WASHINGTON TOWNSHIP
FIRE
DUBLIN - OHIO

2025 Annual Program: Appraisal and Analysis

Washington Township Fire Department

John L. Donahue, Fire Chief

Adam Smith, Assistant Fire Chief

February 6, 2026

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	Washington Township Fire Department **Annual Program Appraisal and Analysis**
	Program Name: Accreditation Program Coordinator: Captain Brandon Bair — Category/PI: N/A Dates of Program Appraisal: January 1 to December 31, 2025

Program Description

Purpose: The Accreditation program is responsible for maintaining all accreditation-related documents, including the Self-Assessment Manual, Community Risk Assessment, and Standards of Cover. The program also oversees Annual Program Evaluations and the Annual Compliance Report. In addition, it coordinates the collection of stakeholder input and supports department statistics analysis and strategic planning.

Staffing: Captain Brandon Bair- Accreditation Manager, Captain Evan DeGiralomo- Assistant AM, Assistant Chief Adam Smith- SME

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	3	3	100%
Finish Credentialing for the 1st group	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
Excellence Conference	4	4	100%
CPSE-Quality Improvement for the Fire and Emergency Services (QIFES)	0	0	N/A
Peer Assessor Continuing Education	17	17	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Annual Fee	$1,250	$1,540	123%
Credentialing	$1,300	0	0%

Accomplishments

- Completed and submitted the 2025 Annual Compliance Report
- Sponsored four members to attend the CPSE Excellence Conference
- Established a framework for continuous assessment and identified program leaders through the 2027 cycle

- **Next Year**
  - **Goals/Projections**
    - Quarter 1
      - Meet with category managers regarding the 11th Edition SAM
      - Participate in the Excellence Conference
      - Begin to create digital version of SOC/CRA
    - Quarter 2
      - Collection for the 11th Edition SAM
      - Complete the Annual Compliance Report
    - Quarter 3
      - Complete edits of the 11th Edition SAM
    - Quarter 4
      - Conduct final review of SAM
      - Complete the 11th Edition SAM and prepare it for relevant Q1 2027 updates.
      - Continue progress towards credentialing of department officers and leadership
      - Transition the SOC to a digital format
  - **Training Needs**
    - Annual Excellence Conferences (5 personnel)
    - Quality Improvement for the Fire and Emergency Services Workshop (4 personnel)
    - Earn continuing education units (CEUs) for Peer Assessors
  - **Requested Budget**

Budget	Input	Output	Total Cost
Excellence Conference Registration	$ 740	5	$ 3700
Excellence Conference Travel	$ 2,800	1	$ 2800
Excellence Conference Hotel	$ 1,100	2	$ 2200
Annual Fee	$ 1,540	1	$ 1540
Credentialing	$ 250	4	$ 1000
QIFES Course	$ 650	4	$ 2600
			$ 13840

Program Assessment

Benefits to the Organization

- Establishes a culture of continuous improvement in fire and emergency services through compliance with CPSE standards and nationally recognized best practices.
- Enhances operational readiness, firefighter safety, and service delivery by ensuring consistent policies, training, and performance measurement.
- Strengthens organizational accountability and community trust through independent peer assessment and data-driven evaluation of fire service operations.

Strengths

- Current administrative leadership is highly experienced and knowledgeable in the accreditation process and program requirements.

Weaknesses

- The transition to a new Accreditation Manager may present short-term challenges associated with onboarding and organizational growing pains.

Opportunities

- The department has a strong opportunity to integrate and mentor a new generation of personnel into the accreditation process as leadership roles continue to evolve during this cycle.

Threats

- Identified threats are primarily internal, stemming from the need to sustain and further enhance historically successful accreditation processes.

Township Year End Report

The Washington Township Fire Department successfully maintained its accredited status following a favorable review of the Annual Compliance Report by the accrediting agency. The accreditation program also achieved several notable accomplishments, including the participation of all three peer assessors in site visits at agencies across the country, with one member serving as a team leader. Program expenditures were limited primarily to annual accreditation fees and continuing education costs, including participation in the accrediting agency's Excellence Conference.

Looking ahead, the Accreditation Program will continue efforts to maintain the Washington Township Fire Department's accredited status through the successful completion of the 2026 Annual Compliance Report. Additional program objectives include expanding continuing education opportunities for department members, transitioning to the newly released 11th Edition Self-Assessment Model, converting the SOC to a digital format, supporting department leaders in achieving professional credentialing, and preparing for the 2027 site visit and reaccreditation process.

	Washington Township Fire Department **Annual Program Appraisal and Analysis**
	Program Name: Community Risk Reduction Program Coordinator: Fire Marshal Sam Parsons Category/PI: 5A Dates of Program Appraisal: January 1 to December 31, 2025

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 operates under the supervision of Fire Chief John Donahue, 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 risk management model to identify the risks of all buildings within the coverage area	1	1	100%
Complete an initial inspection on 80% of commercial inspections	1,859	867	47%
Submit an Assistance to Firefighters Grant to increase security with the Knox Box eKey system	1	1	100%
Identify in-building radio coverage locations and create plan to resolve deficiencies	1	1	100%
Continue development of Rapid Assistance Team for special events	1	1	100%
Review NFPA 1731, make recommendation and time scale for implementation	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
Continuing education as identified by ISO	1	1	100%
Attend Code Compliance Seminar	4	4	100%
Adopt updated Ohio Fire Code	1	0.5	50%
Attend the IAFC Community Risk Reduction Conference	1	1	100%
Attend the TEEX "Sports and Special Event Risk Management and Planning" class	2	2	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Prevention	$15,000	$10,811	72%
Fire Investigation Equipment	$1,500	$2,134	142%
Fire Safety Supplies Education Material	$11,000	$5,700	52%
Open House Material	$2,500	$598	24%

Accomplishments

- Developed an initial risk matrix for all commercial occupancies
- Supported attendance of one Fire Prevention Bureau member at the IAFC Community Risk Reduction (CRR) Conference
- Facilitated attendance of one Fire Prevention Bureau member at the TEEX Threat and Hazard Identification and Risk Assessment training hosted by the Franklin County Emergency Management Agency
- Distributed Spanish-language cooking safety flyers to area hotels
- Delivered fire alarm and sprinkler system training to all three shifts
- Conducted pre-incident planning and operational walkthroughs with all shifts at Muirfield Village Golf Club prior to the Memorial Tournament
- Implemented safety inspection and monitoring procedures for all large special events
- Filled the Community Safety Liaison position

- **Next Year**
  - **Goals/Projections**
    - Evaluate the need to rename the Bureau to more accurately reflect its roles and responsibilities
    - Implement the newly developed Risk Assessment Program and refine it to create an effective building risk assessment process for the department, with the following targets:
      - Inspect 90% of high- and special-risk properties
      - Inspect 50% of low- and medium-risk properties

        - Update and verify that all pre-plan information within the Records Management System (RMS) is current during fire inspections
        - Adopt and implement the 2025 Ohio Fire Code and update the Dublin Fire Prevention Code accordingly
    - **Training Needs**
        - ISO-identified continuing education
        - Code Compliance Seminar attendance
        - Required continuing education for each fire inspector related to the 2025 Ohio Fire Code
        - Community Risk Reduction (CRR) training
        - Attendance at the IAFC Community Risk Reduction Conference
    - **Requested Budget**
        - Prevention - $15,000

Program Assessment

Benefits to the Organization

- Establishes a comprehensive code enforcement program for new and existing commercial occupancies.
- Maintains open and ongoing communication with line staff regarding hazards identified during code enforcement inspections.
- Conducts risk assessments for large-scale special events within the Washington Township Fire Department coverage area.
- Fostered consistent, positive relationships with commercial-based external stakeholders.

Strengths

- Strong, collaborative relationships with the City of Dublin Building Department and Events Department.
- Extensive experience and well-developed Knowledge, Skills, and Abilities (KSAs) within the Fire Prevention Bureau staff.
- Formation of a Rapid Assessment Team to support operational readiness.
- Active plan review process to ensure adopted codes and standards are applied to new construction and buildings under renovation.

Weaknesses

- Absence of an updated occupancy risk classification system.
- Lack of a formally established inspection frequency policy.
- Annual fire safety inspection completion rate below 75%.
- Outdated and inconsistent fee schedules for annual and construction permits.
- No formal policy addressing non-compliance with identified fire code violations.

Opportunities

- Development of the 2026 inspection schedule based on the newly created risk matrix.
- Expansion of partnerships with the City of Dublin Chamber of Commerce.
- Creation and distribution of pre-inspection checklists to all commercial occupancies within the Washington Township Fire Department coverage area.
- Establishment of standardized staffing and risk-identification protocols for all special events.

Threats

- Limited coordination and communication with county building departments for construction projects in Washington Township outside the City of Dublin.
- Inherent risks associated with special events held within the department's coverage area.
- Potential loss of, or inability to use, the fire safety trailer due to its current condition.

Township Year End Report

The Washington Township Fire Prevention Bureau is staffed by five (5) full-time fire inspectors, including a Fire Marshal and Deputy Fire Marshal, along with one (1) Community Safety Liaison. In 2025, Fire Prevention Bureau personnel conducted one thousand nine hundred twenty-seven (1,927) fire safety inspections. These inspections included fire protection system installations, new construction inspections, ongoing compliance inspections for existing commercial occupancies, re-inspections, and home safety inspections.

Of the total inspections completed, three hundred ninety-three (393) were new construction inspections conducted in coordination with the City of Dublin Building Department. Construction inspections are performed throughout the construction process and conclude when the Building Department issues an occupancy certificate to the property owner.

Fire inspectors also conducted thirty-nine (39) special event inspections to ensure code compliance for tents, inflatable attractions, and other temporary structures at public and private events held on public property within the City of Dublin and Washington Township.

In addition to inspections, Washington Township Fire Prevention staff conducts plan reviews for all new and remodeled commercial facilities within the City of Dublin. During 2025, the Bureau completed four hundred sixty-six (466) plan reviews.

Fire Prevention staff also delivered multiple training sessions to Washington Township Fire Department personnel focused on unique construction features and fire protection systems within the coverage area. This training included hands-on instruction with fire alarm and fire suppression systems, as well as pre-incident planning for large-scale special events such as the Memorial Golf Tournament and the Dublin Irish Festival.

	Washington Township Fire Department **Annual Program Appraisal and Analysis**
	Program Name: Dive Program Coordinator: Firefighters Chad Reed and Kevin Fischer Category/PI: 5G Dates of Program Appraisal: January 1 to December 31, 2025

Program Description

Purpose: After identifying numerous retention ponds throughout the district, the Dive program was established to monitor and guide the utilization of resources, ensuring appropriate coverage for the residents of Washington Township and surrounding mutual aid districts during all water-related emergencies. The Dive program is responsible for conducting risk assessments associated with water-related incidents and evaluating critical task analyses to ensure response capabilities meet the operational demands of each incident. The Dive program operates under the supervision of Fire Chief John Donahue and Assistant Chief Adam Smith and is managed by Firefighter Chad Reed and Firefighter Kevin Fischer.

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

- Conducted monthly dive training across all shifts
- Updated the Dive Standard Operating Procedures (SOP)
- Repurposed the former SQ91 unit for service as the new dive response truck
- Ensured all dive team equipment was properly maintained and fully operational throughout the year
- Completed necessary equipment purchases to replace damaged or broken items, maintaining operational readiness and safety

- **Next Year**
  - **Goal/Projections**
    - Continue developing dive team performance benchmarks, including measuring arrival-to-diver-in-the-water times for emergency responses
    - Recruit and train additional Fire Department divers, with a goal of staffing six (6) divers per shift
    - Continue advocating for the issuance of individual dry suits for all dive team members
    - As the dive truck transitions from a former medic unit, reorganize equipment to optimize diver operations and ensure a smooth transition from donning gear to water entry
    - Replace two aging BCD units to ensure consistency and standardization across all dive equipment
    - Maintain ongoing review and updates of the Dive SOP to ensure alignment with best practices and diver safety standards
  - **Training Needs**
    - Develop and implement a quarterly dive training continuing education program
    - Continue conducting monthly dive operations to maintain proficiency and reinforce continuing education objectives
    - Train and certify three (3) new divers
  - **Requested Budget**
    - Allocate funding to support the training of three (3) new divers
    - Budget for ongoing maintenance expenses, including regulator rebuilds and necessary equipment replacement

Program Assessment

Benefits to the Organization

- Enhances water rescue and recovery capabilities by providing a critical, rapid-response resource for water-related emergencies.
- Increases firefighter skill development and retention by offering specialized training opportunities that promote professional growth and job satisfaction.
- Provides skilled dive and water-rescue support to mutual aid departments, strengthening regional emergency response capabilities and interagency collaboration.

- Improves public safety and community confidence through enhancement of the department's overall preparedness and demonstration of the department's commitment to comprehensive emergency services.

Strengths

- Well-Maintained Equipment: The Dive Team's equipment was consistently maintained, ensuring reliability and operational readiness during incidents.
- High Training Commitment: The team logged more than 600 hours of training, encompassing equipment familiarization, maintenance procedures, and underwater dive tactics.
- Operational Experience: The team responded to five (5) dive-related incidents, providing valuable real-world operational experience.

Weaknesses

- Limited Team Size: Despite ongoing recruitment efforts, the current team size remains limited, which may impact response capacity during complex or prolonged incidents.
- Resource Intensity: The extensive training requirements and equipment maintenance demands significant time and financial resources.
- Experience Gaps: Newly added members require substantial training before reaching full operational readiness.

Opportunities

- Future Recruitment: Plans to add three (3) additional members in 2026 will further strengthen team capabilities and staffing depth.
- Enhanced Training Programs: Expanding training opportunities—such as advanced rescue techniques and regional joint exercises—can improve overall effectiveness and interoperability.
- Community Engagement: Increased public outreach and water safety education can raise awareness and support recruitment efforts.
- Equipment Upgrades: Pursuing grant funding or alternative funding sources for upgraded equipment and technology can enhance operational efficiency and safety.

Threats

- Personnel Retention: Retaining trained and experienced divers is critical; transfers or retirements could negatively impact team readiness.
- Funding Challenges: Budget limitations may restrict training opportunities, equipment upgrades, and recruitment efforts.
- Operational Risks: Dive operations inherently involve unpredictable and hazardous conditions, posing ongoing risks to team members.
- Environmental Factors: Variable water conditions, weather, and potential hazardous materials may complicate rescue and recovery efforts.

Township Year End Report

The Washington Township Dive Team is composed of Washington Township firefighters who are committed to ongoing training and dedicated to ensuring the safety of Washington Township residents, as well as supporting mutual aid districts during underwater emergency operations. The team continues to actively recruit qualified personnel and is working toward adding three (3) additional divers in 2026.

The Dive Team will continue to advocate for the issuance of individually assigned dry suits for its members. Properly fitted dry suits enhance diver safety, improve comfort and performance, and are expected to reduce overall repair and maintenance costs in 2026.

Throughout the year, the Washington Township Dive Team maintained all assigned equipment and documented more than 600 hours of training. In addition, the team responded to five (5) dive-related incidents in 2025, further strengthening operational experience and readiness.

Overall, the Washington Township Dive Team demonstrated strong performance in 2025, 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.

	Washington Township Fire Department **Annual Program Appraisal and Analysis**
	Program Name: Domestic Preparedness Program Coordinator: Battalion Chief Mike Riebel Category/PI: 5D Dates of Program Appraisal: January 1 to December 31, 2025

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 Schools staff, students and faculty	5	5	100%
Participate in at least one (1) Active Violence multi-company drill	2	2	100%
Update the Emergency Operations Plan with group members	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
Potentially increasing number of American Heart CPR Instructors to partner with Dublin City Schools in public education	4	2	50%
Conduct FEMA Table Top Exercise with all shift officers	3	3	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
N/A			

Accomplishments
- Provided CPR programs for all three (3) high schools in the Dublin City School system
- Information Technology Recovery Plan tested by the Washington Township Administration and MAXtech Agency, the Township's third-party Information Technology consultant

- **Next Year**
  - **Goals/Projections**
    - Development of Standard Operating Procedures for Emergency Management
    - Conduct Emergency Management exercise for Washington Township
    - Participate in the annual Dublin Emergency Response Tabletop Drill
  - **Training Needs**
    - Three (3) 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

Benefits to the Organization
- The Program continues to provide a framework for the department to assess response capabilities in known and emergent threats.

Strengths
- Collaboration with partner agencies, such as the Dublin Police Department, Union County Emergency Management Agency, Franklin County Emergency Management and Homeland Security Agency and Dublin City Schools in plan preparation and revisions

Weaknesses
- Preparing officers and other department members to assume responsibility of this program as BC Riebel approaches retirement

Opportunities
- Ability to host medium to large scale tabletop exercise or hands-on exercises.

Threats
- Continuous development in the Bridge Park area of public gathering events, such as the Christmas Bazaar scheduled for December 2026.

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. The department planned participation with the Dublin Police Department and the Northwest Regional Emergency Communications Center (NRECC) on an Active Violence Incident, as well as a Structural Collapse scenario. Additionally, the department held a tabletop drill focused on an IT Ransomware Attack, testing the response plan that is in place.

Additional trainings attended by department personnel included the Ohio Counterterrorism Conference, Fire Prevention personnel attended the Post-Blast Investigation class and Initial Response to Terrorist Bombing class in New Mexico; four members attended the TEEX Sports and Special Events

Incident management; the Ohio Tactical Officers Association's Active Shooter conference; two members attended the THIRA class at the FCHSEMA; one member attended the Highway Emergency Response Specialist course; 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 and Lt. John Guegold, as lead on the department's Domestic Preparedness program, attended the OTOA Active Shooter Response Conference

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 2026. 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: Assistant Chief Adam Smith Category/PI: 9B Dates of Program Appraisal: January 1 to December 31, 2025

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 Assistant 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 their CLEA Accreditation	1	1	100%
Assist Dublin PD with filling the open leadership and management positions with 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	1:42	0%

** High Acuity incidents have dispatch processing times near or under 1:30, the 1:42 reflects all calls for service. The low-risk additional call handling is presumed to be more Emergency Medical Dispatch (EMD) protocol 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 the fire/EMS operations	1	1	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Contracted 911/Radio Communication Services	$488,788	$488,788	100%

Accomplishments

- Trained NRECC personnel in CPR
- New Hire training in Emergency Medical Dispatching provided by WTFD
- New firefighters sent to NRECC for observation periods
- Attended and provided feedback at the NRECC Chiefs Budget Meeting
- NRECC hired a CAD specialist to maintain the CAD system
- Updated contract to mirror other NRECC partners

- **Next Year**
  - **Goals/Projections**
    - Assist with the implementation of the new CAD system
    - Secure funding for the new CAD system
  - **Training Needs**
    - Train at least one (1) additional firefighter to support the EMD program
  - **Requested Budget**
    - Funding levels to be determined based on call volume and call data analysis

Program Assessment

Benefits to the Organization

- Provides timely and effective emergency incident dispatching

Strengths

- Highly regarded, accredited dispatch agency serving the department's jurisdiction

Weaknesses

- High turnover rates and prolonged staffing vacancies

Opportunities

- Enhanced onboarding and professional development initiatives to improve recruitment and retention

Threats

- Ongoing staffing challenges
- Aging CAD system requiring replacement or modernization

Township Year End Report

The Northwest Regional Emergency Communications Center (NRECC) continues to provide high-quality emergency dispatching services to Washington Township and the seven (7) partner agencies. The only direct expense to the Washington Township Fire Department was the annual contract cost. An upcoming CAD system upgrade will require capital investment, with costs anticipated to begin in 2026 and full implementation expected in 2027 or 2028.

NRECC continues to experience staff turnover due to retirements and resignations; however, efforts are ongoing to fill vacancies as quickly as possible. A CAD Manager and Supervisor are expected to begin their roles in early 2026.

	Washington Township Fire Department **Annual Program Appraisal and Analysis**
	Program Name: Emergency Medical Service (EMS) Program Coordinator: EMS Manager Kevin McDowell Category/PI: 5F Dates of Program Appraisal: January 1 to December 31, 2025

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 John Donahue, Assistant Chief Adam Smith 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%
Updated EMS Protocol moved into Response Soft for organizational use	1	1	100%
Reassess and update the QA/QI program	1	0.85	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 for controlled substances	1	1	100%
Addition of CPAP for pediatric patients into protocol	1	1	100%

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	18	50%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Life Pak 15 (2)*	$54,216	0	0%
Lucas Device*	$24,150	0	0%
Braun Ambulance (3)	$882,000	$882,000	100%
Power Load Cots (3-New Medics)	$125,000	$125,000	100%
EMS Supplies	$165,000	$165,000	100%
EMS Medication Dispensing Machine	$21,000	$21,000	100%
Body Vacuum Mattresses (5)	$5,000	$5,000	100%

* Entered into an agreement with Stryker for the replacement and upgrade in 2026

Accomplishments

- Implemented the integration of a Public Safety Services Liaison into EMS operations to assist patients experiencing mental health crises and to facilitate connections to appropriate non-medical and community-based resources
- Implemented ongoing EMS protocol updates and uploaded evidence-based changes into Response Soft as needed
- Implementation of partnership with Dublin Police Department of a Public Safety Services Liaison through Syntero.
- Continued partnership with Ohio University College of Osteopathic Medicine to support EMS training and education
- Replaced designated EMS capital equipment items
- Maintained a comprehensive training schedule that included Advanced Cardiovascular Life Support (ACLS), Pediatric Advanced Life Support (PALS), Cardiopulmonary Resuscitation (CPR), and International Trauma Life Support (ITLS) certification courses for all personnel
- Received OhioHealth Riverside Methodist Hospital "Agency of the Month" recognition on two (2) separate occasions
- Updated the department's Continuous Quality Improvement (CQI) program and associated procedures

            - Provided EMS coverage for multiple special events, including the PGA Memorial Tournament, Independence Day, St. Patrick's Day and the Dublin Irish Festival, as well as home football games at three (3) high schools

- **Next Year**
    - **Goals and Projections**
        - Maintain a strong focus on performance-based, data-driven EMS delivery
        - Continue development of the Field Training Officer (FTO) program, including onboarding one backup FTO per shift
        - Increase utilization of external training partners and agencies to expand educational opportunities
        - Evaluate Electronic Patient Care Reporting (ePCR) options, including the potential use of iPad-based platforms
        - Place greater emphasis on advanced and higher-level EMS training
        - Continue to evaluate the integration of a social worker or care coordinator into EMS operations
    - **Training Needs**
        - Mass Casualty Incident (MCI) exercise
        - Monthly on-shift EMS training sessions
    - **Requested Budget**
        - Continued funding for EMS supplies
        - Continued EMS capital equipment replacement
        - Replacement of LifePak 15 cardiac monitors with LifePak 35 units, replacement of six (6) LUCAS devices, and transition from the current LifePak platform *(as applicable)*

Program Assessment

Benefits to the Organization

- Delivers rapid, high-quality prehospital medical care using evidence-based protocols to improve patient outcomes
- Ensures personnel maintain advanced clinical skills through continuous training, quality improvement, and medical oversight
- Supports community health and system resilience through integrated response, special event coverage, and coordination with healthcare partners

Strengths

- Strong leadership team providing clear oversight and strategic direction for EMS operations
- Comprehensive, data-driven approach to resource allocation and response optimization
- High-quality training and certification programs that ensure personnel readiness and clinical competence
- Successful partnerships with Ohio University and the City of Dublin supporting education initiatives and AED deployment
- Effective replacement and maintenance of critical EMS capital equipment

Weaknesses

- Budget variances in select line items, including LifePak 15 devices exceeding the approved budget by approximately 5%
- Quality Assurance/Quality Improvement (QA/QI) program reassessment not yet fully completed (approximately 85% complete)

Opportunities

- Adoption of advanced technologies, including electronic patient care reporting (ePCR) systems and iPad-based platforms, to improve documentation and data accuracy
- Expansion of training opportunities through external partners to enhance advanced clinical skills and bring diverse instructional perspectives
- Increased community engagement through the integration of a social worker or care coordinator role
- Enhanced mass casualty incident preparation through expanded training and resource allocation

Threats

- Potential funding constraints impacting ongoing EMS capital equipment replacement and supply procurement
- Growing demand for EMS coverage at large-scale community events and special operations
- Evolving community health needs requiring rapid adaptation of EMS programs and service delivery
- Increased competition with other agencies for external training opportunities and limited resources

Township Year End Report

The Emergency Medical Service (EMS) program maintained a strong focus on delivering high-quality, data-driven prehospital medical care to the residents of Washington Township throughout 2025. Updated EMS protocols were finalized and continuously refined using evidence-based practices, with all changes integrated into Response Soft for department-wide access and compliance. The program evaluated data from the Field Training Officer (FTO) program to establish ongoing EMS goals and made substantial progress updating the Quality Assurance/Quality Improvement (QA/QI) program. Additional enhancements included the implementation of electronic controlled substance tracking with digital signatures and the addition of pediatric CPAP to EMS protocols, expanding treatment capabilities for pediatric respiratory emergencies.

Training and professional development remained a cornerstone of the EMS Program. Personnel participated in quarterly lectures and hands-on, scenario-based training provided by medical directors and education partners, supported by continuous needs assessments driven by peer review and medical oversight. The department maintained comprehensive certification requirements, ensuring all personnel remained current in ACLS, PALS, CPR, and ITLS. Collaboration with Ohio University College of Osteopathic Medicine continued to strengthen advanced clinical education, while EMS crews provided medical coverage for numerous large-scale community events, including the PGA Memorial Tournament, Dublin Irish Festival, Independence Day, St. Patrick's Day, and multiple high school football games.

From an operational standpoint, the department completed key EMS capital equipment replacements, including the delivery of three new ambulances, power load cots for new medic units, body vacuum mattresses, and an EMS medication dispensing machine. While select equipment replacements were deferred under a planned agreement with Stryker for 2026, service delivery and equipment readiness were maintained. The EMS Program also expanded its approach to patient care by integrating a Public Safety Services Liaison into EMS operations. This role enhanced support for patients experiencing mental health crises and those requiring non-medical assistance by facilitating connections to appropriate community-based resources, strengthening continuity of care and supporting broader community health needs. The program's clinical excellence and professionalism were further recognized through OhioHealth Riverside Methodist Hospital's "Agency of the Month" designation on two separate occasions in 2025.

	Washington Township Fire Department **Annual Program Appraisal and Analysis**
	Program Name: Emergency Medical Service (EMS) Transportation Program Coordinator: EMS Manager Kevin McDowell Category/PI: 5G Dates of Program Appraisal: January 1 to December 31, 2025

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 John Donahue, Assistant Chief Adam Smith 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	3,277	100%
Hospital Response Time (90th %)	22:48	22:49	100%
Emergent Transportation Percentage	6%	14%	233%
Hospital Turnaround Time (90th %)	37:04	36:12	97.5%
Trauma Pt to a Trauma Hospital	57%	100%	175%
STEMI Pt to STEMI Hospital	100%	100%	100%
CVA/TIA to Stroke Hospital	97.33%	96.1%	98.7%

Training Needs Status

Training	Input	Output	Outcome
EVOC	116	116	100%

Budget Approved vs. Actual

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

Accomplishments

- Placed three (3) new paramedic ambulances equipped with power-load cots into service
- Actively participated as a member of the Central Ohio Trauma System, serving as a liaison between fire departments, EMS agencies, and hospital emergency departments
- Maintained regular communication with hospital liaisons to support strong working relationships and ensure continuity of patient care
- Received a Special Events vehicle through a Firehouse Subs Grant

- **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

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.

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 three (3) 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

- Hospital Turnaround Time: While the outcome exceeds expectations, the 90th percentile turnaround time (36:12) still indicates room for improvement.
- Emergent Transportation Percentage: Although above goal (233%), 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.

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 Emergency Medical Services (EMS) Program serving Washington Township, including the City of Dublin, demonstrated a strong commitment to delivering efficient and effective emergency medical transport services throughout 2025. Under the leadership of Fire Chief John Donahue, Assistant Chief Adam Smith, and EMS Manager Kevin McDowell, the program consistently met critical operational benchmarks, reflecting a performance-driven approach to EMS delivery.

During the year, the department completed 3,277 patient transports, achieving over a 100% goal attainment rate. Hospital response times were maintained within 103% of the established target. The program achieved 100% compliance for trauma and STEMI transports, while 96.1% of stroke patients were transported to the most appropriate receiving facilities. Additionally, 116 personnel successfully met trauma triage training requirements, ensuring continued readiness for high-acuity patient care.

Key accomplishments in 2025 included the procurement of three (3) new paramedic ambulances equipped with power-load cots, enhancing both provider safety and patient care capabilities. The program also maintained active participation in the Central Ohio Trauma System, strengthening collaboration among fire departments, EMS agencies, and hospital emergency departments to support seamless patient care coordination.

EMS expenditures in 2025 were managed within the approved budget, allowing for the acquisition of new ambulances without exceeding financial allocations. The program continued to prioritize strong relationships with hospital liaisons, ensuring effective communication and continuity of care between EMS crews and receiving facilities. While detailed budget input and output metrics were not individually itemized, resource allocation remained aligned with the program's strategic goals, supporting both operational readiness and training requirements.

Looking ahead to 2026, the EMS Program will continue its data-driven approach to performance management while further enhancing service delivery capabilities. Strategic priorities for 2026 include the implementation of mass casualty incident (MCI) and active violence response training, ensuring personnel are prepared for complex and high-risk emergency scenarios. Funding for these initiatives has been incorporated into the EMS appraisal, demonstrating the township's continued commitment to high-quality, patient-centered emergency medical services.

By building upon the successes achieved in 2025 and proactively addressing emerging challenges, the EMS Program remains well positioned to meet the evolving needs of the community.

	Washington Township Fire Department **Annual Program Appraisal and Analysis**
	Program Name: EMS Bike Patrol Program Coordinator: Lieutenant Jeremy Elkins Category/PI: 5F Dates of Program Appraisal: January 1 to December 31, 2025

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 John Donahue, Assistant Chief Adam Smith 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
Perform preventative maintenance on all bikes in preparation for 2025 Special Events	8	8	100
Participate in all major special events	4	4	100%
Develop bicycle replacement plan	1	1	100%
Maintain response times for the special event and for the Township during special events. (Applied to events listed below)	4	4	100%
St. Patrick's Parade (March vs time of Parade)	08:06	0 Documented Responses	0%
Memorial Golf Tournament (June vs Time of Tournament)	08:38	0 Documented Responses	0%
July 4th Activities (July vs Time of July 4 events)	08:26	0 Documented Responses	0%

Irish Festival (August vs time of Irish Fest)	09:38	0 Documented Responses	0%
Replace current aging uniforms	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
Maintain staffing of EMS Bike team @ 20 personnel	1	1	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Maintenance of existing bikes	$1,000	$1,150	115%
Uniforms for new personnel*	$10,000	$0	0%

* Uniforms ordered in 2025, will come out of 2026 Budget for $9,132.

Accomplishments

- Conducted preventive maintenance on all EMS bicycles
- Provided coverage for all large special events within Washington Township
- Ordered new uniforms
- Established a continuing education plan

- **Next Year**
  - **Goals/Projections**
    - Maintain an EMS Bike roster of twenty (20) trained personnel
    - Purchase new bicycles
    - Implement the new continuing education plan
  - **Training Needs**
    - Establish an in-house certified bike instructor ($1,500)
  - **Requested Budget**
    - $10,000 to purchase two (2) or more new bicycles and support ongoing maintenance of the remaining fleet
    - Research grant opportunities for bicycle replacement, including consideration of e-bikes

Program Assessment

Benefits to the Organization

- Enhances rapid medical response and patient access in crowded areas, parks, trails, and special events where traditional EMS vehicles are limited
- Reduces response times and apparatus wear while increasing visibility and community engagement
- Provides a cost-effective deployment option that improves coverage during large-scale events and peak demand periods

Strengths

- The bike patrol provides an effective, highly mobile EMS response that adds an additional layer of community protection
- Bike team members are trained to operate safely in complex traffic and crowded event environments, bridging the gap between fixed aid stations and traditional medic units
- EMS bicycles equipped with medical supplies offer exceptional versatility, enabling rapid response at special events and access to off-road recreational areas

Weaknesses

- The Township's bicycle fleet is aging, with all units exceeding twenty (20) years of service, increasing the risk of equipment failure and higher repair costs

Opportunities

- Modernize the program by replacing outdated bicycles and upgrading associated equipment

Threats

- The cost of bicycle replacement is significant; however, no replacements have occurred in over twenty (20) years

Township Year End Report

The EMS Bike Patrol maintained a roster of twenty (20) personnel and continued its partnership with Trek of Dublin for all maintenance needs. The Bike Patrol provided coverage at four (4) City of Dublin special events: the St. Patrick's Day Parade, the Memorial Tournament, the Fourth of July Parade and related festivities, and the Dublin Irish Festival. During the year, the Bike Patrol incurred $1,150 in outsourced maintenance costs.

Looking ahead, the EMS Bike Patrol aims to expand beyond special event coverage and be integrated as a staffed apparatus during the riding season when staffing allows. Goals for 2026 include maintaining a current roster of twenty (20) personnel; completing preventive maintenance on all bicycles in preparation for the 2026 special events season; participating in all major City of Dublin events; purchasing two (2) new bicycles and initiating a long-term bicycle replacement plan; continuing to explore grant opportunities for e-bikes; and implementing a structured continuing education program that includes a written examination and hands-on skills assessments prior to the early spring riding season.

	Washington Township Fire Department **Annual Program Appraisal and Analysis**
	Program Name: Facilities Program Coordinator: Lieutenant Keith Hohenbrink Category/PI: 6 Dates of Program Appraisal: January 1 to December 31, 2025

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 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	1	100%
Preventive Maintenance completed on all generators	5	5	100%
Conduct semi-annual facility assessment needs	5	5	100%
Complete replacement of Station 93 generator	1	1	100%
Replace Station 91 Garage Doors	1	.5	50%
Replace Administration Roof	1	.5	50%
Seal and stripe Fire Station building parking lots	4	4	100%

Training Needs Status

Training	Input	Output	Outcome
None			

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Site Improvement – Administration	$325,000	$103,526	31.9%
Site Improvement – Stations	$263,500	$204,964	77.8%
Station 91 – Maintenance	$12,500	$9,110	72.9%
Station 92 – Maintenance	$9,500	$11,425	120.6%
Station 93 – Maintenance	$9,500	$11,862	124.9%
Station 95 – Maintenance	$9,500	$9,151	96.3%

Note: Several funded projects are being carried over from 2025 to 2026, including the roof replacement and bathroom update at the Administration Building, and the garage doors at Station 91.

Accomplishments

- Sealed all station parking lots
- Replaced kitchen cabinets at Station 92
- Replaced kitchen cabinets at Station 93
- Replaced the HVAC system at the Administration building
- Completed fencing replacement and repairs at the Administration building
- Performed exterior façade repairs and repaint Station 92
- Conducted mold remediation at Station 93
- Replaced the garage door at Station 91
- Installed an electric vehicle (EV) charging station at the Administration building

- **Next Year**
  - **Goals/Projections**
    - Develop and implement a facility maintenance reporting system
    - Ensure all non-urgent maintenance requests are reviewed and processed within one week
    - Reorganize the maintenance program to improve efficiency and accountability
    - Implement the new Facility Maintenance Plan
  - **Training Needs**
    - None
  - **Requested Budget**
    - Replacement of video conferencing system
    - Update of the Administrative building main bathrooms/showers
    - Painting of buildings as needed
    - Replacement of Station 91 workstations

Program Assessment

Benefits to the Organization

- Prolongs the lifespan of facilities and equipment by identifying and addressing issues early, reducing wear, and preventing premature failure of building systems and infrastructure.
- Improves safety for personnel and the public through regular inspections and upkeep to ensure facilities remain compliant, functional, and safe for firefighters, staff, and community members using department services.

- Reduces long-term costs and unexpected repairs through preventative maintenance, which minimizes emergency repairs, limits operational downtime, and allows for more predictable budgeting and cost control.
- Maintaining clean, functional, and professional facilities demonstrates responsible stewardship of public funds and reinforces community trust in the department.

Strengths

- A formal facility maintenance plan protects the township's largest capital assets and supports employee safety and well-being.
- Proactive maintenance reduces long-term repair costs and extends the service life of facilities.
- Centralized planning supports consistency across all township buildings.

Weaknesses

- Lack of an effective system to track and report station maintenance issues.
- Limited real-time visibility into facility conditions and maintenance priorities.
- Inefficiencies in processing and documenting non-urgent maintenance needs.

Opportunities

- Implementation of a standardized maintenance reporting and tracking system to improve efficiency and accountability.
- Program reorganization to streamline workflows and prioritize preventative maintenance.
- Use of data-driven reporting to better justify budget requests and capital improvements.

Threats

- Rising maintenance and construction costs requiring Board of Trustees approval during bi-monthly meetings, potentially causing delays.
- Facility disruptions due to unforeseen events such as water leaks, fires, or mold contamination.
- Deferred maintenance risks that could lead to temporary building closures and operational impacts.

Township Year End Report

Washington Township experienced another active year in facilities management. Major projects completed included kitchen cabinet replacements at Stations 92 and 93, parking lot resealing, HVAC system replacement at the Administration building, and bay door replacements at Station 91.

Significant facility-related expenditure for the year included:

- Parking lot resealing: $20,861
- Cabinet replacements: $58,150
- HVAC replacement: $86,900
- Bay door replacements at Station 91: $67,450
- Exterior façade repair and painting: $11,242.41
- Fence repair and replacement: $10,130

Looking ahead to 2026, the township will evaluate opportunities to reorganize the facilities maintenance program, including improvements to the system used to report and track maintenance issues. Additionally, consideration should be given to proactively replacing the oldest generator at Station 91 to modernize the system and reduce the risk of malfunction or failure.

	Washington Township Fire Department **Annual Program Appraisal and Analysis**
	Program Name: Fire Hose Program Coordinator: Captain Jesse Hill Category/PI: 6 Dates of Program Appraisal: January 1 to December 31, 2025

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 administrates annual fire hose testing, record keeping and replacement. The Fire Hose program operates under the supervision of Fire Chief John Donahue and Assistant Fire Chief Adam Smith and is managed by Captain 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 from 250' 1 ¾" hose lines to 2" hose on the department's engines	1	.5	50%
Complete annual testing of all fire hose in accordance with NFPA 1961. Feet Tested	26,700'	26,700'	100%
Outfit the Engine 92 with cloth jacketed 5" hose	1,100	1,100	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 FDC supply applications	3	3	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Hose to maintain inventory	$15,000	$15,183	101%

Accomplishments

- Continued the transition to 5-inch cloth-jacketed fire hose as part of the established hose replacement plan, including the purchase of 1,100 feet for Engine 92 and 400 feet allocated for ER91
- Completed all hose testing and inventory in full compliance with NFPA 1962 standards
- Conducted a hose load study and implemented a Standard Operating Procedure (SOP) to standardize hose loads across all fire apparatus
- Completed department-wide training on 2-inch hose line handling at the library parking garage
- Continued refresher training on Minute Man hose load deployments

- **Next Year**
  - **Goals and Projections**
    - Continue monitoring the performance and wear of recently purchased hose to validate future purchasing decisions
    - Complete annual testing of all fire hose in accordance with NFPA 1962
    - Conduct research and performance testing on multiple 1¾-inch attack hose options to identify the preferred hose for the next replacement cycle, beginning within the next 12 months
    - Replace fire hose in accordance with the established replacement plan
  - **Training Needs**
    - Conduct hose line deployment training in tall-building stairwells, planned for the AC Marriott building in 2026
    - Continue refresher training on Minute Man hose load deployments
  - **Requested Budget**
    - Funding for 600 feet of 5-inch cloth-jacketed hose to complete the outfitting of ER91 ($5,963.00)
    - Purchase of attack hose to outfit a backup engine, with make and model determined by the hose performance study ($4,420.00)
    - Replacement of any hose that fails testing to maintain the minimum required reserve inventory

Program Assessment

Benefits to the Organization

- The Fire Hose Program ensures consistent performance of the department's hose cache through systematic testing, ongoing training to maintain proficiency, and continuous evaluation of the most effective and reliable hose options available.

Strengths

- The Fire Hose Program operates efficiently due to well-established annual testing, inventory control, and replacement planning practices.

Weaknesses

- A significant portion of the hose cache has exceeded its typical service life, particularly the 3-inch hose, of which approximately half of the sections are more than 17 years old.

Opportunities

- The program capitalized on two major hose purchases over the past two years, resulting in substantial cost savings, and is well-positioned to make meaningful advancements to the department's hose cache in 2026 through the efforts of a dedicated research and evaluation team.

Threats

- U.S. tariffs on certain imported goods have increased the cost of some hose brands and created extended lead times, complicating the program's ability to place orders and receive deliveries within the same calendar year.

Township Year End Report

The Fire Hose Program tested and documented 26,700 feet of fire hose in 2025. The program continued to follow the established replacement plan while also taking advantage of discounted purchasing opportunities when available. During the year, the program took delivery of 1,100 feet of hose for the new Engine 92, along with 400 feet of reserve 5-inch hose designated for use on ER91 in 2026.

In addition to inventory management, the program also led department-wide training focused on 2-inch hose deployment, hose capabilities, and individual proficiency in hose handling techniques. These training initiatives ensured that personnel remain proficient with evolving hose configurations while supporting safe, efficient fireground operations.

Washington Township Fire Department
Annual Program Appraisal and Analysis

Program Name: Fire Hydrants

Program Coordinator: FFs Kevin Crawford and Kyler Denbow   Category/PI: 9A

Dates of Program Appraisal: January 1 to December 31, 2025

Program Description

Purpose: The members of the Washington Township Fire Department conduct annual fire hydrant maintenance and flow testing. This ensures proper operation and access to fire hydrants and their flow capabilities. These activities are conducted annually, and all data from such activities are recorded in the city of Dublin's Cityworks software program. The Fire Hydrants program falls under the supervision of Fire Chief John Donahue, Assistant Chief Adam Smith and is managed by Firefighter Kevin Crawford and Firefighter Kyler Denbow.

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	363	100%
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 Standard Operating Procedure (SOP)	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
Conduct Officer Training with City of Dublin prior to the start of the 2025 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 (Replaced Gauges)	$400	$1,787	446.8%

Accomplishments

- Conducted the annual fire hydrant program kick-off coordination meeting with the City of Dublin
- Updated Standard Operating Procedures related to fire hydrant inspection, testing, and maintenance
- Completed all required fire hydrant testing, flushing, and sinking activities

- **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
    - Review all fire hydrants to ensure GIS map accuracy
    - Update the fire hydrant services contract with the City of Dublin
  - **Training Needs**
    - Conduct fire hydrant training provided by the hydrant manufacturer
    - Conduct annual joint training with the City of Dublin during the April All Officers' Meeting
  - **Requested Budget**
    - Calibration of fire hydrant testing gauges, as needed

Program Assessment

Benefits to the Organization

- Ensures reliable water supply for fire suppression by identifying flow deficiencies, mechanical issues, and accessibility concerns before emergencies occur
- Supports firefighter and public safety through accurate hydrant data, improved pre-incident planning, and reduced on-scene delays
- Demonstrates regulatory compliance, interagency coordination, and proactive infrastructure maintenance to support accreditation and ISO ratings

Strengths

- Regular inspection, testing, and maintenance ensure hydrants are operational and available for fire suppression, supporting ISO water supply credit
- Clear access and systematic obstruction removal improve hydrant usability during emergency operations
- Firefighter familiarity with hydrant locations enhances response efficiency and supports pre-incident planning
- Prompt identification and repair of deficiencies reduce out-of-service hydrants and improve system reliability

Weaknesses

- Vandalism and unauthorized use increase the risk of hydrants being out of service between inspection cycles

Opportunities

- Public education initiatives to reduce vandalism, improve reporting of damaged hydrants, and protect hydrant accessibility
- Enhanced coordination with the water utility to strengthen inspection schedules, repair timelines, and recordkeeping

Threats

- Aging water infrastructure may reduce hydrant flow capability and negatively affect ISO water supply ratings
- Natural disasters and extreme weather events can damage hydrants or disrupt water distribution systems
- Improper operation by untrained individuals can cause hydrant damage or reduce available fire flow, impacting ISO credit

Township Year End Report

The Washington Township Fire Department continued to enhance the exchange of information related to fire hydrant maintenance, location, clearance, and identification. Ongoing improvements in communication and coordination with the City of Dublin ensure hydrant data remain accurate, consistent, and current.

The implementation of the Cityworks program in 2023 significantly improved the department's ability to maintain accurate hydrant records, track hydrant status, and streamline communication with the City of Dublin. Additional Cityworks features made available to field crews in 2025 further increased efficiency in data collection and repair coordination while remaining a user-friendly platform.

During the spring, a total of 3,633 hydrants were flushed, pumped, and lubricated. In early fall, 387 dead-end hydrants were flushed, pumped, and lubricated. Additionally, 3,363 hydrants were sinked and lubricated in the fall, and 363 hydrants underwent flow testing during early fall operations.

	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, 2025

Program Description

Purpose: The Fire Investigation program is given 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 eleven (11) area departments. There are written operating and investigation guidelines to ensure that the program adheres to the scientific methods for investigation and reporting. 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 John Donahue 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
Review NFPA 1321 and make recommendations for implementation	1	1	100%
Send two fire investigators to National Fire Academy's Fire Investigation class	2	0	0%
Have a Fire Investigative Unit member review 100% of all fires in Washington Township	26	26	100%
Conduct a technical peer review of 100% fire investigations in Washington Township	26	26	100%
Have Fire Investigative Unit member attend Youth Fire Setters Program Manager class	1	1	100%
Have Fire Investigative Unit member attend Intervention Specialist class	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
Continue joint training with NAS-T consortium	10	10	100%
Ohio Arson School	5	5	100%
Have Fire Investigative Unit member attend Intervention Specialist class	1	1	100%
Have fire investigators complete course prerequisites for NFA Fire Investigations Essentials class	5	5	100%
Have fire investigators apply for Fire Investigations Essentials class at National Fire Academy	2	2	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Fire Investigation Equipment	$5,000	$2,134	42.7%

Accomplishments

- Completed comprehensive technical and administrative reviews of all fire investigations
- Digitally archived historical fire investigation records
- Established a working relationship with the Franklin County Prosecutor's Office
- Presented two fire investigation cases to a grand jury
- Renewed Ohio Law Enforcement Gateway (OHLEG) access for investigators
- Facilitated attendance for four fire investigators at energetic materials training in New Mexico
- Supported certification renewal for one fire investigator in CVSA interview techniques
- Attended Ohio Arson School, with each investigator completing 24 hours of specialized training

- **Next Year**
  - **Goals/Projections**
    - Complete 100% of fire investigations when requested by Incident Command
    - Conduct peer and technical reviews for 100% of fire investigation reports
    - Send two fire investigators to the National Fire Academy's Fire Investigation course
  - **Training Needs**
    - National Fire Academy – Fire Investigation
    - Ohio Arson School
    - Code Compliance Seminar
    - Community Risk Reduction

        - Youth Firesetting Prevention
    - **Requested Budget**
        - Maintain funding at the same level as 2025

Program Assessment

Benefits to the Organization

- Accurate origin and cause determination for all fires within the Washington Township Fire Department coverage area
- Delivery of basic fire investigation training to line staff
- Development of Community Risk Reduction (CRR) educational initiatives informed by origin and cause data collected during fire investigations

Strengths

- Statutory authority to investigate fires under the Ohio Revised Code
- Extensive experience and strong Knowledge, Skills, and Abilities (KSAs) within the Fire Prevention Bureau staff
- Established working relationships with NAS-T agencies
- Development of a standardized fire investigation tool cache
- Enhanced youth fire intervention capabilities

Weaknesses

- Inconsistent tracking and timely completion of origin and cause reports
- Outdated fire investigation and evidence collection policies
- Limited capability to securely store large-scale evidence (e.g., stoves, washing machines)

Opportunities

- Implementation of administrative and technical reviews for all origin and cause reports in 2026
- Exploration of artificial intelligence (AI) tools to support clear, consistent, and efficient origin and cause reporting

Threats

- Lack of established policies and procedures for personal protective equipment (PPE) decontamination following fire scene investigations
- Limited experience with high-risk, low-frequency fire events (e.g., fatal fires, firefighter line-of-duty deaths, and serious injuries)

Township Year End Report

The Washington Township Fire Department Fire Preventing Bureau investigates the origin and cause of all fires occurring in the department's coverage area. In 2025, the Fire Prevention Bureau investigated twenty-six (26) fires, including structure fires, vehicle fires, and outside fires of unknown origin.

2025 fire investigation accomplishments included:

- Two (2) cases presented to the Franklin County Grand Jury
- Renewing 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 Washington Township Fire Department Fire Investigators remain current with modern fire investigation practices

All fire investigations conducted in 2025 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	2	200%
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	1	100%

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
				n = 8		***n = 0***	***n = 3***	***n = 5***
	Total Response Time ERF Concentration	Urban	*12:15*	09:08	*03:07*	N/A	07:23	09:15
				n = 8		***n = 0***	***n = 3***	***n = 5***

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
				n = 11		***n = 0***	***n = 8***	***n = 3***
	Total Response Time ERF Concentration	Urban	*12:15*	10:08	*02:07*	N/A	10:14	07:45
				n = 10		***n = 0***	***n = 7***	***n = 3***

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
				n = 15		***n = 0***	***n = 6***	***n = 9***
	Total Response Time ERF Concentration	Urban	*12:15*	11:31	*00:44*	N/A	11:24	09:22
				n = 14		***n = 0***	***n = 6***	***n = 8***

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
				n = 1,677		***n = 110***	***n = 779***	***n = 788***
	Total Response Time ERF Concentration	Urban	*12:15*	11:31	*00:44*	N/A	11:24	09:22
				n = 1,211		***n = 82***	***n = 557***	***n = 572***

	Washington Township Fire Department Annual Program Appraisal and Analysis
	Program Name: Grant Writing Program Coordinator: Lieutenant Jeffrey Larger Category/PI: 4A.2 Dates of Program Appraisal: January 1 to December 31, 2025

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 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
FEMA Assistance to Firefighters Grant (Training)	1	1	100%
FEMA Assistance to Firefighters Grant (Cardiac Monitors)	1	1	100%
Gary Sinise Foundation	1	0	0%
FEMA Fire Prevention and Safety Grant (eKnoxBox)	1	1	100%
Firehouse Subs Grant	1	1	100%
State of Ohio EMS 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
FEMA Assistance to Firefighter Grant (Training)	$10,386.36	$11,425.00	110%
Firehouse Subs	$29,468.76	$29,468.76	100%
State of Ohio EMS Grant	$3,500	$3,500	100%

Accomplishments

- The committee applied for and received $10,386.36 from FEMA FY2024 Assistance to Firefighter Grant to be applied toward an officer development course known as Blue Card Command. Included in the same grant was an application for $352,871.40 for the purchase of new cardiac monitors which was denied by FEMA.
- On January 7th, 2025 the department was awarded $29,468.76 by the Firehouse Subs Public Safety Foundation to purchase a Polaris Ranger Crew XP for special event EMS details.
- The department was awarded $3,500 by The State of Ohio Department of Public Safety to be applied towards the purchase of EMS equipment.
- The department initiated a grant application to the State Homeland Security Program for the purchase of HazMat equipment. The application was handed off to a regional task force within the county to complete.

- **Next Year**
  - **Goals/Projections**
    - The department has a pending grant application for the FY2025 Fire Prevention and Safety grant for the purchase of an eKnox Box system totaling $93,134.00.
    - The committee is investigating possible grants to fund the purchase of new bicycles or eBikes for the department's EMS Bike Patrol program.
  - **Training Needs**
    - Committee members will attend training webinars regarding FEMA Assistance to Firefighters Grants on January 27 and 29, 2026.
  - **Requested Budget**
    - The committee does not anticipate any budgetary needs outside of possible grant matching funds.

Program Assessment

Benefits to the Organization

- Enhances public safety and emergency readiness: Grant funding enables departments to purchase modern equipment, improve facilities, and adopt new technologies that increase response speed, firefighter safety, and overall effectiveness during emergencies.
- Improves training and workforce development: Grants support advanced training, certifications, and recruitment initiatives, ensuring firefighters are well-prepared to handle evolving risks while strengthening retention and succession planning.
- Promotes greater community resilience and risk reduction: Funding allows departments to expand prevention programs, conduct hazard mitigation projects, and improve coordination with local partners, reducing fire risk and long-term emergency response costs for the community.

Strengths

- Dedicated focus on grant writing increases funding success rates and long-term funding stability
- Access to diverse federal, state, and private funding sources (e.g., AFG, SAFER)
- Reduces financial strain on local budgets and taxpayers
- Enables investment in modern equipment, training, and staffing enhancements
- Builds internal expertise in compliance, reporting, and fiscal accountability

Weaknesses

- Requires sustained staff time and specialized expertise to remain effective
- Dependence on a limited number of knowledgeable personnel creates continuity risk
- Administrative workload associated with grant management, reporting, and audits

- Highly competitive grant environment limits guaranteed funding
- Learning curve for personnel new to grant application and compliance processes

Opportunities

- Growing availability of homeland security, EMS, and infrastructure-related grants
- Ability to fund emerging priorities such as cancer prevention, mental health, and technology modernization
- Potential for regional partnerships and joint grant applications
- Enhances community risk reduction initiatives and overall service delivery
- Supports long-term strategic planning through data-driven proposals

Threats

- Shifts in federal or state funding priorities
- Economic downturns that reduce available grant funding
- Increased competition from larger or better-resourced departments
- Compliance or reporting failures that could jeopardize future funding eligibility
- Changes in political or legislative support for public safety funding

Township Year End Report

During the year 2025 program, the Washington Township Fire Department Grant Writing Program successfully streamlined the identification, application, and management of grant opportunities to support departmental operations, training, and equipment needs. Under the leadership of Fire Chief John Donahue and Lieutenant Jeffrey Larger, the program submitted multiple competitive grant applications and achieved a strong success rate.

The department secured $10,386.36 through the FEMA Assistance to Firefighters Grant to support officer development training, $29,468.76 from the Firehouse Subs Public Safety Foundation for the purchase of a Polaris Ranger Crew XP to support special event EMS operations, and $3,500 from the State of Ohio EMS Grant for critical EMS equipment. Additional grant efforts included applications for cardiac monitors, fire prevention initiatives such as Knox Box installations, and coordination with regional partners on homeland security funding opportunities.

Overall, the program demonstrated strong performance, with most grant objectives successfully achieved, minimal direct impact on the departmental budget beyond required matching funds, and continued positioning of the department to pursue future funding opportunities supporting fire prevention, EMS services, and community safety initiatives.

	Washington Township Fire Department Annual Program Appraisal and Analysis
	Program Name: Hazardous Materials Program Coordinator: Lieutenant Bill Kahler Category/PI: 5H Dates of Program Appraisal: January 1 to December 31, 2025

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 John Donahue, Assistant Chief Adam Smith 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
Complete final review, approval, and phased implementation of all Hazardous Materials Standard Operating Procedures, ensuring alignment with current response practices, equipment capabilities	10	9	90%
Maintain and expand standardized equipment calibration, inspection, and documentation of systems to ensure monitoring equipment remains compliant, reliable, and response ready	1	1	100%
Support the development and retention of hazardous materials technicians and program leaders through targeted training, certification opportunities, and continued participation in regional hazardous materials teams	1	1	100%
Continue development and evaluation of Joint Hazard Assessment Team concepts through planning, coordination, and limited deployment at special events as opportunities arise	1	1	100%

Continue to add a minimum of two (2) Technicians per year to the Northwest Area Strike Team (NAS-T) to help replace members retiring	2	4	100

Training Needs Status

Training	Input	Output	Outcome
Incorporate training elements addressing evolving hazards, including lithium-ion battery incidents, special event risk assessment, and advanced detection considerations.	1	1	100%
Increase the use of hands-on, scenario-driven training to reinforce hazardous materials fundamentals, emerging threats, and advanced operational concepts.	1	1	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
HazMat and Safety	$6,000	$4,310	71.8%

Accomplishments

- Trained Firefighters Kevin Fischer, Anthony Pickens, Matt Meyers, and Deputy Fire Marshal Chad Hamilton as Hazardous Materials Technicians.
- Advanced the development of nearly all Hazardous Materials Standard Operating Procedures, with most documents now in final review and targeted for full implementation in early 2026.
- Completed Hazardous Materials Safety Officer training for Firefighters Kyler Denbow and Stephanie Rodgers; Firefighters Denbow, Rodgers, and Shiloh Bailey also completed Hazardous Materials Research Specialist training.
- Maintained department-wide hazardous materials training with emphasis on atmospheric monitoring, radiation fundamentals, and the use of pH, fluoride, and potassium iodide detection papers.
- Acquired five radiation detection devices and drafted the associated operating procedure in preparation for deployment in 2026.
- Developed and implemented a standardized monthly calibration and digital documentation system for multi-gas meters to ensure compliance and operational readiness.
- Finalized a dedicated 2025–2026 hazardous materials program budget and maintained active participation in regional hazardous materials team training.
- Observed and shadowed joint hazard assessment training with Columbus Fire during the Arnold Classic festival.
- Tested internal fast-response team concepts during the Muirfield and Irish Festival events to evaluate real-time operational effectiveness.
- Initiated formal development of a lithium-ion battery response operating procedure, targeted for finalization and implementation in 2026.

- **Next Year**
    - **Goals/Projections**
        - Finalize and formally implement all pending hazardous materials operating procedures.
        - Complete the lithium-ion battery response procedure and develop a comprehensive plan for required equipment and a dedicated response vehicle.
        - Position the department as a regional lead agency for lithium-ion battery incident response.
        - Conduct advanced hazardous materials training exercises, including an anhydrous ammonia incident with victim rescue and a department-wide foam application drill.
        - Transition joint hazard assessment team operations from the testing phase to fully planned, staffed, and deployable operations for all major special events, including consideration of a multijurisdictional policy and coordinated implementation.
    - **Training Needs**
        - Conduct advanced, scenario-based hazardous materials training focused on high-risk, low-frequency incidents.
        - Continue active participation in regional hazardous materials team training and joint exercises to strengthen interoperability.
        - Encourage and support internal personnel in pursuing specialized hazardous materials training through external agencies and programs.
    - **Requested Budget**
        - Secure funding to support implementation of newly developed operating procedures, lithium-ion battery response capabilities, and specialized detection and response equipment.

Program Assessment

Benefits to the Organization

- Enhances all-hazards preparedness and responder safety.
- Improves early hazard recognition and risk-based decision-making.
- Strengthens regional coordination and special event preparation.

Strengths

- Consistent and active participation in regional hazardous materials teams.
- Increased technical expertise through advanced hazardous materials certifications.
- Implementation of a standardized gas meter calibration and compliance program.
- Addition of new department members bringing fresh perspectives and innovative ideas.

Weaknesses

- Limited internal research and advanced testing capabilities.
- Constrained personal protective equipment inventory for specialized hazardous materials operations.
- Minimal drone and remote hazard assessment capabilities.
- Continued reliance on mutual aid for advanced sampling and technical entry operations.

Opportunities

- Expanded collaboration with regional partners for equipment sharing and joint operations.

- Formalization of joint hazard assessment teams for special events.
- Positioning the department as a regional leader in lithium-ion battery incident response.

Threats

- Rapid increase in lithium-ion battery incidents driven by growth in electric vehicles, battery energy storage systems (BESS), and data centers.
- High-profile, high-attendance special events within the response district.
- Evolving hazardous materials threats requiring advanced detection and preparedness.
- Increasing potential hazards associated with continued commercial growth.

Township Year End Report

In 2025, the Hazardous Materials program emphasized preparedness, procedural consistency, and strong collaboration with regional partners to ensure safe and effective incident response. The department responded to routine hazardous materials incidents—including fuel spills, gas leaks, carbon monoxide alarms, and unknown odor complaints—which were mitigated safely and in accordance with established response procedures.

Training efforts centered on regular company-level instruction to reinforce foundational hazardous materials skills and ensure all personnel maintained a working level of competency. To enhance monitoring capabilities, new radiation detection equipment was purchased and will be placed into service upon finalization of the associated operating procedures. The department also maintained close coordination with regional hazardous materials teams and partner agencies, particularly during joint training activities and special events.

Program funding was managed responsibly, with a focus on maintaining response readiness, supporting equipment maintenance, and planning for future operational needs. Looking ahead, the hazardous materials program will continue to advance through targeted training initiatives, selective equipment upgrades, and ongoing regional cooperation to support responses across the full spectrum of hazardous materials incidents.

	Washington Township Fire Department Annual Program Appraisal and Analysis
	Program Name: Honor Guard Program Coordinator: Lieutenant Kristen Hunt — Category/PI: N/A Dates of Program Appraisal: January 1 to December 31, 2025

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 John Donahue, Assistant Chief Adam Smith 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%
Honor Guard used for at least 2 known events in 2025 – Employee Banquet and 9/11 Memorial	2	5	250%
Begin Class A inspection process	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
March 26th – Admin – Casket watch	1	1	100%
June 4th – 93s – parade marching and color guard	1	1	100%
Sept 3rd – 93s – 9/11 practice	1	1	100%
December 3rd – Admin – REO detailing	1	1	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Honor Guard Funding	$2,500	$0	0%

Accomplishments

- Event Participation
  - Awards Banquet Color Guard, January 30, 2025
  - Dublin Irish Festival Parade Color Guard, August 2, 2025
  - September 11, 2025, Remembrance Memorial
  - Franklin Township FF Mullins Funeral, October 27, 2025
  - Truro Township FF Norwood Funeral, December 29, 2025
- Training
  - Held quarterly training with an increase in training attendance over 2024, from 55% to 74% of members attending at least one.

- **Next Year**
  - **Goals/Projections**
    - Maintain roster of twenty (20) members
    - Increase presence in parades and other department events
    - Finish first round of Class A uniform inspection process
    - Help plan and coordinate a larger event for the 25th Anniversary of 9/11
  - **Training Needs**
    - Continuing quarterly meetings and training
    - Potentially send members to the National Honor Guard Academy (NHGA) in either Loveland, OH – August 23-28 or Louisville, KY – Sept 20-25.
  - **Requested Budget**
    - $6,000.00 for winter coats, gloves, longer cords, a fourth and longer flag harness carriers, ascots, and sunglasses.

Program Assessment

Benefits to the Organization

- Honors fallen members and recognizes service by providing dignified representation at funerals, memorials, and ceremonial events, ensuring proper respect is shown to fallen firefighters and their families.
- Preserves tradition, history, and pride by upholding the fire service's longstanding traditions and customs, fostering pride, professionalism, and a strong sense of identity within the department.
- Strengthens community relations and public trust through participation in community events, ceremonies, and public functions, which reinforces the department's visibility, approachability, and connection to the community it serves.
- Demonstrates professionalism and discipline through the specialized training members receive in ceremonial protocol, drill, and uniform standards.

Strengths

- Dedication to department traditions and professionalism

Weaknesses

- Low participation due to typical short notice of events and busy off duty lives.
  - 11 of the 19 members participated in at least one event (58%).
  - 14 of the 19 members participated in at least one training course (74%).

Opportunities

- Encourage involvement from newer firefighters who may be interested.
- Increase department presence with members performing Class A inspections and participating in more community parades and events.
- Utilize the OneCallNow system more, as members prefer text over email for notifications.

Threats

- Multiple personnel on extended leaves (FFs Rodgers and Kwan).
- Community members unaware of procedure to request the Honor Guard’s attendance. One color guard event request was denied due to very short notice of the request and lack of availability.

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 2025, the group added one member to bring the current roster to nineteen (19) members.

The Honor Guard participated in ceremonies at five (5) different events, including assisting with two funerals for firefighters from neighboring departments and the 9/11 Remembrance Ceremony. The group performed Color Guard duties for opening ceremonies at the Washington Township Annual Awards Banquet and for the Dublin Irish Festival Parade.

Regular meetings and training sessions occurred quarterly, with 14 members participating in a total of 46 hours of training.

	Washington Township Fire Department Annual Program Appraisal and Analysis
	Program Name: Human Resource Program Coordinator: HR Manager Catherine Grossman Category/PI: 7A Dates of Program Appraisal: January 1 to December 31, 2025

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	115	117	102%
Conduct annual mental health assessment for all employees	115	117	102%
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 Bureau of Workers' Compensation (BWC) injury loss-time rate of less than 4	4	7	175%

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	$3,400,000	$3,182,232	94%
Insurance Benefits	$3,580,000	$3,612,243	101%
Physical	$180,000	$137,724	77%

Accomplishments

- Conducted two (2) full-time hiring processes
- Conducted two (2) part-time hiring processes
- Conducted promotional process for Captain
- Conducted hiring process for Assistant Fire Chief
- Conducted hiring process for Battalion Chief
- Conducted hiring process for Training and Safety Manager
- Conducted hiring process for Payroll/Finance Specialist
- Updated recruitment posters and pamphlets
- Conducted employee appreciation cookout
- Supported the Department's Award Banquet

- **Next Year**
  - **Goals/Projections**
    - Conduct one (1) full-time hiring process
    - Conduct two (2) part-time hiring processes
    - Conduct promotional process for Lieutenant
    - Conduct promotional process for Captain
    - Update Injury Leave Policy
    - Update Sick Leave Policy
    - Update Travel and Training Policy
    - Develop policy for the payout of accruals for employees with non-retirement separation
  - **Requested Budget**
    - Pension - $3,600,000
    - Insurance Benefits - $3,600,000
    - Physicals - $150,000

Program Assessment

Benefits to the Organization

- Supports recruitment, retention, succession planning, and knowledge transfer to ensure continuity of operations and service delivery.
- Promotes training, career pathways, and performance management that build skills, morale, and organizational commitment.
- Establishes clear policies, procedures, and compliance practices that reduce risk, support fairness, and reinforce professionalism.

Strengths

- Washington Township benefits from a positive organizational culture that promotes engagement, professionalism, and collaboration among employees.

- Washington Township is well regarded for its commitment to employee training and development, supporting workforce competency and service excellence.
- Employees demonstrate a high level of professionalism, reinforced by strong community trust and support.
- Compensation and benefits packages help attract and retain employees in a competitive labor market.
- Clearly defined policies and procedures provide consistency, transparency, and accountability.
- Leadership encourages employees to be proactive, take initiative, and contribute to continuous improvement

Weaknesses

- Washington Township is facing the potential departure of experienced employees, creating a risk of losing valuable institutional knowledge.
- Training and succession planning for future talent is an area of concern and requires greater focus.
- A lack of available full-time opportunities has resulted in turnover as part-time firefighters pursue full-time roles elsewhere.
- Staffing constraints can place additional strain on remaining employees and impact long-term workforce stability.

Opportunities:

- Washington Township can invest in developing current employees to fill future leadership and specialized roles.
- Formal programs pairing experienced employees with newly hired staff can preserve institutional knowledge and strengthen succession planning.
- Creating clearer advancement pathways may improve retention, particularly among part-time and early-career employees.
- Building on the existing culture to further enhance engagement and retention.

Threats

- Increasing operational and benefit costs may limit the Township's ability to remain competitive.
- Fewer individuals entering public service reduces the available talent pool.
- Continued retirement and turnover threaten long-term workforce readiness and operational resilience.
- Other public safety agencies may attract trained personnel with more immediate full-time opportunities.

Township Year End Report

Washington Township has a strong foundation in human resources; however, it continues to face challenges related to workforce recruitment, succession planning, and external economic pressures. To proactively address these issues, the Township will focus on the following strategic initiatives:

- Recruitment and Retention Strategies
  - Conduct introductory meetings with career centers, trade schools, and workforce development programs to communicate Washington Township's mission, culture, and employment opportunities.
  - Promoted defined career growth pathways through social media and the Township website.
  - Develop and share a cost–benefit comparison highlighting the fire service career path versus traditional college routes.
- Talent Pipeline Development

    - Establish and strengthen partnerships with local schools, trade programs, and public service organizations to attract candidates interested in public service careers.
- Competitive Compensation and Benefits
    - Review compensation structures, healthcare contributions, and benefit offerings.
    - Explore incentives that support long-term retention and help offset inflationary and economic pressures.
- Internal Promotion and Upskilling
    - Expand training and development programs to ensure current and future officers possess the necessary skills, competencies, and leadership capabilities.

	Washington Township Fire Department Annual Program Appraisal and Analysis
	Program Name: Information Technology Program Coordinator: Fire Chief John L. Donahue Category/PI: 9E Dates of Program Appraisal: January 1 to December 31, 2025

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 Microsoft 365	1	1	100%
Upgrade all expected out of life equipment for 2025	1	1	100%
Conduct risk analysis and vulnerability assessments	4	4	100%
Test the air gap back-up (Tape back-up system)	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%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Technology	$590,000	$653,887	110.8%

Accomplishments

- Completed the scheduled replacement of desktop computers, laptops, and computer monitors.
- Completed the replacement of primary servers at the DartPoints data center.
- Conducted the annual backup system restore test.
- Performed quarterly network and computer security audits.
- Migrated from Dublin's internet access to Crown Castle.
- Initiated TCP/Aladtec scheduling software, with a go-live date of January 1, 2026.
- Initiated ImageTrend Fire/EMS records management software, with a go-live date of January 1, 2026.
- Continued implementation of the WTWPDublinOH.gov domain, which will provide enhanced security upon full deployment.
- Conducted a HIPAA compliance audit.
- Began leveraging artificial intelligence to improve operational efficiency.
- Began implementation of the State's cybersecurity requirements.

- **Next Year**
  - **Goals/Projections**
    - Participate with the City of Dublin to identify a new Computer Aided Dispatch (CAD) system
    - Complete implementation of the HIPAA Policy
    - Complete the implementation of ImageTrend's Data Mart to bring a back-up database on-site at Washington Township
    - Complete State of Ohio Cyber Security Requirements
    - Virtual machine upgrades to Server 2025
    - Backup Internet Connection (and router) – at Admin building
    - UPS For Admin / Replica Servers – was on 2025 Cap Ex Budget
    - Fiber Switches (5 Year Replacement) – was on 2025 Cap Ex Budget
    - Audio/Visual Conferencing (Microsoft Teams Meeting / MTR) – Admin Building and All Stations
    - Update phone system
    - Research CATO VPN
    - Splunk (SIEM) Security Information & Event Management / (SOAR) Security Orchestration, Automation, and Research, (SOC) Security Operations Center
    - Review wireless network and passwords to determine the appropriate frequency to change passwords, confirm connection to a proper VLAN, and provide a guest network
  - **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.

Benefits to the Organization

- Ensures secure, reliable operations by maintaining critical systems, networks, and data security through proactive monitoring, cybersecurity training, vulnerability assessments, and compliance with state and federal requirements.
- Supports township operations through modernized hardware and integrated software systems that improve communication, scheduling, records management, and data accessibility.
- Protects township operations through robust backup systems, disaster recovery planning, redundancy, and continuity of operations testing to minimize service disruptions.

Strengths

- Highly skilled team with strong technical expertise.
- Well-maintained infrastructure supported by robust security controls.
- Proactive approach to system maintenance and updates.

Weaknesses

- Limited technical knowledge among non-technical staff.
- Lack of standardized documentation and formal record-retention practices.

Opportunities

- Implementation of cloud-based solutions to improve scalability and resilience.
- Leveraging emerging technologies, including artificial intelligence.
- Partnering with other departments to develop innovative, cross-functional projects.

Threats

- Cybersecurity breaches and evolving threat landscapes.
- Rapid technological obsolescence requires continual investment and adaptation.

Township Year End Report

Washington Township contracts with the MAXtech Agency to provide comprehensive information technology services. MAXtech delivers 24/7/365 support based on a priority response system and maintains an on-site presence three (3) days per week. Technology plays a critical role within the Fire Department by supporting record management systems essential to service delivery, maintaining hardware and network infrastructure, enabling communications (email, phone, and video), and supporting data analysis.

In 2025, the Department completed and initiated several key technology projects, including the planned replacement of desktop computers, laptops, and computer monitors; establishment of a backup internet provider; implementation of Microsoft 365; and initiation of ImageTrend Fire/EMS records management and TCP/Aladtec scheduling software, both scheduled for a go-live on January 1, 2026. Additional efforts included beginning implementation of the WTWPDublinOH.gov domain, installing a new server at the DartPoints data center, and conducting a HIPAA compliance audit. The department also collaborated with the City of Dublin in the evaluation of a new Computer-Aided Dispatch (CAD) system and facilitated the implementation of a community drone program that provides live video feeds to incident commanders.

In 2026, the Department plans to continue its collaboration with the City of Dublin on the implementation of a new CAD system, with a targeted go-live in 2027. Additional objectives include executing Business Associate Agreements (BAAs) with all applicable agencies to ensure HIPAA compliance, completing implementation of the Department's HIPAA policy, and conducting quarterly backup system restore tests. The Department will also continue to invest in training initiatives, including regional cybersecurity training, internal user education, copyright compliance training, and email phishing awareness 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, 2025

Program Description

Purpose: The Public Education Program is designed to reach specific audiences through targeted educational initiatives serving students of all ages, older adults, homeowners, apartment and retirement community residents, and business and commercial occupants. The Fire Department partners with other agencies to deliver education through programs such as Safety City, health fairs, career days, and a wide range of community events. The Public Education Program operates under the supervision of Fire Chief John Donahue and is managed by Fire Marshal Sam Parsons. Program responsibilities are shared collaboratively among the EMS Manager, Fire Marshal, Community Safety Liaison, and Community Education Coordinator to ensure a comprehensive and coordinated approach to community risk reduction.

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 the community CPR program	1	1	100%
Explore the interest of a fire safety education program for the schools	1	0.50	50%
Increase the involvement and communications with Dublin Homeowners Associations	1	1	100%
Update and modernize public education material and provide multi-lingual material	1	1	100%
Develop an "After the Fire" packet for the community	1	1	100%
Develop an "After the Death" pamphlet for the community	1	0.50	50%
Public Education Events			
Open House	540	540	100%
Public Education Outreach	574	574	100%
Farmers Market	250	250	100%
State of the City	375	375	100%

Spooktacular	5400	5400	100%
Block Party	724	724	100%
Wet Suits & Way Cool Trucks	95	95	100%
Public Education			
Babysitting	53	53	100%
Birthday Drop By	84	84	100%
Block Party Visit	724	724	100%
Career Day/Fair	1017	1017	100%
Car Seat Installations	160	160	100%
Citizens Fire Academy	7	7	100%
CPR for Healthcare Provider	59	59	100%
CPR Family & Friends	69	69	100%
Heartsaver CPR	167	167	100%
CPR in the Schools	637	637	100%
First Aid & CPR	181	181	100%
Dive Team Presentation	35	35	100%
Equipment Demo	4419	4419	100%
Fire Drill Assist	432	432	100%
Fire Safety Talk	454	454	100%
Fire Safety Talk & Equipment Demo	936	936	100%
Fire Safety Talk & Station Tour	21	21	100%
General Older Adult Health & Safety	40	40	100%
Special Events (does not include larger events: parades, Spooktacular, Boo & Brew, etc.)	2,743	2,743	100%
Staffed Table/Display	1,000	1,000	100%
Station Tour	509	509	100%
Community Program Attendance	12,598	12,598	100%
Smoke Alarm Installations	89	89	100%
Smoke Alarm Batteries Replaced	92	92	100%
Community Program Attendance	12,303	12,303	100%

Training Needs Status

Training	Input	Output	Outcome
New CPR Instructors	9	9	100%
Total CPR Instructors	17	17	100%
Car Seat Technicians	2	2	100%
FLSE 1	1	1	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Fire Safety Supplies Education Material		$8,101.14	
Open House Material		$1,686.24	
Red Cross/AHA Books & Cards		$10,481.91	
Parade Supplies		$3,473.62	

Accomplishments

- Participated in career fairs at Deer Run Elementary, Delaware Area Career Center, Tolles Career and Technical Center, and Dublin Scioto High School.
- Delivered fire extinguisher training to multiple local businesses, including Expedient, Quantum Health, Convalarium, Dublin Glenn, ICU Medical, and Guild & Associates.
- Taught CPR in Dublin City Schools health classes and the PATHS program.
- Updated the Red Cross Babysitting class curriculum to include pediatric CPR and first aid.
- Provided fire safety presentations for older adults at Stoneridge and Avondale Senior Living communities.
- Conducted comprehensive fire safety education for the entire Dublin City Schools Preschool Program.
- Delivered fire safety education to K–2 students at Deer Run Elementary School.
- Presented fire safety talks and equipment demonstrations at numerous preschools and childcare centers, including Indian Run Preschool, Northwest Presbyterian Preschool, Goddard, Joyland, and others.
- Assisted with fire drills and provided fire safety education at Mount Carmel.
- Hired a new Community Safety Liaison with extensive public education experience and a strong background as a former dispatcher.
- Provided food vendors with their assigned what3words locations at the Dublin Irish Festival to support quick and accurate emergency response.
- Shared safety education through the Township newsletter, social media platforms, the Healthy Dublin Program Guide, and Dublin Life Magazine.
- Supported and participated in City of Dublin events, including the St. Patrick's Day Parade, Touch-A-Truck, Memorial Day Ceremony, Independence Day Parade, Spooktacular, Veterans Day Celebration, Tree Lighting, HOA Leadership Spring and Fall Meetings, and the State of the City.
- Engaged with the community at additional events such as Wetsuits & Way-Cool Trucks, the Bridge Park Farmer's Market, Boo & Brew at Bridge Park, a cancer awareness event, and Grave Tales at the Library.

- **Next Year**
  - **Goals/Projections**
    - Continue to foster community partnerships to increase fire prevention education, public outreach, and interagency collaboration.
    - Finalize and update of the remaining Department pamphlets and brochures.

        - Work with Dublin City Schools to determine the capability of a school education program.
        - Increase the amount of citizens training in CPR.
        - Implement what3words at the Memorial Tournament
        - Identify high-risk populations using GIS and run data to improve the department's community risk reduction program, including a mechanism to measure success
    - **Training Needs**
        - Fire and Life Safety Education (FLSE) 2 (Community Safety Liaison)
        - Youth Firesetter Intervention Specialist (Community Safety Liaison)
    - **Requested Budget**
        - Same as 2025

Program Assessment

Benefits to the Organization:

- Improves Community Safety: Educates residents, businesses, and vulnerable populations on fire prevention, emergency preparedness, and life-saving skills, reducing preventable incidents and injuries.
- Reduces Emergency Calls and Property Loss: Proactive education helps prevent fires and emergencies before they occur, lowering response demands and minimizing damage and costs.
- Builds Trust and Community Engagement: Strengthens relationships between the Fire Department and the community through outreach, partnerships, and hands-on learning opportunities.

Strengths

- Comprehensive program offerings that address diverse community needs, including CPR, fire safety presentations, station tours, babysitting classes, and fire extinguisher training.
- Improved accessibility and efficiency through enhanced Township website functionality for program requests, scheduling, and class registration.
- Strong community partnerships with local schools, the City of Dublin, and area retirement centers that expand reach and reinforce program credibility.

Weaknesses

- Resource and staffing limitations may restrict the frequency, scale, or customization of educational programs.
- Reliance on in-person instruction may limit participation for residents with mobility, transportation, or scheduling challenges.
- Variable community awareness of available programs, despite improved online tools.

Opportunities

- Expansion of digital and hybrid education options (virtual classes, online videos, downloadable materials) to increase reach and flexibility.
- Growth of partnerships with additional businesses, healthcare providers, and community organizations to broaden program impact.
- Targeted outreach to underserved populations, seniors, and businesses using data from online registration and community feedback.

Threats

- Changing community demographics and needs that may require ongoing program adaptation and additional resources.
- Competing demands on department personnel, especially during high call volumes or emergency events.
- Funding constraints that could limit program growth, technology upgrades, or marketing efforts.

Township Year End Report

Over the past year, significant progress was made toward expanding community risk reduction efforts and achieving the 2025 public education goals. Work to grow the community CPR program focused on increasing the number of CPR instructors, strengthening partnerships with schools, and expanding outreach to new audiences through community events and local businesses. Training needs were assessed to support these efforts, with an emphasis on identifying and developing qualified CPR instructors. These steps will help ensure the long-term sustainability and continued growth of the CPR program while strengthening the overall capacity of public education initiatives moving forward.

Exploring the potential for a fire safety education program for local schools was identified as a key goal; however, this effort was not completed during the reporting period. Initial conversations occurred internally to assess feasibility, define program scope, and identify resource and staffing considerations. While outreach to schools has not yet begun, this goal will continue into the next year, with plans to engage school partners, assess interest, and develop age-appropriate educational materials to support a sustainable and effective school-based fire safety program.

Communication and engagement with Dublin Homeowners Associations (HOAs) were strengthened through close coordination with the City of Dublin. An updated list of HOAs was obtained to enhance outreach and improve communication efforts. Participation in the City of Dublin's biannual HOA meetings provided valuable opportunities to share fire and life safety information, build relationships with HOA leadership, and identify community needs. To enhance resident education and support data-driven outreach efforts, the age of smoke alarms being replaced is now documented during resident inquiries and assistance requests. This information helps identify neighborhoods with aging smoke alarms and allows education efforts to be targeted where they are most needed. One example of this outreach includes the development of a community-specific smoke alarm flier, created to help residents understand which replacement alarms are compatible with their existing systems and what to purchase. Additional outreach efforts included working directly with residents to provide smoke alarm education and attending neighborhood block parties, allowing for meaningful face-to-face engagement and increased visibility within the community.

Modernizing public education materials remained a priority, with an emphasis on improving clarity, accessibility, and relevance. Existing resources were reviewed and updated, and strong partnerships were established with local schools to support translation efforts. These collaborations created a pathway for developing and providing multilingual fire and CPR education materials, helping ensure outreach efforts are inclusive and accessible to the broader community. To further improve access to information at community events, tabletop QR code banners were purchased, allowing residents to quickly connect to digital resources and educational materials.

In addition, an "After the Fire" packet was developed to guide residents through the recovery process, along with a newly created "After the Fire" kit containing essential comfort and hygiene items. These kits include items such as a first aid kit, blanket, toothbrushes, shampoo, deodorant, hairbrushes, and other basic necessities to support immediate needs following a fire. Development of an "After Death" pamphlet is nearing completion and will provide clear, compassionate guidance for residents during times of loss.

	Washington Township Fire Department **Annual Program Appraisal and Analysis**
	Program Name: Public Information Program Coordinator: Township Administrator Eric Richter Category/PI: 9E Dates of Program Appraisal: January 1 to December 31, 2025

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%	28,400	47,700	168%
Create a monthly video for social media	12	33	275%
Partner with a local news channel to promote fire and life safety	1	2	200%
Facebook Views	292,300	3,049,576	1043%
Facebook Posts	264	239	91%
Instagram Views	Did not Track	78,300	
Instagram Reach	4,356	15,400	354%
Instagram Posts (Change of focus)	141	143	101%
Website Users	Did not Track	27,216	
Washington Township Fire Department Career Page	Did not Track	7,348	
Washington Township Fire Department Main Page	Did not Track	31,136	
PulsePoint Monthly Active Users	2,933	3,179	108%
PulsePoint CPR Alerts sent	2	18	900%

Training Needs Status

Training	Input	Output	Outcome
None			

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Public Information	$282,000	$80,494	28.5%

Accomplishments

- Partnered with ABC 6 and TV10 news anchor Stacia Naquin on public safety segments
- Promoted Washington Township Firefighters' sponsorship and involvement with Honor Flight
- Shifted Instagram strategy to prioritize reels and engagement-driven content
- Increased overall viewership through high-quality Instagram and Facebook posts
- Expanded on-scene content creation, including video coverage of training and emergency responses, resulting in increased views
- Produced in-depth educational features highlighting department personnel and initiatives, including technical rescue, fire prevention, new apparatus, *Safety with Sam*, and training spotlights
- Winner of the Light Ohio Blue statewide light photo contest
- Semi-annual newsletter sent out to 23,496 households
- Dublin Life Magazine advertised 3 times to reach 54,000 subscribers per issue
- Healthy Dublin Guide advertised 3 times

- **Next Year**
  - **Goals/Projections**
    - Continue strengthening partnerships with community organizations, including Box 15, Light Ohio Blue, and the City of Dublin
    - Delivere targeted, community-relevant education for residents and businesses, including the launch of *Fire Safety 365*
    - Launch movie theater safety messaging shown prior to film screenings
    - Increase traffic to the department website by introducing QR codes linking directly to the Fire Prevention page
    - Initiate and launch the podcast *Close to the Fire*
    - Update and modernize the department recruitment video
  - **Training Needs**
    - Develop a Washington Township Fire Department Officer – PIO class
  - **Requested Budget**
    - Same as 2025 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.

Benefits to the Organization:

- Enhances education and exposure of the Washington Township Fire Department operations

Strengths:

- Social media program
- Established trust and credibility
- Expert knowledge
- Pre-existing networks

Weaknesses:

- None identified

Opportunities:

- Continued collaboration with other agencies, researching means with Ohio EMS, Box 15
- Training and educational campaigns
- Technology integration

Threats:

- Misinformation (Very limited issues)
- 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 2025, Washington Township significantly increased its communication efforts, resulting in higher viewership and audience engagement across platforms. This strengthened outreach contributed to the successful passage of the 2025 Fire Levy, which was approved by 78% of voters.

In 2026, Washington Township plans to increase message consistency across all communication platforms while continuing to strengthen partnerships with community organizations. The Township will expand targeted, community-relevant education for residents and businesses through initiatives such as *Fire Safety 365*, drive increased traffic to the website as a central information hub, and continue growing its audience by exploring new media outlets, including podcasts.

	Washington Township Fire Department **Annual Program Appraisal and Analysis**
	Program Name: Radio Communication Program Coordinator: Lieutenant Kevin Redman Category/PI: 9B Dates of Program Appraisal: January 1 to December 31, 2025

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 John Donahue, Assistant Chief Adam Smith 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%
Replace radios in accordance with the Capital Budget	6	6	100%
Re-appropriate replacement radios to phase out older radios	6	6	100%
Implement new regional radio template	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 SCBA's	1	1	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Radio replacement program	$27,122	$17,469	64.4%
New radios and Intercom for new apparatus	$25,000	$43,091	172.4%
Maintenance and repairs	$12,878	$1,536	11.9%

Accomplishments

- Transitioned all mobile and portable radios to the new regional radio template
- Purchased radio ID keys for legacy Motorola radios to ensure continued operation under the new template
- Installed new Kenwood mobile radios in all fire and EMS apparatus placed in service in 2025
- Replaced portable radios in accordance with the established replacement schedule
- Installed required flash codes for Motorola radios and the State of Ohio MARC system

- **Next Year**
  - **Goals/Projections**
    - Replace radios in accordance with the approved capital budget
    - Replace portable radio batteries as required to maintain reliability
    - Purchase new radios for new Battalion vehicle
    - Install computer systems and Knox Box in the new Battalion vehicle and designate the former Engine 92 as a reserve unit
    - Maintain operational readiness of mobile and portable radios at a minimum of 98% uptime
    - Reassign replacement radios to systematically phase out older units
  - **Training Needs**
    - Provide training on new equipment and the updated radio template
    - Continuing research and development on pairing portable radios with SCBA systems
    - Conduct training in coordination with Central Ohio Interoperable Radio System (COIRS)
  - **Requested Budget**
    - $40,000 for the maintenance and replacement of radios

Program Assessment

Benefits to the Organization

- Ensure reliable communication by maintaining, repairing, and replacing mobile and portable radios in accordance with manufacturer recommendations and departmental standards
- Implement a scheduled replacement and lifecycle management program to phase out aging or unsupported radio equipment
- Track performance, repairs, and uptime metrics to maintain operational readiness and support budget planning

Strengths

- An established radio repair and replacement program supports reliable emergency communications and operational effectiveness
- Standardized equipment, templates, and maintenance practices enhance interoperability and reduce operational risk
- Documented maintenance, repair tracking, and performance metrics support accountability and accreditation compliance

Weaknesses

- Capital and operating budget constraints impact the pace of radio replacement and technology upgrades
- Reliance on proprietary manufacturer software and systems limits flexibility and increases lifecycle costs

Opportunities

- Lifecycle planning and scheduled replacement align with accreditation requirements for resource management and sustainability
- Adoption of newer radio technologies improves firefighter safety, system resiliency, and regional interoperability
- Reassignment of serviceable legacy equipment demonstrates fiscal responsibility and asset optimization

Threats

- Supply chain disruptions and extended repair times may impact service delivery benchmarks
- External system changes (regional or state radio networks) may require unplanned upgrades or reprogramming

Township Year End Report

In 2025, the Radio Communications Program purchased eight (8) new portable radios as part of the continued transition to Kenwood equipment. The total cost was $17,469 and included a five-year warranty. Mobile radios for new apparatus, including installation, totaled $43,091. All installations were completed successfully, and all in-service radios are operating properly. Although overall service costs were minimal during the year, the department did purchase new radio ID keys for legacy Motorola radios to ensure compatibility with newly implemented systems.

All portable radios at Station 91 were replaced in 2025. Radio equipment continues to be serviced and repaired as needed, which can result in occasional unplanned expenditures. Overall, the wireless communications system is operating without issues.

The department anticipates identifying a solution for pairing portable radios with SCBA systems, led by Lt. Tim Erickson and FF Chad Reed. Multiple training sessions and operational trials are planned. Portable radios were also updated to meet Central Ohio Interoperable Radio System (COIRS) requirements. All required radio equipment has been purchased and installed for newly placed assets.

Looking ahead, the department anticipates the continued replacement of portable radios over the next several years. This planned approach will ensure technology remains current and compatible with regional communication systems, supporting reliable and interoperable operations.

	Washington Township Fire Department **Annual Program Appraisal and Analysis**
	Program Name: Safety and Training Program Coordinator: Training and Safety Manager Jamie Ross Category/PI: 8 Dates of Program Appraisal: January 1 to December 31, 2025

Program Description

Purpose: The Safety and Training program ensures that firefighters receive adequate training and that safety of both responders and civilian staff is maintained. The training component monitors required and continuing training for all firefighters, as well as selected training for civilian staff. The safety component focuses on promoting and ensuring a safe working environment for responders and civilian personnel. The Safety and Training program operates under the supervision of Fire Chief John Donahue and Assistant Chief Adam Smith and is managed by Training Manager James R 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	15	56%
Treated by Physician	4	11	275%
First Aid only	5	4	80%
Moderate Severity of loss time	4	2	50%
Report only	14	0	0%
Cause of Injuries	26	11	42%
Contact with Object	1	1	100%
Exposure to hazard	0	0	100%
Overexertion/Strain	12	6	50%
Slip/Trip	5	1	20%
Struck or assaulted by person, animal, object	3	0	0%
Other	1	3	300%
Undetermined	4	0	0%
BWC Loss Time due to Injuries (hours)		126	
Protocol Testing	93	0	0%
EMS Comps	93	93	100%
Quality Control of ESO Training Entries	12	12	100%
Priority Based Training	12	12	100%
PERRP Compliant	0	0	100%

SOP Review and Update	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
Attend ESO Wave Conference	5	2	40%
CPSE Excellence Conference	5	5	100%
Attend FDIC Vendors Show	7	7	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Training	$75,000	$70,968	95%
Travel and Meeting	$40,000	$31,196	78%
Training Supplies	$15,000	$13,945	93%
Training Tower Update	$45,000	$45,000	100%

Accomplishments

- Hired a successor for the Training and Safety Manager position prior to retirement
- Researched the feasibility of conducting a Class A live fire burn
- Transitioned HIPAA responsibilities to the EMS Manager
- Expanded implementation of Blue Card certification and provided monthly in-service training
- Maintained a continued focus on reporting all injuries
- Conducted twelve (12) live fire burns
- Re-established Blue Card training for officers and firefighters in charge who were not previously certified
- Remained compliant with PERRP requirements
- Established a technical rescue training program in partnership with the Norwich Fire Department
- Safety-Focused Training Conducted:
  - January:
    - Hazard Communication (HazCom)
    - N95, P100, and SCBA fit testing
  - February:
    - Bloodborne Pathogens (BBP)
    - N95, P100, and SCBA fit testing
  - March:
    - N95, P100, and SCBA fit testing
  - April:
    - Driver training in response to increased vehicle accidents in 2024
    - Drug-Free Workplace training
  - May:
    - Training with safety emphasis
  - June:
    - Natural Gas Safety
    - Mental Health awareness

- **Next Year**
  - **Goals/Projections**
    - Complete a review and make necessary changes to update the department's Training program.
    - With the assistance of the Shift Training Managers, review and improve the use their positions to provide training more effectively and efficiently.
    - Implementation of the 2026-2030 Succession Plan.
    - Implement the 2026 Annual Training Schedule with a focus on the following:
      - Meet priorities identified by the officers through the 2025 training reviews and personnel feedback.
      - Include Field Training Officers and Shift Training Managers in the development and implementation of the training schedule.
      - Provide hands-on training utilizing Minimum Performance Standards.
      - Conduct "Class A" live fire burns for operational personnel.
      - Coordinate with the EMS Manager to use the Ohio University Sim Lab annually.
      - Coordinate with the EMS Manager, Field Training Officers, and Medical Director to maximize Protocol Training and ensure compliance.
      - Develop a Fire Apparatus Operator class to include:
        - Fire Apparatus Driver Training
        - Pump Operations and hydraulics
        - Aerial Truck Operations
      - Develop quarterly Officer Development training with a focus on incident command operations.
    - Simplify the training program and documentation while meeting all requirements, including State of Ohio training, ISO, and best practices.
    - Update training materials and library reference material and ensure accessibility to all personnel.
    - Complete the review and update of all training material for the mentorship and journeyman programs to ensure continuity.
    - Develop a Training Continuous Quality Improvement (CQI) process to ensure the quality of all department training.
    - Develop annual training programs for the following roles in compliance with ISO standards:
      - Fire Officer
      - Fire Inspector
      - Fire Investigator
      - Fire/EMS Instructor
      - Public Educators
    - Attend a specialized Training and Safety program for professional development.
    - Work with the EMS Manager to conduct an MCI exercise for all shifts, focusing on Triage, Treatment and Transportation, and use of EMTracker.
    - Complete two (2) Health and Safety inspections at all Fire Stations utilizing NFPA 1500 as a basis, in cooperation with the Fire Prevention Bureau and Station Captains.
    - Implement an updated physical fitness program with a focus on increased participation and qualitative analysis (individual benchmarks/baselines) for all uniformed personnel.
    - Review the occupational therapy program and develop a monthly report to identify program effectiveness and efficiency.

- **Training Needs**
  - Continuing education in all department aspects
  - Training of all personnel with the EMTracker software
  - Officer Development training
  - Incident Command training
  - Support of the Succession Plan
- **Requested Budget**
  - Training - $65,000
  - Travel & Meeting - $40,000
  - Training Supplies - $15,000

Program Assessment

Benefit to the Organization:

- Enhances firefighter safety and operational readiness through consistent, standardized skill development.
- Improves incident outcomes and accountability by reinforcing best practices, command structure, and decision-making.
- Supports regulatory compliance, professional growth, and organizational resilience through ongoing education and certification.

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 firefighters and civilian staff receive adequate, consistent training while maintaining a strong focus on safety. The training component of the program monitors all required and continuing education for uniformed personnel, as well as selected training for civilian staff. The safety component is dedicated to protecting responders and civilian personnel through injury prevention, policy development, and incident review.

All uniformed members of the department are required to maintain, at a minimum, Firefighter II (FFII) and Emergency Medical Technician (EMT) certifications. Full-time members are additionally required to hold a Paramedic certification. Continuing education (CE) requirements are based on certification level and include 36 hours for FFII, 40 hours for EMT, 60 hours for Advanced EMT (AEMT), and 75 hours for Paramedic certification.

The department utilizes internal, state-certified instructors to conduct training. Certified instructors are required for all EMS-related training, while fire training may be conducted by any certified FFII. Currently, the department has 13 CE EMS Instructors and 38 combined Fire and EMS Instructors. Live fire training is conducted in accordance with state requirements and utilizes certified Live Fire Instructors. When necessary, staff members may be assigned overtime to support larger-scale training activities.

The Training Committee meets quarterly to develop and coordinate the departmental training schedule. All training sessions are documented and tracked electronically using ESO software, which will be transitioned to ImageTrend software in 2026. The Safety Committee meets monthly to review injuries and vehicle accidents and works closely with the Safety Officer to develop safety policies, review incidents, and address safety concerns raised by company personnel.

Throughout the year, the department utilized its burn prop, resulting in approximately 600 staff hours of live fire training in the burn building. Training goals for 2025 included:

- Maintaining a strong focus on safety
- Fire competency evaluations
- Monthly quality control training in ESO
- Priority-based training delivery

In 2025, the department recorded a total of thirteen (13) injuries, ten (10) of which occurred during training activities. Of those training-related injuries, seven (7) were classified as reportable under the Public Employee Risk Reduction Program (PERRP).

In 2025, the department experienced nine (9) vehicle accidents.

Overall training hours and class sessions increased, due in part to improved documentation practices and an emphasis on accurately capturing all training activity. Training statistics are as follows:

- 2025: 8,815 sessions; 34,996 hours
- 2024: 4,842 sessions; 35,470 hours
- 2023: 4,931 sessions; 37,161 hours, plus 1,945 hours of external 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: Lieutenant Kristen Hunt Category/PI: 5G Dates of Program Appraisal: January 1 to December 31, 2025

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 John Donahue, Assistant Chief Adam Smith 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
Implement a rope log system with the purchase of new rope	1	N/A	0%
Extrications completed within 10 Minutes	10:00	7:28	134%

Training Needs Status

Training	Input	Output	Outcome
Rope Technician Course	1	1	100%
Confined Space Technician Course	1	0	0%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
8 mm Accessory Cord	$304.56	$304.56	100%
Chain Hoist	$899.97	$899.97	100%
Rigging	$1,042.00	$1,042.00	100%
Medium Pressure Airbags	$4,972.98	$4,972.98	100%
93’s RIT craft	$3,895.13	$3,895.13	100%

- **Accomplishments**
  - On-duty personnel completed a total of 2,078 hours of rescue training, including:
    - Rope Rescue Training – 523.5 hours
    - Water and Ice Rescue Training – 570.5 hours
    - Dive Training – 250 hours
    - Vehicle Extrication Training – 396 hours
    - Confined Space Rescue Training – 68 hours
    - Trench Rescue Training – 146 hours
    - Collapse Rescue Training – 124 hours
  - A variety of certification courses across multiple rescue disciplines were completed:
    - One (1) member certified in Rope Rescue Operations
    - Seven (7) members certified in Rope Rescue Technician
    - One (1) member certified in Swift Water Operations
    - Six (6) members certified in Auto Extrication – Passenger Vehicle Technician
    - Two (2) members certified in Auto Extrication – Heavy Vehicle Technician
    - One (1) member certified in Confined Space Operations
    - Two (2) members certified in Trench Rescue Operations
    - Four (4) members certified in Structural Collapse Operations
  - Specialized Response Team Participation
    - Washington Township Fire Department added two (2) new members to the Central Ohio Strike Team (COST), increasing the roster from 12 to 14 members:
      - Eight (8) members completed a total of 51 training hours
      - Administrative personnel provided an additional 13 hours of team support
    - Washington Township Fire Department added one (1) new member to the Upper Scioto Water Rescue Team (USWRT), increasing the roster from 12 to 13 members:
      - Three (3) members certified as Swift Water Technicians
      - Eleven (11) members completed a total of 74 additional training hours
    - Washington Township Fire Department added two (2) new members to Ohio Task Force One (OH-TF1), increasing the roster from one to three members:
      - A total of 145 training hours were completed, along with 12 additional administrative hours
      - One (1) member deployed for seven days to support water rescue and search operations following severe flooding in Kentucky

- **Next Year - 2026**
  - **Goals/Projections**
    - Achieve a total response time of **9 minutes and 15 seconds** or less for the arrival of the first-due unit, staffed with four firefighters, on **90% of all technical rescue incidents**
    - Assess and recommend adjustments to technical rescue staffing and deployment models
    - Identify, assess, and pre-plan technical rescue sites to improve familiarity and minimize operational impact during incidents
    - Review and define the future direction and operational focus of the Upper Scioto Water Rescue Task Force

- **Training Needs**
    - Conduct three (3) technical rescue training courses throughout the year for department members
    - Evaluate and develop Minimum Performance Standards (MPS) to guide and measure annual training requirements
- **Requested Budget**
    - Rope replacement for ER91
    - Acquisition of rope rescue equipment

- **Program Assessment**
  - **Benefits to the Organization**
    - Provides an enhanced level of capability and service for incidents requiring specialized knowledge, skills, and equipment to safely rescue individuals in hazardous situations
  - **Strengths**
    - Ability to respond to a wide range of specialty incidents, including high-angle rope rescues, vehicle and machinery extrications, confined space incidents, trench rescues, elevator rescues, swift water and surface water rescues, and structural collapses
    - Emphasis on both initial and recurring training for personnel, as well as ongoing maintenance and readiness of technical rescue equipment
  - **Weaknesses**
    - Continued retirement of personnel with extensive technical rescue experience
    - Influx of newer members with limited experience and no prior certifications
    - Aging rope cache and rope rescue equipment
  - **Opportunities**
    - Availability of diverse internal and external training opportunities for newer members
  - **Threats**
    - Planned construction of additional mid-rise buildings, increasing the likelihood of elevator-related incidents
    - Ongoing large-scale construction projects throughout the district, elevating the risk of trench excavations and other technical rescue incidents

Township Year End Report

The diverse demographics within Washington Township require a broad range of specialized skill sets to effectively deliver emergency services beyond traditional fire and EMS responses. The Technical Rescue Program provides an additional layer of capability for incidents requiring advanced knowledge, training, and specialized equipment to safely rescue individuals in hazardous environments. Technical rescue responses include high-angle rope rescues, vehicle and machinery extrications, confined space incidents, trench rescues, elevator rescues, swift water and surface water rescues, and structural collapses.

The program emphasizes both initial and recurring training for personnel, as well as the inspection, maintenance, and readiness of technical rescue equipment.

2025 Technical Rescue Incident Activity

- Auto Accidents: 213 injury-related incidents and 138 non-injury incidents, for a total of 351 auto accidents or pedestrian-involved incidents
- Working Extrications: Seven (7) auto accident incidents involved eight (8) working extrications, with an average extrication time of 7 minutes and 28 seconds
- Building Collapses: Three (3) incidents involving vehicles striking structures, resulting in damage

that required shoring; five (5) temporary shores were constructed

- Elevator Rescues: Thirty (30) incidents required the removal of occupants from stalled elevators
- Water Rescues: The dive team was dispatched to six (6) incidents, including two (2) vehicle-into-water responses requiring diver deployment; one (1) victim was recovered

On-duty personnel completed a total of 2,078 hours of technical rescue training in 2025. Training topics included rope rescue, swift water rescue, ice rescue, dive rescue, vehicle extrication, confined space rescue, trench rescue, and structural collapse rescue. The department hosted a Rope Rescue Technician certification course for seven (7) members. Additionally, twenty (20) Washington Township Fire Department personnel completed certification courses through external agencies, including rope operations and technician, swift water operations and technician, auto extrication technician (passenger and heavy vehicle), confined space operations, trench rescue operations, and structural collapse operations.

The Washington Township Fire Department also maintains representation on several regional, state, and federal technical rescue teams, including the Upper Scioto Water Rescue Team, Region 4 Central Ohio Strike Team (COST), and Ohio Task Force One. Members assigned to these specialty teams completed a combined 295 hours of training and administrative support during 2025.

	Washington Township Fire Department Annual Program Appraisal and Analysis
	Program Name: Tools and Equipment Program Coordinator: Captain Jesse Hill Category/PI: 6 Dates of Program Appraisal: January 1 to December 31, 2025

Program Description

Purpose: The Tools and Equipment program oversees the purchasing and maintenance of existing fire department equipment. The ability to complete repairs and preventative maintenance in house significantly reduces the department's expenses. A certified company inspects specialized rescue equipment annually. The Tools and Equipment program falls under the supervision of Fire Chief John Donahue and Assistant Chief Adam Smith and is managed by Capt. 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
Purchase Seek FirePro 200 Personal Thermal Imaging Camera (TIC)	1	1	100%
Purchase Stihl Chainsaw for Ladder 91	1	1	100%
Purchase appliances for standpipe kits	8	8	100%
Purchase Bullard XT TIC	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 (Engine 92)	1	1	100%

Training Needs Status

Training	Input	Output	Outcome
In-service Training on new TICs	2	2	100%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Paratech Air Bags	$5,000	$4,973	99%
Ballistic Vests	$8,000	$9,450	118%
Stihl Chain Saw	$1,376	$1,376	100%
Bullard Thermal Imaging Camera	$8,925	$8,084	91%
Rope Rescue Equipment	$9,000	$321	4%

Accomplishments

- Capital Improvement Replacement of Equipment
    - Replaced two (2) thermal imaging cameras
    - Outfitted new Engine 92 with required equipment
    - Replaced aging trench rescue air bags

- **Next Year**
    - **Goals/Projections**
        - Continuing the replacement of aging equipment in accordance with the established replacement plan
        - Purchase personal thermal imaging cameras (TICs) for operational use
        - Acquire one (1) Bullard QXT Pro thermal imaging camera to replace an aging unit
        - Research the feasibility of purchasing or leasing the 908 Devices hazardous materials product identification system
    - **Training Needs**
        - Continuing training on the Arizona Vortex system and high-directional rigging techniques
        - Conduct department-wide training on standpipe operations
        - Continue training on rescue rigging for heavy vehicle collision incidents
        - If acquired, provide training on the 908 Devices system
    - **Requested Budget**
        - The established 2026 Tools and Equipment budget is $95,295

Program Assessment

Benefits to the Organization

- The Tools and Equipment program ensures the department is properly equipped with the resources necessary to safely and effectively accomplish its mission.

Strengths

- The program is supported by a diverse internal knowledge base, enabling informed selection of equipment that aligns with identified risks within the response area.

Weaknesses

- The program faces challenges in maintaining all equipment in a constant state of readiness. Limited storage capacity and apparatus bay space at Station 91 contribute to these limitations.

Opportunities

- The program aims to enhance operational performance and efficiency through the acquisition of advanced technologies that may reduce the number of personnel required for certain incident types.

Threats

- Rising costs of goods and expanding operational demands challenge the program’s ability to maintain modern tools and equipment across all response disciplines.

Township Year End Report

The Tools and Equipment program completed several projects and equipment upgrades in 2025. Notable accomplishments included the outfitting of the new Engine 92. The primary focus of the program during 2025 was the replacement of aging and damaged equipment to maintain operational readiness.

Key replacements included the purchase of a new Bullard QXT thermal imaging camera for Engine 95 to replace an aging unit. New Paratech medium-pressure air bags were acquired to replace trench cushions that had reached the end of service life. A new chain saw was purchased for Ladder 91, replacing a nearly 20-year-old unit. Additionally, new appliances were purchased to improve continuity and standardization across the department's standpipe kits. Numerous other minor purchases were made to update and sustain the department's overall equipment cache.

The program also ensured that all annual testing for hydraulic rescue tools was completed through Managed Equipment Service (MES) contracts. These tools were utilized in seven (7) vehicle extrications during 2025. Additionally, department members assisted with the repair and rebuilding of damaged equipment, resulting in cost savings to the department.

High-priority goals for 2026 include the replacement of one Bullard thermal imaging camera and one personal thermal imaging camera, as well as updates to Rope Rescue equipment on Rescue 91. Additional objectives include replacing aging water and ice rescue suits and personal flotation devices (PFDs), along with the replacement of another aging gas-powered saw.

	Washington Township Fire Department Annual Program Appraisal and Analysis
	Program Name: Turnout Gear Program Coordinator: Captain Evan DeGiralomo Category/PI: 6 Dates of Program Appraisal: January 1 to December 31, 2025

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 manufacturer's 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 – personal chest mount flashlight	125	125	100%

Training Needs Status

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

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Turnout Gear Purchase and Rental	$95,091	$88,013	92.56%
Helmets	$8,269	$7,450	90.1%
Boots	$8,269	$7,744	93.65%
Gloves and Hoods	$5,513	$6,047	109.69%
Repairs	$16,538	$2,500	15.12%

Annual Decon/NFPA Inspections	$25,807	$23,760	92.07%
Miscellaneous	$5,513	$17,106	310.28%

Accomplishments

- Purchased gear in accordance with the established replacement plan.
- Ensured all full-time members are issued a complete set of backup gear.
- Continued participation in group purchasing of Northwest Area Strike Team (NAS-T) turnout specifications with LION. Under the group purchasing agreement, LION recognizes the purchasing group as a contract entity; as a result, the group did not experience the second price increase in 2025 that affected other buyers.
- Purchased Streamlight Survivor flashlights for all personnel.
- Issued NFPA-rated escape/ladder belts purchased in 2024.
- Issued protective hoods purchased through a BWC grant in 2024.
- Conducted annual turnout gear inspections in compliance with NFPA guidelines.
- Trained Station 91 and Station 92 personnel on proper gear care and cleaning using the new extractors.

- **Next Year**
  - **Goals /Projections**
    - Maintain current gear replacement standards, which will require purchasing levels comparable to prior years.
    - Anticipate annual vendor price increases; however, through the NAS-T group purchasing agreement, the department is projected to obtain turnout gear at a lower cost per set than in 2024.
    - Continue department-wide care and maintenance training.
    - Provide training on any new guidelines issued by Turnouts LLC, if applicable.
    - Enhance annual inspection procedures to include protective hoods in accordance with the updated NFPA 1851 standard.
  - **Training Needs**
    - Training on turnout gear washing and decontamination standards provided by Turnouts LLC.
    - Training on turnout gear care, maintenance, and lifecycle management in coordination with LION.
  - **Requested Budget**
    - $165,000

Program Assessment

Benefits to the Organization:

- Establishes a structured process for the purchasing, inventory management, repair, cleaning, testing, inspection, replacement, and recordkeeping of all turnout gear.
- Ensures compliance with manufacturer-recommended practices and applicable NFPA standards to maintain safety, performance, and service life.
- Operates under the oversight and responsibility of Captain Evan DeGiralomo, providing centralized accountability and program continuity.

Strengths:

- Department members are equipped with high-quality, field-tested turnout gear selected through operational evaluations and training evolutions.
- Strong fiscal responsibility is maintained through adherence to an appropriate gear replacement schedule.
- Participation in a regional cooperative purchasing group for turnout gear enhances buying power.
- Unified Northwest Area Strike Team (NAS-T) specifications across participating departments promote standardization and efficiency.
- Cost savings realized in 2025 due to manufacturer recognition of the purchasing group as a contract customer, avoiding an additional price increase applied to non-contract buyers.
- All full-time members are issued both primary and backup sets of turnout gear, improving readiness and safety.

Weaknesses:

- Reliance on a single cooperative purchasing specification and manufacturer may limit flexibility.
- Maintaining dual sets of turnout gear increases long-term replacement and storage demands.

Opportunities

- Scheduled evaluation of cooperative purchasing specifications and manufacturers within the next 24 months to ensure continued innovation and competitive pricing.
- Ability to maintain high safety and readiness standards by extending the dual-gear issuance model to future new hires.
- Potential to further leverage regional collaboration for additional cost savings or expanded purchasing agreements.

Threats

- Future manufacturer pricing changes or supply chain disruptions could impact cost or availability.
- Failure to periodically update specifications or vendors could result in outdated gear or reduced competitiveness.
- Budget constraints may affect the department's ability to sustain current replacement and issuance standards over time.

Township Year End Report

The Washington Township Fire Department Turnout Gear program remains progressive and continues to reflect the department's strong commitment to firefighter safety and operational readiness. During the year, the department successfully purchased 23 sets of LION turnout gear as part of the established replacement cycle and new-hire outfitting program. The department continues to utilize the Northwest Area Strike Team (NAS-T) turnout gear common specification, enabling participation in cooperative purchasing and securing discounted pricing through LION.

During the hiring process for two new full-time members, the department was able to acquire two sets of turnout gear from another NAS-T department, ensuring there was no delay in issuing required protective equipment to new personnel. Additionally, through a successful $15,000 Bureau of Workers' Compensation (BWC) grant awarded in 2024, the department issued more than 100 protective hoods. All NFPA-rated escape/ladder belts purchased at the end of 2024 were also issued, further enhancing the functionality of the turnout gear ensemble and improving firefighter safety.

NFPA-compliant turnout gear inspection, cleaning, and repair services continued to be provided by Turnouts LLC. The department anticipates further improvements to this process in 2026 with the planned implementation of liquid CO_2 (LCO_2) cleaning technology, along with the addition of hood inspection and cleaning services. In support of a complete and standardized gear ensemble, the department also purchased 125 Streamlight Survivor flashlights for personnel use.

Significant investments were made throughout the year in turnout gear purchases, gear rental, and third-party inspection and repair services. Total expenditure for the year amounted to **$152,619.96**. Major expenditure included:

- 23 sets of LION turnout gear
- 2 sets of LION turnout gear acquired from another NAS-T department
- 19 structural firefighting helmets
- 18 pairs of structural firefighting boots
- 125 Streamlight Survivor flashlights
- 6 NFPA-rated escape/ladder belts
- 216 sets of turnout gear inspected by Turnouts LLC

	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, 2025

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 John Donahue, Assistant Chief Adam Smith 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 new medics in service	2	3	150%
Receive and place new engine in service	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	12	92%
Preventative Maintenance per schedule on all apparatus	27	27	100%

Training Needs Status

Training	Input	Output	Outcome
Attend Ohio Emergency Vehicle Technician Symposium	1	3	300%
Attend Sutphen Emergency Vehicle Technician Symposium	1	N/A	0%

Budget Approved vs. Actual

Budget	Input	Output	Outcome
Maintenance	$325,000	$304,229	94%

Accomplishments

- Completed pump testing on all fire apparatus
- Completed ground ladder testing on all fire apparatus
- Completed aerial ladder testing on all aerial apparatus
- Received and placed new E92 into service
- Received and placed new M92, M93, and M/Sq91 into service
- Penn Care completed annual EMS vehicle inspections
- Annual aerial ladder service completed by Sutphen Corporation
- Completed scheduled preventive maintenance on all apparatus
- Initiated dynamometer testing on fire and EMS apparatus through DeMary
- Assessed and updated the preventive maintenance program

- **Next Year**
  - **Goals/Projections**
    - Maintain accurate maintenance and repair logs for each vehicle
    - Incorporate manufacturer recommendations into preventive maintenance schedules and daily inspections
    - Complete required maintenance and annual pump testing
    - Complete required maintenance and annual ground ladder testing
    - Complete required maintenance and annual aerial ladder testing
    - Coordinate delivery of new Bn91 and Prevention staff vehicles
  - **Training Needs**
    - Send maintenance group members to Emergency Vehicle Technician (EVT) training
  - **Requested Budget**
    - $325,000

Program Assessment

Benefits to the Organization:

- As new apparatus are received and placed in service, departmental expenditures for repairs to older apparatus are expected to decrease.

Strengths

- Fleet is relatively new
- Meets or exceeds industry standards for preventive maintenance and required testing

Weaknesses

- Lack of an in-house mechanic requires apparatus to be sent out for service, increasing out-of-service time for frontline units, necessitating staff coverage to shuttle vehicles, and resulting in higher labor and parts costs

Opportunities

- An in-house mechanic is approaching the point of cost neutrality. Beyond direct cost savings, this position would extend vehicle life, reduce long-term expenses by identifying and correcting minor issues before they escalate, and potentially support maintenance of other small department engines

Threats

- Rising labor and parts costs

Township Year End Report

In 2025, the Fire Department received and placed Engine 92 into service. The former Engine 92 was refurbished and designated as a viable backup apparatus, allowing the department to maintain two spare engines. The department also received two (2) new Braun EMS vehicles in late December 2024, which were placed into service in early 2025 as M92 and M93. M/Sq91 was received and placed into service in late 2025. The former M92 and M93 were moved to reserve status, the former Sq91 was reassigned to replace the dive truck, and M95 and M96 are being sold. These changes allow the department to maintain two (2) reserve EMS transport units.

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

	Washington Township Fire Department **Annual Program Appraisal and Analysis**
	Program Name: Wellness and Fitness Program Coordinator: Training and Safety Manager Jamie Ross Category/PI: 11 Dates of Program Appraisal: January 1 to December 31, 2025

Program Description

Purpose: The Wellness and Fitness program is designed to improve the overall health, fitness, and well-being of department staff. The program focuses not only on work-related wellness and fitness, but also on supporting a healthy home life. Several individuals have experienced personal challenges, both work-related and non-work-related, that impact overall wellness. The Wellness and Fitness program falls under the supervision of Fire Chief John Donahue and Assistant Chief Adam Smith 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	115	117	102%
All personnel complete annual mental health assessment	115	117	102%
Physical Training Hours	8,760	8,760	100%
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	$21,125	88%
Wonder Within	$25,000	$28,100	112%
Wenning Strength Depot	$60,000	$52,200	87%
Center for Resilience	$70,000	$66,600	95%
Memorial Hospital/Union Co. Physicin Corp.	$150,000	$114,799	77%

Accomplishments
- Offered a comprehensive cancer screening to all personnel
- Completed three (3) quarters of wellness training
- Continued collaboration with the committee to evaluate and identify the most effective fitness program for the Washington Township Fire Department

- **Next Year**
  - **Goals/Projections**
    - Continue annual physical and mental health assessment
    - 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**
    - Physicals - $150,000
    - Professional and Technical Services - $200,000

Program Assessment

Benefit to Organization:
- Reduces musculoskeletal and repetitive motion injuries by promoting physical fitness, flexibility, and overall conditioning
- Supports mental well-being by increasing awareness, early recognition of potential issues, and access to supportive resources
- Enhances overall employee performance, decision-making, and resilience through improved physical and mental readiness

Strengths:
- Strong team of knowledgeable, certified trainers
- Modern, well-maintained facilities and equipment
- Program conducted on-site at the fire station, improving accessibility
- Training based on NFPA standards
- Strong buy-in and participation from all personnel

Weaknesses:
- Potential for increased program costs
- Limited available time for program participation due to call volume and operational demands

Opportunities:
- Growing emphasis on firefighter health and wellness

- Emerging fitness technologies and mobile applications that can enhance engagement and program effectiveness
- New regulations or policies that may support or expand wellness initiatives

Threats:

- Rising operational and program-related costs
- Economic instability that could result in reduced funding for discretionary programs such as fitness

Township Year End Report

The department offers a comprehensive Wellness and Fitness program that supports both the physical and mental health of its personnel. A certified physical fitness trainer works with staff on Thursdays, while a licensed physical therapist is available to assist with both on- and off-duty injuries. In addition, a yoga instructor conducts weekly sessions on Fridays to promote flexibility, recovery, and stress reduction.

Each fire station and the Administration Building are equipped with dedicated fitness rooms and exercise equipment to support daily physical training. To address mental health needs, the department provides an Employee Assistance Program (EAP) with a focus on mental health services. Personnel also have access to a psychologist who works directly with the department, as well as a chaplain who is available as needed.

In 2025, the Township provided a comprehensive, no-cost cancer screening program to all employees as part of its ongoing commitment to early detection and employee health. The screening included a nine-organ ultrasound conducted by United Diagnostic Services, which evaluated the liver, kidneys, pancreas, spleen, gallbladder, bladder, prostate or uterus, thyroid, and abdominal aorta for abnormalities or early indicators of disease. In addition, employees were offered a blood-based DNA cancer screening through Grail. This test analyzes circulating cell-free DNA to identify molecular signals associated with multiple types of cancer, allowing for the potential detection of cancer at earlier stages before symptoms are present. The total cost of the cancer screening program to the Township was $89,671.74.

The department has previously offered skin cancer screenings; however, scheduling challenges have limited availability in recent years. One shift successfully completed cancer screenings in 2025. Peer support members and personnel trained in Critical Incident Stress Management (CISM) are also available to support staff following critical incidents or as needed.