements, and must invest in training/mentoring to facilitate our next generation of workers.	Fire Department Human Resources Administrator	(2022/ONGOING)
#11	Continue township succession planning	A succession plan was completed for the WTFD in 2019. The Board of Trustees has expanded this goal to include Washington Township administrative staff, including fiscal, communications, human resources and public education.	Administrator Fire Department	(2022/ONGOING)
#12	Complete update to township compensation plan.	Consultant has been hired and work will be completed by Fall 2022	Human Resources Fire Chief Administrator	(2022)
#13	Expand option(s) for mental health services to first responders and staff	WTFD strives to provide a holistic work environment that focuses on not just personal safety and equipment, but also mental/emotional wellness to encourage employee retention, reduce time off, and long-term medical claims.	Fire Chief Human Resources Administrator	(2022/ONGOING)
#14	Review township zoning resolution for necessary changes and/or updates	The current zoning resolution was last updated in 2012. Evaluate gaps and legislative changes which have occurred since that need to be addressed in any future update to the zoning resolution.	Zoning Inspector Administrator	(2022 - 2023)
#15	Evaluate community plan and maps	The township's community plan was last updated in 2005. The Township is making significant investments in Amlin to improve stormwater infrastructure and roadway aesthetics to honor the historical significance of this area. Upon completion of this project, consideration may be given to updating the existing community plan.	Administrator	(2023 - 2024)

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<u>SOUND FISCAL MANAGEMENT</u>		<u>OBJECTIVE</u>	<u>GOAL OWNER</u>	<u>TIME FRAME/ STATUS UPDATE</u>
#16	Work with partners to implement Amlin area improvements	Implement Phase I, Phase II, and Phase III aspects of Amlin area improvements.	Administrator	(2022 - 2023)
#17	Evaluate township financial position in preparation for 2025 fire operating levy ballot issue	Administrator updates financial projections at the close of each fiscal year. Recommend contracting with Rockmill financial to update revenue/expenditure projections beginning June 2023 through June 2024 to provide Board with independent financial evaluation.	Administrator	(2023 - 2024)
#18	Fire station upgrades and best practices related to fire personnel safety	Evaluate stations to consider capital improvements to buildings that also provide additional safety to personnel. Examples include engineered barriers for contaminants/carcinogens and other building modifications that provide for the safety of fire personnel and first responders.	Fire Department	(2022/ONGOING)

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### DEVELOPING PUBLIC CONFIDENCE IN THE TOWNSHIP

		<u>OBJECTIVE</u>	<u>GOAL OWNER</u>	<u>TIME FRAME/ STATUS UPDATE</u>
#19	Build Township's online/ Facebook presence	Showcase the benefits of programs and services. Utilize video of staff in action (fire inspections, equipment inspections, etc.). Publish news stories about grants, cost savings, partnerships and other significant events.	Communications Manager	(2022/ONGOING)
#20	Update and upgrade township website to be more customer friendly, and provide additional info and options to the public	The developer of the township's current website is no longer in business. Modifying and altering content is challenging because the code behind each page is unknown. The Communications Manager is drafting a Request for Proposal (RFP) to identify vendors	Communications Manager	(2022/ONGOING)

## 2022/2026 WASHINGTON TOWNSHIP STRATEGIC GOALS

### RELATIONSHIPS WITH REGIONAL PARTNERS

		<u>OBJECTIVE</u>	<u>GOAL OWNER</u>	<u>TIME FRAME/ STATUS UPDATE</u>
#21	Explore opportunities to develop shared services with other fire/EMS providers	The skills necessary to work on fire engines and apparatus is highly specialized. The WTFD would like to explore opportunities for shared services related to vehicle and equipment maintenance.	Fire Chief	(2022/ONGOING)
#22	Evaluate solid waste and recycling services in year one	Beginning January 1, 2022 Washington Township began receiving solid waste and recycling billing for unincorporated township residents.	Administrator	(2022/ONGOING)