

FEBRUARY 8, 2022

WAYNE TOWNSHIP FIRE DEPARTMENT

# 2021 ANNUAL REPORT



# STATE OF THE DEPARTMENT

## FIRE CHIEF MIKE LANG

2021 continued to test the strength and abilities of Wayne Township Fire Department. Throughout the year, we saw the COVID-19 virus continue to affect the community and nation alike. We were able to continue with the excellent services that Wayne Township residents have come to know and expect. All members of the fire department stepped up and continued the unselfish commitments that were needed to continue our mission. In May, I had the honor of being sworn in as the Wayne Township Fire Chief after Chief Randy Adams announced his retirement earlier in the year.

In 2018, Wayne Township Fire Department was able to obtain the Insurance Services Office Public Protection as a Class 1 Rating. In 2018, 241 fire departments had reached the milestone of a Class 1 rating of the over 50,000 fire departments that ISO evaluates. In 2021, many strategies were implemented to ensure compliance with our ISO Class 1 expectations.

A new Division Chief began the process to evaluate and consolidate our purchasing, asset tracking and overall records retention within the fire department. Fire Prevention continued to streamline their daily operations and records system. Our training division has also reviewed the training requirements outlines in the ISO grading system. All divisions will continue to improve their overall operation to maximize our rating upon renewal.

Wayne Township Fire Department has continued to provide the highest level of services in the State of Indiana.



*Mike Lang*

Mike Lang, Fire Chief

Fire Chief Mike Lang being sworn in by Trustee Jones



## **ASSISTANT CHIEF'S REPORT**

**Assistant Chief Stuart Sharp**

The Wayne Township Fire Department is responsible for all emergency incidents within Wayne Township. We are currently staffed by 3 shifts, each with 5 Engine Companies, 2 Ladder Companies, 4 transporting ambulances, 1 EMS Duty Officer, 1 Safety Officer, 1 Battalion Chief, 1 Executive Officer and 1 Tactical Support Unit. Our protection area is approximately 36 square miles with a population of approximately 141,000 residents.

As we finished 2020 and headed into 2021, we were still reeling from the COVID-19 implications of personnel quarantine and short staffing for both fire and EMS services. Our personnel continued to put the community first and worked tirelessly to staff our apparatus for emergency response. We were diligent in our PPE use and continued to provide our personnel with all of their needed equipment to stay as safe as possible during the pandemic. Luckily, the pandemic slowed down for most of 2021 and we were slowly able to return to most of our normal public services. Our virtual services continued as well, as they were quite popular with the public.

2021 has been the busiest service year to date in Wayne Township. This trend continued throughout the entire City of Indianapolis. We saw an **increase of over 16%** in the number of emergency incidents within Wayne Township and a **two-year increase of 25%**. Many days our hospitals were at or above capacity, which put an additional strain on our providers. We had to adapt to the situation in order to provide the best service we could to our citizens. We received approval from the township board to increase our EMS staffing by 3. We worked diligently to recruit and hire the best providers. Our EMS Division is now fully staffed. Due to the diligent work of our staff, we were able to increase our EMS staffing and began staffing a 5<sup>th</sup> ambulance to assist with the large call volume increase.

We continued our work to ensure that our frontline apparatus stay in great condition. This year was difficult due to the supply chain shortages as well as vehicle shortages. We saw a direct impact on trying to build new ambulances as well as looking for new chassis to remount our current ambulances. We were able to find one new chassis for an ambulance remount. Our vendors believe this will continue into 2022. We also saw a delay in finishing our new engine that we started in 2020.

Our large class of fire recruits that were hired with the SAFER Grant completed their probationary period. We also had 3 new recruits start and successfully graduate from the fire academy in 2021. They are currently working through their probationary period. Over the summer, we completed a



targeted recruitment for a new Division Chief of EMS. With the help of our medical directors and surrounding agencies, we were able to hire Andrea Grogg as our new EMS Chief. Andrea came to us from IU Methodist where she worked as the EMS Liaison. We conducted a merit promotion process and were able to promote 5 individuals in 2021.

Congratulations to the following members who were promoted:

Captain Ryan Rowley

Captain Jonathan Abernathy

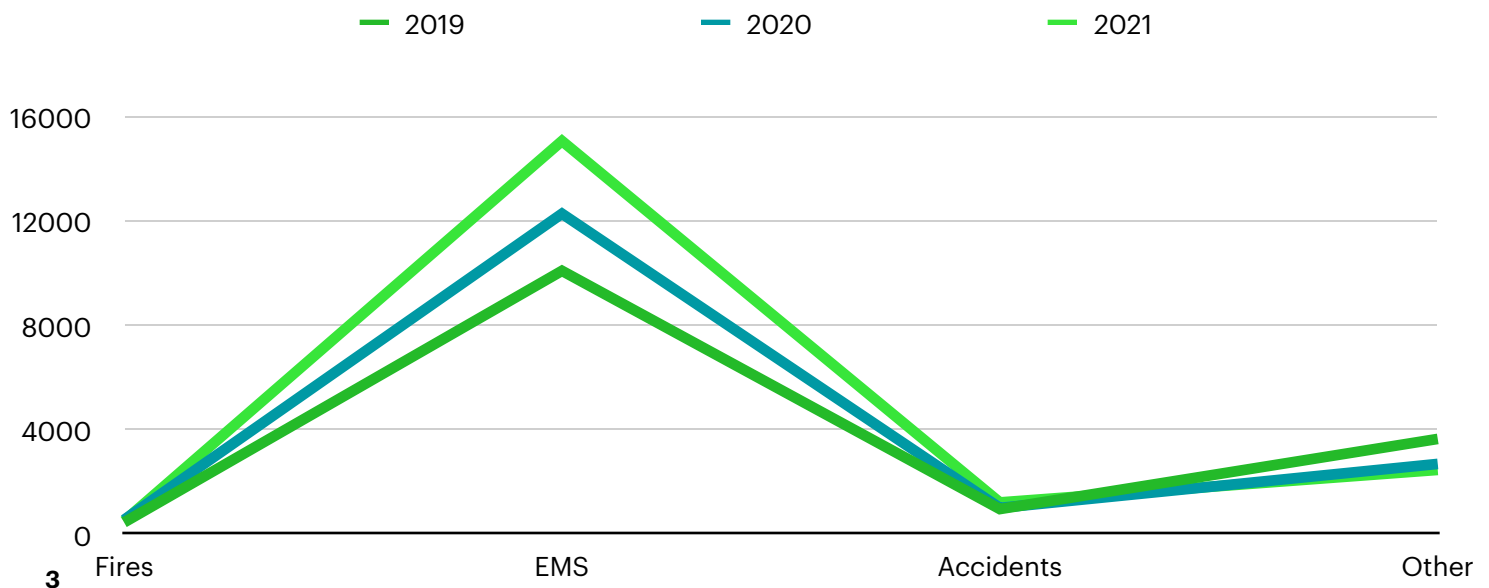
Lieutenant Scott Poling

Lieutenant Gordon Walker

Lieutenant John Harrington

## RESPONSE STATISTICS

	2021	2020	2019
<b>Fires - Total</b>	<b>511</b>	<b>556</b>	<b>456</b>
Structure Fires	260	237	207
Vehicle Fires	67	101	72
Other Fires	184	229	177
<b>Emergency Medical Responses</b>	<b>15,053</b>	<b>12,270</b>	<b>10,084</b>
Motor Vehicle Accidents	1,222	1,012	967
Extrication	55	57	57
Tactical	32	22	15
<b>Other Incidents</b>	<b>2,465</b>	<b>2,695</b>	<b>3,651</b>
<b>Total Incidents</b>	<b>19,251</b>	<b>16,533</b>	<b>15,158</b>



**Apparatus Responses 2019 to 2021**

**APPARATUS RESPONSES**

	<b>2021</b>	<b>2020</b>	<b>2019</b>
<b>Engine 81</b>	2530	2346	1997
<b>Engine 82</b>	3497	3136	2639
<b>Engine 83</b>	1953	1651	1740
<b>Engine84</b>	2973	2427	2437
<b>Engine85</b>	1886	1688	1469
<b>Ladder 82</b>	1471	1252	1097
<b>Ladder 84</b>	1542	1351	1278
<b>Medic 81</b>	3372	2613	2403
<b>Medic 82</b>	4275	3956	3482
<b>Medic 83</b>	3333	2827	2831
<b>Medic 85</b>	3231	2719	2585
<b>Battalion Chief 80</b>	868	696	615
<b>Safety 80</b>	712	673	594
<b>EMS Duty Officer 80</b>	568	863	715
<b>Tactical 81</b>	46	44	46
<b>TSU82</b>	444	127	
<b>Command Staff</b>	604	416	570
<b>Total WTFD Responses</b>	<b>33396</b>	<b>28785</b>	<b>26498</b>

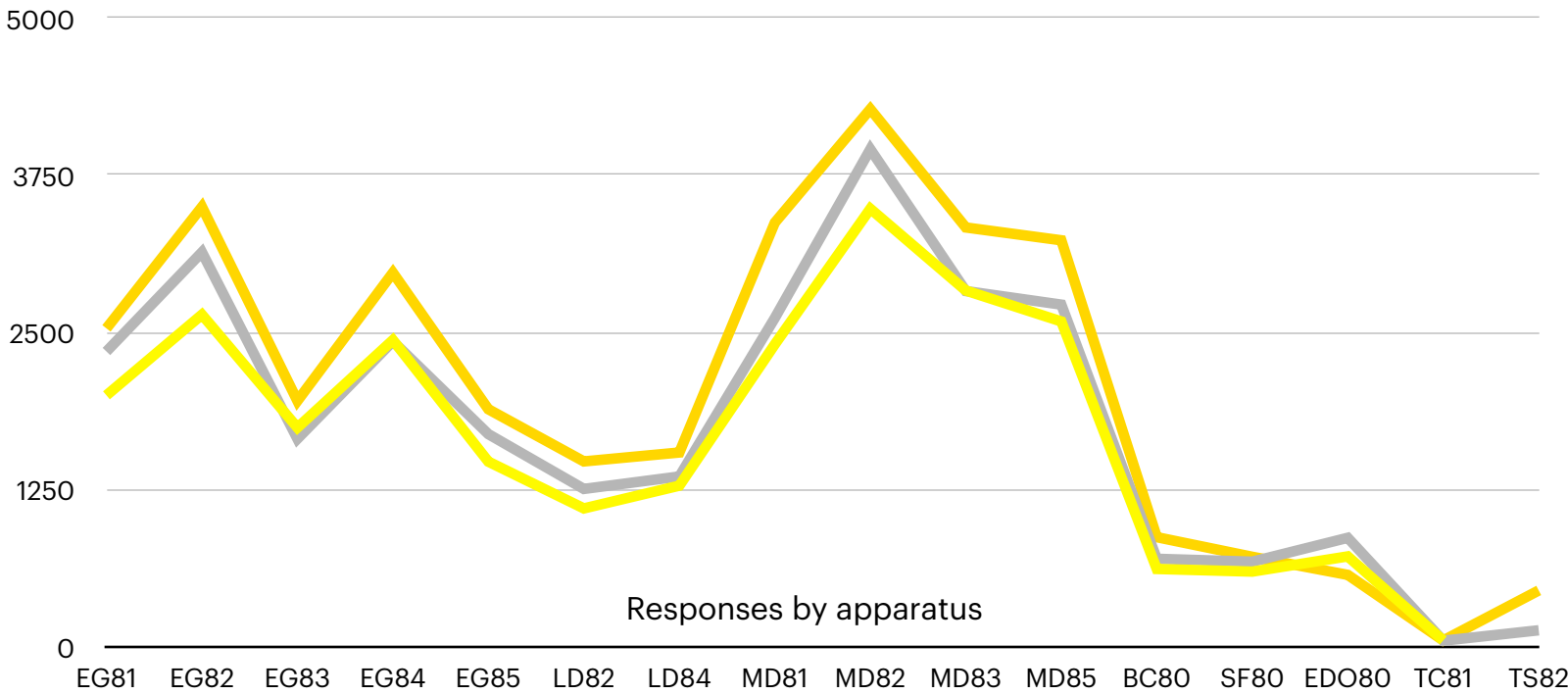
**Response Information: Wayne Township Fire Department saw a 9% increase in run volume from 2019 to 2020 and a 16% increase from 2020 to 2021. This equates to a 25% increase in calls for service in 2 years.**



2019

2020

2021



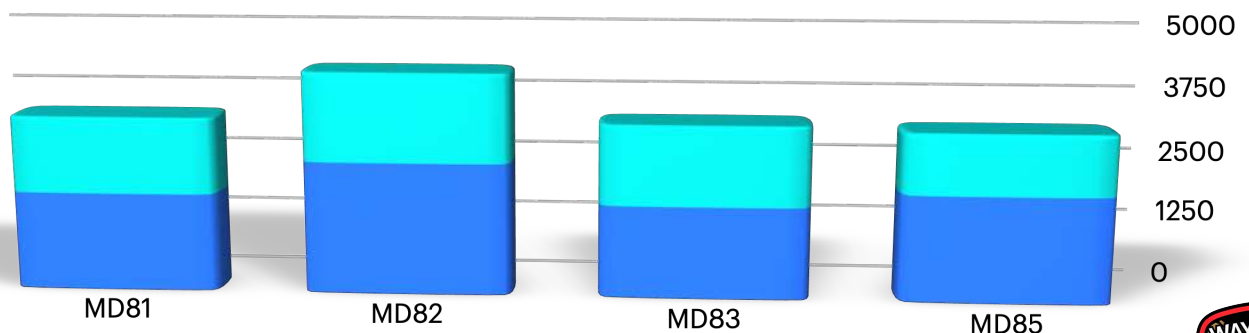
## EMS DIVISION REPORT

Division Chief Andrea Grogg

The Wayne Township Fire Department EMS Division responded to 14,632 incidents in 2021. Of those runs, 8,328 were transports. The following chart outlines responses and transports by ambulance.

Transports

Responses



EMS Responses by Apparatus		
	Runs	Transports
Medic/Ambulance 81	3,372 (23%)	1,891 (22.7%)
Medic/Ambulance 82	4,275 (29.2%)	2,552 (30.6%)
Medic/Ambulance 83	3,333 (22.8%)	1,779 (21.4%)
Medic/Ambulance 84*	91 (.6%)	53 (.6%)
Medic/Ambulance 85	3,231 (22%)	2,053 (24.7%)

\*Medic 84 was placed in service in December of 2021

## APPARATUS

The Wayne Township Fire Department provides four full-time ALS transporting ambulances. All Wayne Township Fire Department fire apparatus also have the capabilities of providing ALS care as a non-transporting unit. The fire apparatus are provided Zoll X-Series monitors along with equipment to meet the standards of the Indiana State EMS Guidelines for ALS non-transporting unit. WTFD primary EMS apparatus statistics are:

Unit	Description	Age
EDO 80	2019 Chevy Silverado	3 years old
Medic 81	2018 Ford Ambulance E450	4 years old
Medic 82	2019 Ford Ambulance E450	3 years old
Medic 83	2021 Ford Ambulance E450	1 year old
Medic 84	2012 Ford Ambulance E450	10 years old
Medic 85	2018 Ford Ambulance E450	4 years old



## BILLING REPORT

Ambulance billing is contracted through Med-Bill. The following information is taken from the monthly reports received from Med-Bill.

Charges	Payments	Adjustments
\$12,786,885.00	\$3,469,369.08	\$9,129,540.65



**EMPLOYMENT CHANGES**

Full Time Employees		Part Time Employees		Separation of Employment	
Name	Date	Name	Date	Name	Date
Trevor L Johnson	2/2021	Aerial Womack	2/2021	Logan Sallee	7/2021
Kevin Eggert	6/2021	Kevin Eggert	2/2021	Derrick Holmes	12/2021
Jason Adams	8/2021	Janelle Bonitati	6/2021	Bailey Schaffer	12/2021
Bailey Scheffer	8/2021	Hayden Wells	8/2021	Jeff Wilson	12/2021
Bradley Brietzman	11/2021	Kolton Wise	10/2021		
Raymond Ramos	11/2021	Alain Niyikiza	12/2021		
David Ranz	11/2021	Melissa Miller	12/2021		
W Drew Mealer	11/2021	Natalie Stierkalb	12/2021		
Peter Connerty	11/2021	Jamie Rehm	12/2021		
Paige Stroup	11/2021				
Michael Griffith	11/2021				
Derrick Holmes	11/2021				

**EMS DIVISION GOALS**

1. Recruit and retain an effective workforce.
  - a. Hold two hiring processes to fill current vacancies, as needed
  - b. Create a hiring list from which to hire
  - c. Solidify new hire orientation process to appropriate equip new EMS providers
2. Improve patient outcomes
  - a. Participate in monthly Continuing Quality Improvement (CQI) meetings. Use findings to guide process and practice improvements, under the advisement of medical direction.
  - b. Participate in monthly Audit & Review lectures. Utilize feedback and educational points to guide process and practice improvements, under the advisement of medical direction.
  - c. Attend 2022 Resuscitation Academy, utilize information and tactics from the program to have a positive impact on cardiac arrest outcomes in our community.
  - d. Participate in 2022 ultrasound study, in conjunction with the IUSOM Ultrasound program, to positively and effectively influence treatments and outcomes in patients experiencing acute heart failure.
3. Create streamlined equipment exchange process





- a. Solidify a seamless process for equipment exchange. This includes communication with appropriate parties to ensure ease of use for EMS crews.
- b. Secure sufficient equipment and supplies (i.e. stair chair, cardiac monitors, etc.) within this process, to create a streamlined exchange of equipment, when necessary. This ensures crews will have equivalent equipment, despite the need for repairs or PM.

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## **TRAINING DIVISION REPORT**

**Division Chief Scott Baker**

**D**uring 2021, the Wayne Township Fire Department Training Division had many exciting things happening. At the same time, it was another tough year navigating trainings around the COVID pandemic.

This year we helped facilitate a recruit class with Pike Township Fire Department and City of Lawrence. Wayne Township had 3 recruits graduate and were able to start in the companies in August.

As a Training Division, we were able to acquire several structures throughout the year to train in with our department as well as mutual aid departments. This was extremely valuable for our firefighters to work in an unfamiliar environment. The realistic surroundings were invaluable for working towards perfecting their craft by working on skills such as cutting roofs, pulling hose lines and searching unfamiliar spaces.

We also delivered the annual swim evaluation for all firefighters involved in ice water rescue operations. We trained our firefighters in several disciplines such as extrication, ice water rescue, hazardous materials, man vs machine and Project Lifesaver.

The training division takes pride and ownership in the training and education that we provide for our members. We are pleased to see these great numbers and the dedication of our membership to training. We will continually strive to get better.



### **TRAINING DIVISION GOALS – 2022**

- Keep training hours in compliance with maintaining our ISO Class 1 rating.
- Implement an Officer Development Program, with trainings taking place by the end of 2022
- Have at least 2 live fire trainings for all three shifts
- Evaluate, revise and implement the backup engineer and ride out officer training programs; with more emphasis on Officer driven training and transparency
- Conduct a Hazmat Technician course
- Conduct adequate EMS trainings to not only keep up with recertification requirements, but also

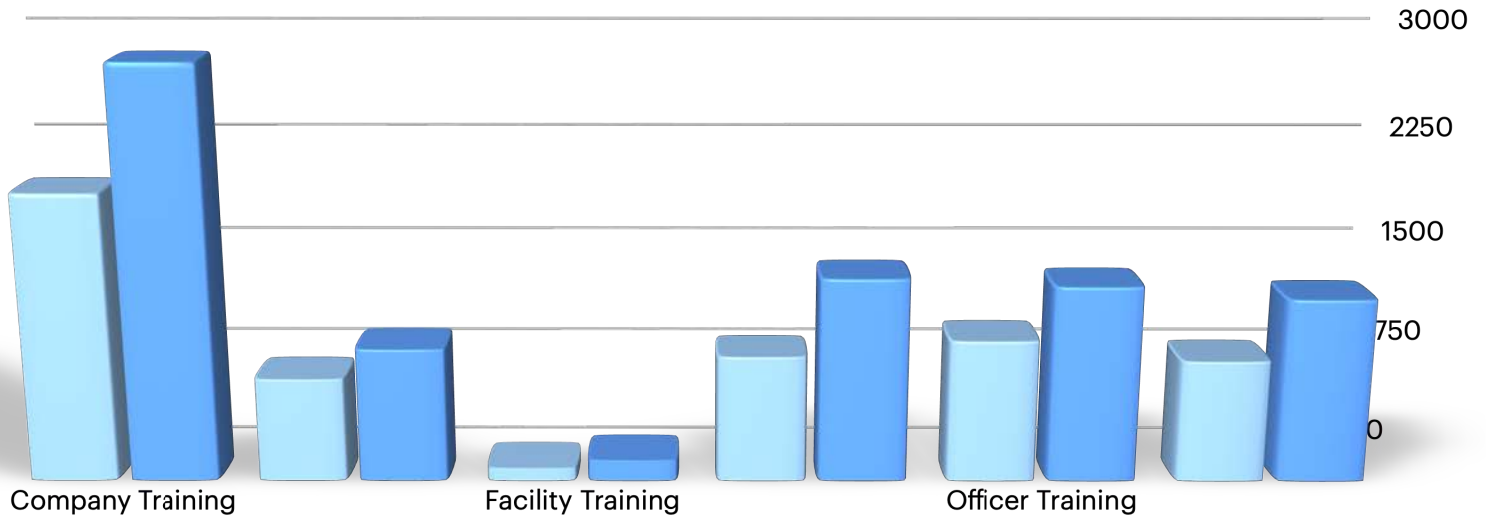


schedule them around relatable incident time periods (*I.e. Cold weather emergencies in winter months, drownings and heat related emergencies in warmer weather*).

- Host an Investigator I class
- Work closer with the Union to help offer more State Certified Career Development classes
- Have a successful recruit class and graduate 7 recruits

### Training Types and Participation

■ Participants ■ Hours



These numbers only reflect training and educational opportunities that the training division was directly involved with. It does not show the countless other hours of training that happen at the firehouse.

## HEALTH AND SAFETY DIVISION REPORT

Division Chief Felicity Morgan

**M**aintaining and improving the health and safety of all of our employees remains the mission of the health and safety division. That mission was accomplished in 2021 in many ways including physicals, fit tests, and WPE’s. In addition to those annual items, several more items were addressed.

In January, ultrasonic cleaners were distributed to the firehouses for cleaning SCBA masks, and all crews were trained on the use of these cleaners. Using the ultrasonic cleaner at a minimum of after every fire was encouraged. New Air-Paks were received, and in February all crews were trained on their use, and they were put in service. Testing and training with the BC’s and ride outs was completed on the SEMS software to go with the new packs, but it has yet to be put in service.

In March, new workout sleds for each firehouse were received and distributed. These sleds are unique as they are on wheels and offer resistance through a magnetic braking system. Feedback on these sleds has been overwhelmingly positive as they have the ability to challenge everyone from the least to the most fit.



The sleds were purchased to create uniformity across the firehouses for the new workouts from D-1. In April, D-1 workouts were rolled out to the department. These workouts are updated weekly, with a quarterly focus, such as improving VO2, or WPE performance. They provide a tool to help get in shape, maintain, or meet fitness goals. Darien, the D-1 trainer, completed his first WPE, to help him better understand what it is like to perform in gear. He later repeated the WPE in December, this time completing it on air, and improving his time.

In May, the clinic started to gear up for physicals with two VO2 practice sessions. Blood draws were in June, and physicals began in July. Also in June, the safety division met with representatives from Hendricks Regional Health. During business hours, Hendricks Occupational Health is now used instead of Concentra as they provide faster service and better follow up. Also, the First Responders Health Center can be used for any worker's comp issue that does not incur a pass through cost. In addition to these changes, in April on duty orthopedic injuries began to be seen at ProTeam. This allows Fire and EMS personnel to be seen by an athletic trainer or physical therapist, and begin rehab or be fast-tracked to Ortho Indy as needed with preapprovals for MRI's and durable medical equipment. This significantly cuts down the time to definitive care for an injury. Thus, responding personnel are treated more like professional athletes with legitimate injuries than a person trying to get out of work as tends to happen in the traditional worker's compensation system.

Fire and EMS personnel injured off duty can also be seen at ProTeam. If they are referred through the clinic, then the Fire Department pays for the treatment at ProTeam. This benefits the Township because it increases awareness and use of the clinic.

In August during physicals, the treadmill at the clinic began to have issues slipping. The issue turned out to be the technician who maintains the treadmill was not properly identifying the problem. This was finally corrected and physicals resumed in October.

Three firefighters were injured in a collapse off Expo Lane at the end of August. Immediate needs that were identified were the need for concussion awareness training and a refresher on fireground rehab. Both trainings took place in September. The SIIT was activated to review the incident. The report is still pending.

Also in September, crews responded to a large junkyard fire off Kelly St. This fire resulted in numerous exposures to toxic smoke as crews were there for over 24 hours, operating in 12-hour periods, and had difficulty finding an accessible place to set up rehab out of the smoke. The safety division is awaiting specific reports from the EPA as to the content of the smoke to make recommendations for follow up for the crews that were there.

The safety division also applied for four grants, and in November was awarded a grant to assist in paying for two power loaded cot operating systems.

WPE's were moved to December. Due to difficulty staffing, the safety division was directly involved in proctoring these to get the bulk of them accomplished. By the end of December 130 fire, and 40 EMS WPE's were complete.

While not all of the goals for 2021 were met, several were, including SCBA training and rollout, purchasing workout sleds for every firehouse, collaboration with D-1 for workouts, progress was



made on the concussion protocol, and the need for outside metering was evaluated. Outside metering will be evaluated again in the warmer months of 2022.

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## SAFETY 80

The Safety Officers continue to be instrumental in fireground safety, injury and accident investigation, completing documentation, annual gear inspections, as well as performing a myriad of other administrative duties. Following are list of safety's reporting numbers for the year:

Vehicle accidents: 20, down 5 from last year

Damage reports: 19, up 7 from last year

Injuries: Fire 85 (61 report only), Recruit and Training Staff 7 (2 report only) EMS 15 (6 report only), HQ 1, Buildings and Grounds 5 (3 report only), Vehicle Maintenance 1 (report only).

Lost work hours: Fire 6651.25, EMS 1780.75, all others 48.

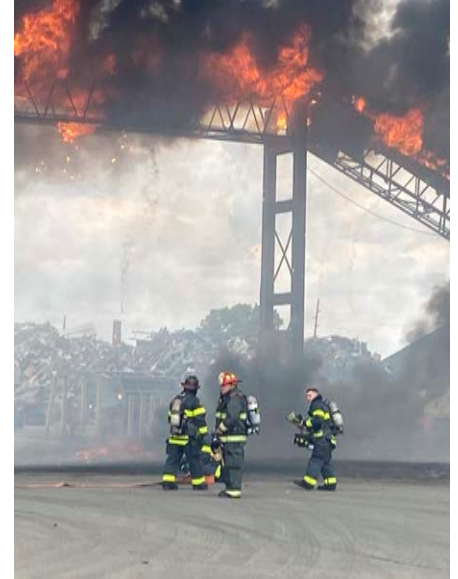
While the number of injuries was slightly lower for 2021 than in 2020, the severity of a few injuries was much higher resulting in a high number of lost work hours, up substantially from 2020 (801 for fire, 4 for EMS). Four main injuries were the reason for the high number of lost work hours. One was a back injury, one was an injury from the collapse on Expo Lane, one was an elbow due to loss of control of a handline, and the fourth was due to a knee injury. The risk of back injury is being addressed by the additional power cots and loaders. The reasons for collapse are still under investigation and will be in addressed in the report from the SIIT. The elbow injury was due to slipping in mud while handling a hoseline. The knee injury was mainly due to existing wear and tear on the individual's knee joint. For a breakdown of injuries by body part in 2021, see p.8.

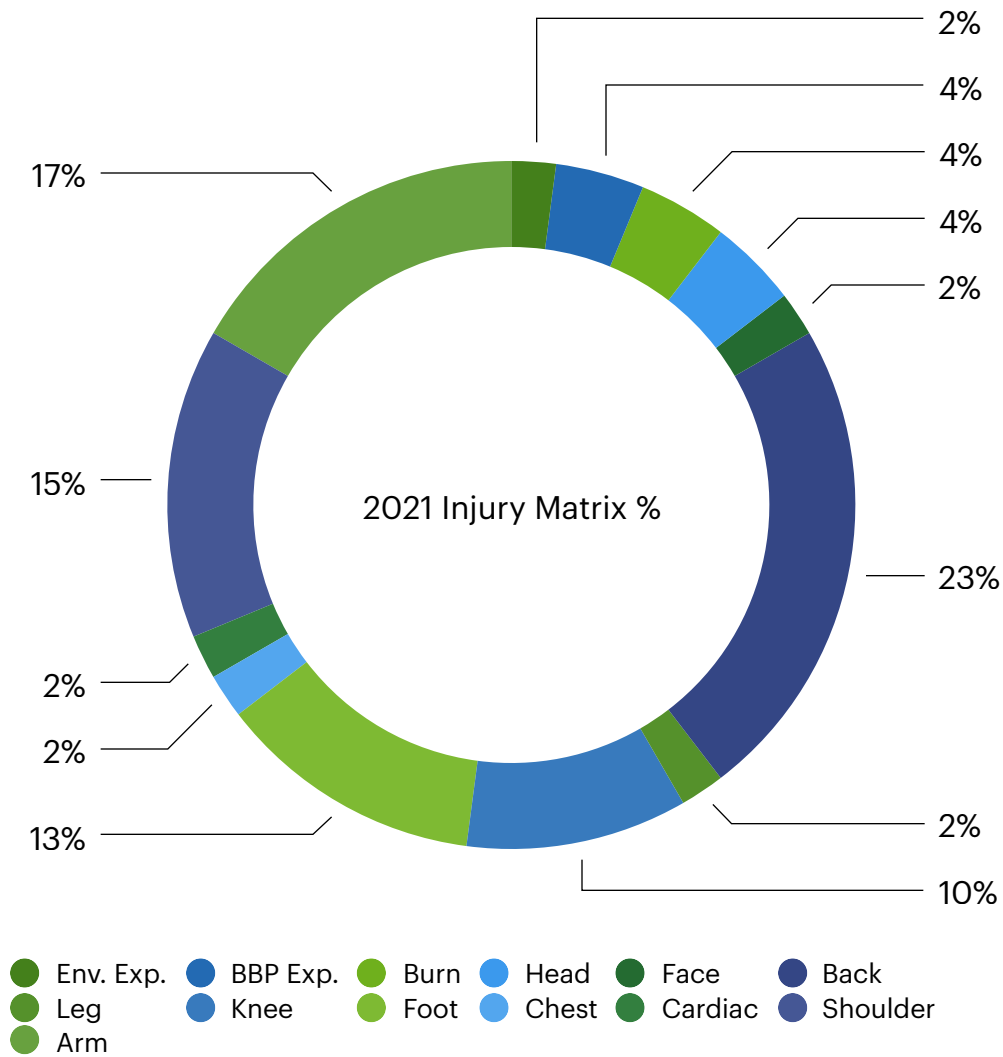
In the 2022 goals, Dari is listed. Dari is a computerized movement assessment performed by ProTeam that can help identify areas of weakness and provide corrective exercise to fix the issue before it becomes an injury. If used this program could help reduce the amount of injuries due to wear and tear on the body from improper movement patterns.

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## RESPIRATORY PROTECTION

Fit tests for SCBA masks were completed in January. All firefighters were fitted with a new mask prior to putting the new Air-Paks inservice. Fit testing for the ½ masks was completed in March. The SCBA manager attended technician class for the new Air-Paks. Annual testing was completed on all air packs. Quantifit and Pos-i-test equipment received annual calibration. Bi-annual air compressor maintenance was conducted on our three compressors with three air quality tests performed on all 3 fill station storage tanks. 58 work orders were complete for the year, which is roughly 1/3 of how many were complete in 2020. 21 lens were replaced due to being cracked. Most of these were found at gear inspections in August. At the annual SCBA training in February, personnel were made aware of how to properly store their masks, and that improper storage can





lead to cracks, some of them catastrophic. All were advised to check their mask for cracks at the beginning of every shift. There is no discipline for reporting a cracked mask. In 2022 inspections will take place at fit testing in February, and then at least two more times in the year as it seems to be a recurring issue that could lead to potential SCBA failures.

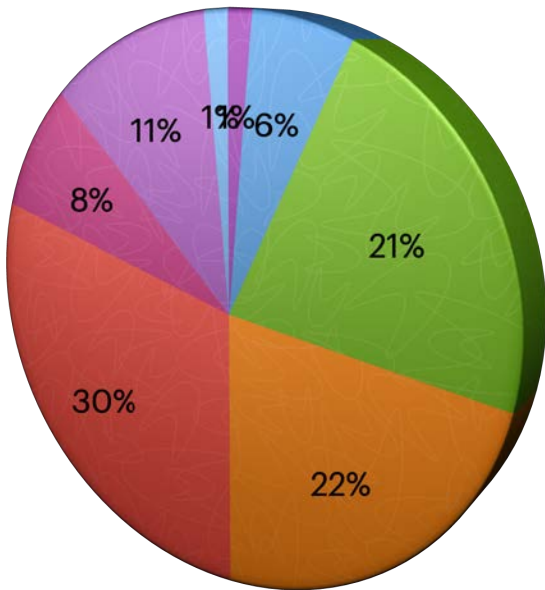
**PEER FITNESS**

Peer Fitness trainers (PFT’s) attended three trainings to prepare for the quarterly rollout of the D-1 exercise programs. The first was in April and the first D-1 program was rolled out to the department in May. 91 individuals logged D-1 workouts in May. After that the numbers vary, but on average 25 D-1 workouts were logged each month. In looking at the VO2 numbers on p.5 the averages between 2020 and 2021 are very close, with 2021

being slightly higher. However, there is a shift with less people being in the two lower number categories. This points to the success of the D1 programs. Additionally, the average firefighter WPE time increased by 5 seconds for firefighters. This data can be seen on p.6. The EMS data from 2021 is on p. 7, 2020 data was unavailable.



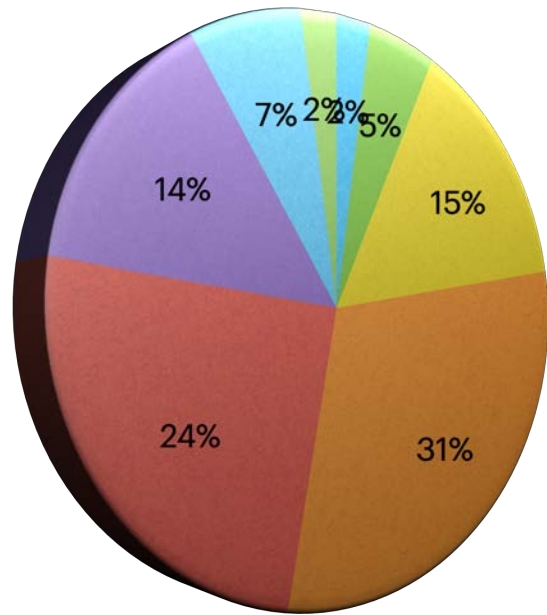
2020 WPE Data



- 3:48 and below
- 3:48-4:18
- 4:18-4:48
- 4:48-5:18
- 5:18-5:49
- 5:49-6:19
- 6:19-6:49
- 6:49-7:19

Average time - 5:19

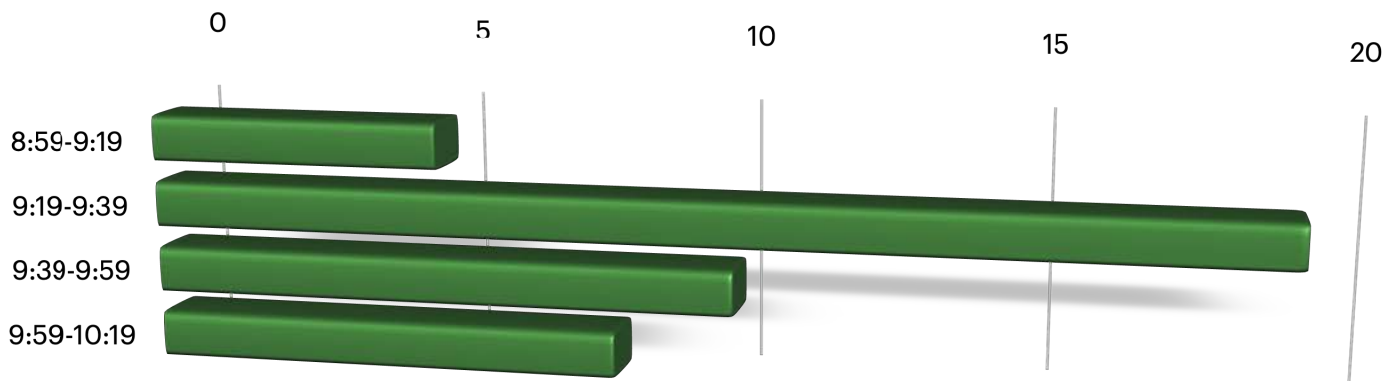
2021 WPE Data



- 3:55 - below
- 3:55-4:21
- 4:21-4:47
- 4:47-5:13
- 5:13-5:39
- 5:39-6:05
- 6:05-6:31
- 6:31-7:23

Average time - 5:14

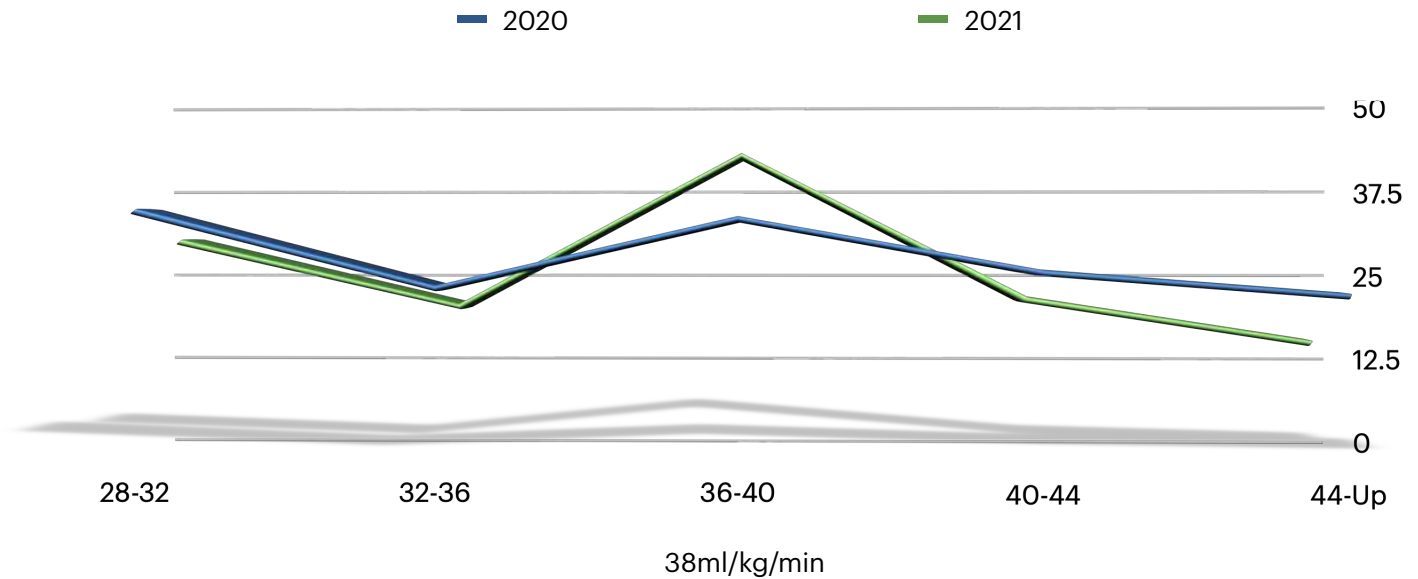
2020 EMS WPE



Average 9:40

In 2021 Peer fitness trainers completed a total of 105 group workouts, approximately half of those being D-1 workouts, 9 individual training sessions, 1 informal consult, and 1 program design. Group workouts increased by 26% over 2020, and individual training sessions were down 66%. Discussions will be had with the Peer Fitness Coordinator regarding encouraging Peer Fitness to continue to lead group activities in their firehouses, and





working on outreach programs to the firehouses that do not have a PFT, as well as reminders to log all training sessions.

The Peer Fitness program on a national IAFF level is rebranding as Fit to Thrive (F2T) with a goal of more firefighters, more active, more often. The certification will now be completed through the IAFF. This year PFT's will complete the required training to remain a part of the program.

Peer Fitness 2022 Goals:

- 1) Compliance with F2T program
- 2) Schedule quarterly trainings
- 3) Continue to work with D1 in developing new training cycles
- 4) Find more outside training opportunities for PFT's

**PEER SUPPORT PROGRAM**

In April, members of Wayne responded to the mass casualty shooting at FedEx. Peer Support promptly followed up with all individuals involved and utilized Therapets (an organization of therapy dogs and handlers) in that follow up. The dogs were well received. In July, all Wayne members of the task force were followed up with after returning from the building collapse in Florida. In August, Tim Gallagher returned as the Peer Support Coordinator. Private Wheatley who served as coordinator for the last two years remains active in the Peer Support program. Tim visited each firehouse in November providing brief information on cancer as a quarterly training. Therapets disbanded, so Tim made contact with a Peer Supporter in Anderson who trains therapy dogs, and he has agreed to work with our program when needed. Quarterly training/visits will

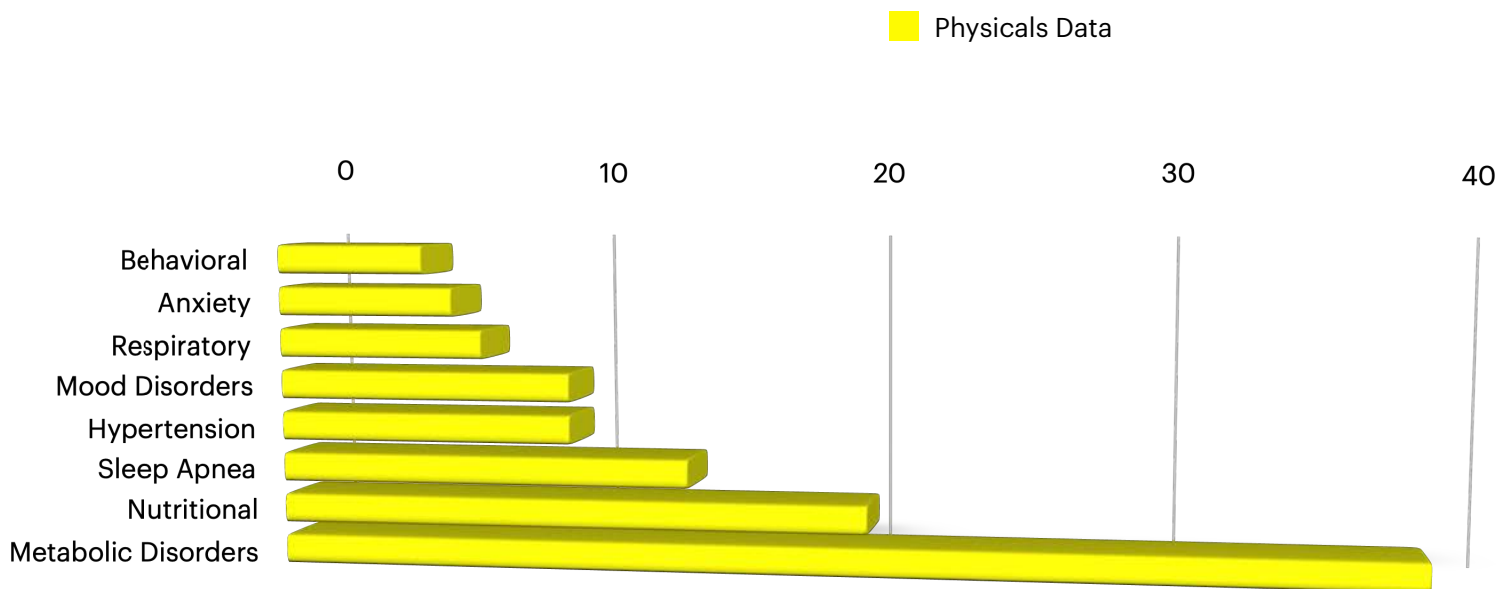


resume regularly in 2022. Additionally, welfare checks were added in the month of December to see if members who had taken family emergency leave needed anything, and to check on members who are off injured. 35 of those took place.

183 contacts were reported for the year, nearly double the amount from 2020 (96 in 2020, which was double the number of 2019 contacts). These high numbers definitively indicate that members trust the program and the peer supporters. However, it also is suggestive of a growing amount of stress. The Health and Safety Division is committed to providing more tools to our personnel to help them cope with this stress. The Safety division is looking into bringing a guest speaker from IFD trained to present the IAFF’s resiliency program, providing training in Yoga from a certified instructor within the department, and voluntary meditation training.

**DEPARTMENT HEALTH:**

Physicals began in July and were completed in December, the delay being the problem with the treadmill. Total, 172 physicals were complete for the year. Data for conditions that are identified (many are ongoing) at the physicals is on p. 10, along with referrals from physicals compared to office visits. The clinic screens for PTSD at physicals using a Trauma Screening Questionnaire. Two people were referred for further consultation from the results of that questionnaire. In addition, sleep apnea is screened for annually, and six were recommended for the at home sleep study through the clinic. Flu shots were offered free of charge to all employees. The clinic has been a valuable resource for Covid-19 testing.



**GOALS FOR 2022:**

1. Complete OSHA required Covid 19 policy and training
2. Develop a written risk management plan
3. Develop a written health and safety plan
4. Provide resiliency training by offering Yoga and meditation training
5. Provide a refresher VO2 training.





6. Complete Line of Duty Death Policy
7. Revise the Limited Duty Policy
8. Provide Dari movement assessments for the department

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## **COMMUNITY RISK REDUCTION REPORT**

**Division Chief Courtney Rice**

The Community Risk Reduction Division encompasses Fire Prevention, Fire Investigations, Public Education, Public Information, Juvenile Intervention, Project Lifesaver, sUAS Program, and Website Services. The division had a big year with changes in operations and personnel.

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### **FIRE PREVENTION**

Fire Prevention took on the monumental task of switching software for inspection reporting in late 2020 and early 2021. The software previously used by the Fire Prevention staff, MobileEyes, was very expensive and difficult to use, causing inspections to take more time in order to get the data entered. The software company used by operations for fire and EMS reporting, ESO, added sections in their software for building data and inspection data. Switching to this software resulted in an increase in productivity and a savings of nearly 50% in the overall cost of software for inspections.

The switchover required the manual entry of data pertaining to over 4,000 buildings and companies. The switchover process allowed only about 1,000 of the current businesses to be able to be switched over automatically. The process was started at the end of November, by creating a spreadsheet of pertinent data that we wanted to be incorporated into the new system. The inspectors were tasked with verifying data in person and then creating the new structures in ESO. Inspections were shut down for less than three months, resuming on February 19, 2021.

Since resuming inspections in February, inspection staff have completed file rebuilds and inspections on 4,189 businesses and structures, covering 89,367,314 square feet. These inspections included all of our target hazards, regardless of type. Staff are now tasked with verifying every business and every structure in Wayne Township is inspected and data updated in ESO. This is being accomplished by verifying all businesses on every street in the township.

The Division added one new inspector in 2021, John Lawson. John is currently working as a full time inspector/investigator, and is serving in the on-call investigator rotation.

Fire Marshal Gulley has overseen 66 new construction projects in 2021, adding over 9,000,000 square feet of commercial/industrial building space. Chief Gulley is completing his last year of service with Wayne Township Fire Department, and is set to retire in midsummer. Captain Johnny Balding is working to gain the knowledge to step into that role, assisted by Division Chief Rice. Captain Balding has completed his plans examiner certification and is currently working daily with Chief Gulley to gain as much knowledge as possible.

In addition, while rebuilding inspection data files, fire prevention personnel are geo-locating fire department connections (FDCs) and Knox Box locations. This geo-location is then added to the Active 911 dispatch map, allowing fire personnel to locate FDCs and Knox Boxes more quickly.



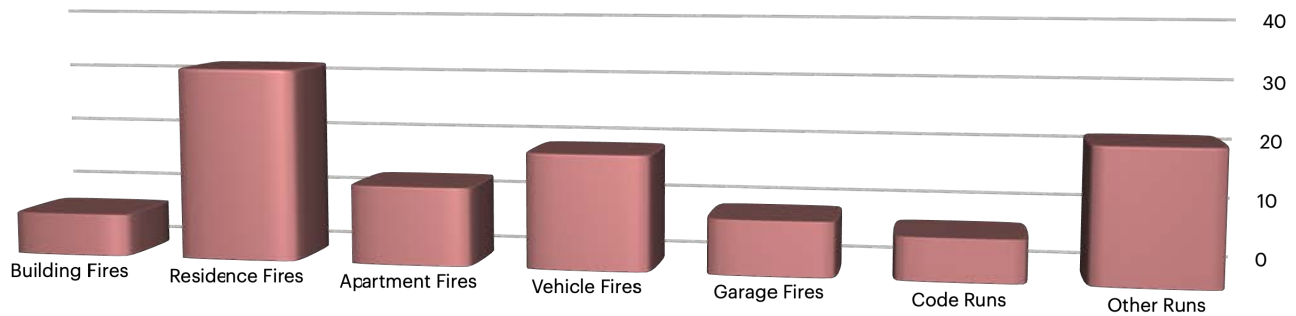
## FIRE INVESTIGATIONS

Fire Investigations personnel are charged with determining cause and origin on all structure fires in Wayne Township, pursuing investigation of incendiary or suspicious fires, building prosecutable cases against suspected arson suspects, and maintaining records of all those investigations. This year, the Investigations unit received 109 calls for service, including 80 fire investigations.

Three more members of the investigations unit, Captain Balding, Investigators Lawson and Vinson, completed pre-basic law enforcement training and were sworn in as Clermont law enforcement officers. Investigators complete this training to allow them to carry



Investigator Responses



investigations through to the final outcome, even if that means an arrest.

## PUBLIC EDUCATION

The pandemic has hit our Public Education efforts more than any other area. Wayne Township Fire Department has prided itself on our relationship with our education and senior community partners. Due to stringent restrictions on visits, we have had to change the way we bring our message to the community.

In 2021, Public Education attended 64 programs, interacting with 16,561 community members. This number account for less than half of the “normal year” contacts we would have throughout the township. We were able to continue some of our events we share with our community partners, including Girl Scouts, The Moose Club, National Night Out with IMPD, the Marion County Fair, etc. This year we also added a car seat clinic partnership with Riley Hospital, that including using an apparatus bay to allow car seat technicians to fit new car seats into vehicles. These car seats were donated and included with the program.

To make up for our diminished in-person contacts with the public, we have increased emphasis





on our social media campaigns. Public Education videos are published on the department’s YouTube page for Wayne Township teachers to use in class. Safety and education materials are being regularly published on the department’s social media platforms.

This increase in our web and social media presence has resulted in nearly a million page views across four social media platforms and the department’s web page. This outreach is made on the heels of recovering from a catastrophic crash of the department’s FaceBook page in late 2020. Since that crash, rebuilding of our followers still continues and we now see around 45,000 to 50,000 hits on FaceBook.

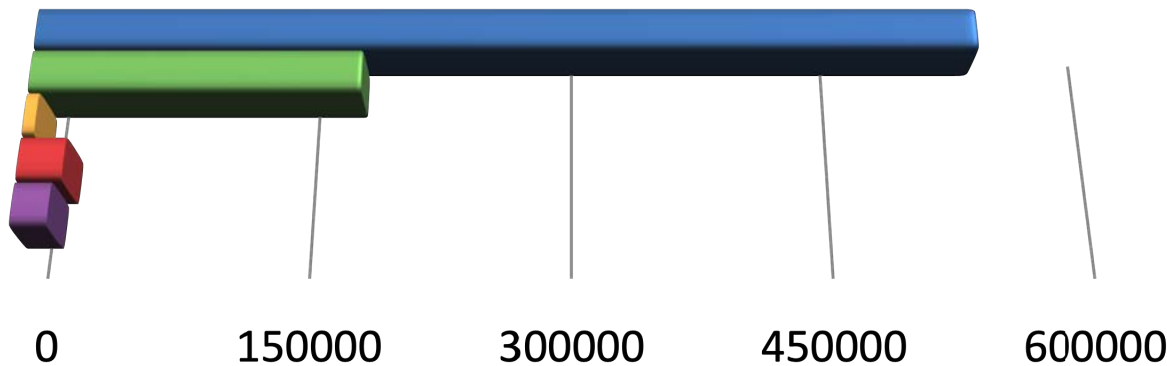
### PUBLIC INFORMATION

2021 saw a tremendous amount of change in the Public Information Office. Division Chief Rice maintained the public information efforts through the first part of 2021, eventually finding a new PIO for the department, Captain Eric Banister.

Eric comes to the position with an incredible amount of skill and knowledge in video and audio production. Since starting, he has completely updated the methods and equipment used to produce our media for training, information and outreach.



Social Media Outreach Numbers



Once Eric was in the position, he immediately started a flood campaign, increasing our online presence with response, training and general community outreach stories. He began the “Social Media Minute” campaign, consisting of short videos to highlight WTFD efforts throughout the community.

The audio and video equipment used for production was also upgraded in 2021. New video and still cameras, lighting, audio equipment and other accessories were acquired to increase production quality. A new computer and production level software were added to further our efforts.

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### **PROJECT LIFESAVER**

**P**roject Lifesaver continues its efforts to place a radio transmitter on any person suffering from a condition that causes them to elope from their home and become lost. Elizabeth Deckling took over the reigns of the program from Rachel Adams earlier in 2021. Ellie has bee evolved the maintenance portion of the program into a comfortable system that utilizes the schools for battery changes to eliminate longer drive times. Ellie continues to search for and apply for grant funding from sources throughout the state.

In 2021, Ellie and Division Chief Rice completed instructor training to become Project Lifesaver instructors and open the opportunity to continue training WTFD personnel to be search operators. This will also allow all search operators to complete mandatory annual in-service requirements without the need to acquire instructor assistance. Additionally, 9 new clients were added in 2021, bringing our total to 53 active clients.

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### **SUAS PROGRAM**

**T**he Wayne Township Fire Department small unmanned aerial systems (sUAS) program continues to streamline and improve. In 2021, five of our drone operators received training from our regulatory and licensing partner, SkyFire. They completed a two day class which included regulatory training, maintenance and preflight procedures and safe flying checklists. The training concluded with a full day of simulated search training using drone aircraft to retrieve information and assist in tracking.

The department’s flagship aircraft, The Matrice 210, has suffered some unfortunate flight errors recently, raising question to the safety of its continued operation. At this time, it has been removed from service pending either replacement or a complete rebuild. Plans are currently underway to acquire pricing and benefit information for both of these options.

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### **WEBSITE SERVICES**

**I**n mid 2021, it was discovered that two of the Wayne Township webpages, [waynfire.org](http://waynfire.org) and [waynetwp.org](http://waynetwp.org), were under near constant attack from multiple outside sources. Chief Rice and the IT division consulted with our web host and agreed on a security upgrade plan to all of the department webpages. This included a new firewall, two factor authentication, login security and integrates SSL certificates. Since the increase in the security procedures, neither website has sustained a significant attack and security on all the Wayne Township websites remains intact.



## COMMUNITY RISK REDUCTION GOALS

For 2022, Community Risk Reduction has set goals for all members and areas. For Fire Prevention, the goal of inspecting every business and building in Wayne Township in one calendar year is our most important goal. This feat has never been completed in the history of Wayne Township Fire Department. With the changeover to ESO as our reporting software, the current staffing levels of full time inspectors, and the use of light duty and part time personnel for



reinspections, we feel that this goal is absolutely attainable. In addition to this goal, we will be adding another level of information to our Active 911 efforts, by including floor plan and site maps to businesses in the map. This effort is set to begin when we start our second circuit of annual inspections using the new software.

Investigations units are continuing their education with both fire and police trainings being required annually. Clermont Police Department has initiated a program to allow our sworn investigators to continue their firearms education at no cost through a local gun range in the township. In 2022, that last members of the division will complete their

pre basic training and become sworn officers.

The Public Education unit will be continuing to develop our online materials to increase the amount of available material for Wayne Township Education staff members to use for safety training. We will also be continuing to partner with other agencies to bring CO and smoke detectors, Gloves of Love, Safety Day and other WTFD program regular events, while fostering new relationships as they present themselves. We continue to look forward to the reopening of our schools and senior communities and our return to in person teaching.

The public Information staff will spend 2022 continuing our positive online activities, by spotlighting stations and members, increasing promotion of our public education efforts and community events, and increasing our collaboration with our mutual aide departments. Bridging internal and external news and information releases and adding regular updates from the staff to the operations personnel is another 2022 goal. Increasing our capabilities in pre and post production video and audio is a goal that has been set to further increase our media quality for training and departmental promotions.

Project Lifesaver will continue their efforts in grant funding for 2022. The goal of this effort will be the complete funding of the program through grant acquisitions. Additionally, this spring we will be having a large recertification program to get all of our search responders trained and certified through the Project Lifesaver organization and create an annual training calendar to maintain those certifications.

The sUAS program has a couple of lofty goals this year, beginning with the training of



available pilots and visual observers on every shift at different locations throughout the township. The aircraft on Tactical 81 and TSU 82 will become active as well as the other aircraft carried through the public information office. Also, pending allocation of funding, it is hoped to be able to replace the flagship aircraft carried by PIO80 with a smaller, more stable aircraft with increased capabilities. The technology of unmanned aircraft has increased and the cost of premium aircraft is going down every year.

The goal for website services will be the continued protection of our information, while streamlining and updating the format of all of our websites.



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## **SUPPORT SERVICES DIVISION REPORT**

**Division Chief Jonathon Abernathy**

The Wayne Township Fire Department Support Services Division encompasses Buildings & Grounds, Vehicle Maintenance (VM), Asset Management, and Quartermaster. These four divisions were formally brought under one organizational branch in June 2021. Vehicle maintenance operates autonomously within the division, but coordinates with Support Services on capital improvements, inspection of new apparatus, and apparatus equipment needs.



As this new division was established, personnel's roles constantly evolved to better meet the needs of the division and the department. The implementation and development of the Support Services Division was broken down into phases. The first phase focused on understanding and evaluating current and past practices. The second phase focused on evaluating needs and developing an improvement plan. The third phase focused on implementing the improvement plan and assessing department needs. The fourth phase is a continuous evaluation of the implemented plan.



## BUILDINGS & GROUNDS

2021 was a busy and productive year for Buildings & Grounds. Several smaller projects and repairs were completed prior to the personnel and organizational chart changes in June. July focused on repairing several AC units, outfitting Vehicle Maintenance Building #2 (VM2) with pallet racks to improve storage and inventory, the relocation of support staff to Vehicle Maintenance Building #1 (VM1), and the research phase of several capital improvement projects. Two of those capital improvement projects involved contacting and coordinating with the architects, contractors, and civil engineers of Station 82 and the Government Center.

August and September saw various improvements to Wayne Township buildings. Buildings & Grounds received several tools to improve their ability and efficiency to diagnosis and repair problems within our structures. Several new shops fans were purchased to improve working conditions for support personnel. Several plumbing issues within Station 82 were addressed. One of the departments older riding mowers was transferred and replaced with a new mower. Additionally, mower guards were placed on all the mowers, decreasing the possibility of debris damaging nearby structures and equipment. A walkthrough was completed at each station with the station's house captain. The walkthrough provided valuable information on the status of various building components, station needs, and suggestions for improvements. The items highlighted at each station were then prioritized and documented.



October and November continued to be productive months. Buildings & Grounds worked to address several of the issues found in the station walkthroughs. Contractors were brought in to evaluate and quote the various capital improvements issues that were found. Station 82 required the replacement of its large commercial water heaters. Through careful research and work with product representatives and contractors, the decision was made to switch from traditional water heaters to tankless water heaters. This decision saved the department nearly \$35,000 on upfront costs. We have also entered into an energy study with the product representative to determine additional savings over a 12 month span with the new, higher efficiency, tankless heaters. Station 83's water heater is 9 years old and has been repaired twice. They will also be transitioning to tankless water heaters. Additional station upgrades included each station having lines painted on the approaches to improve visibility and reduce incidents while backing.

The repair/replacement of the Government Center parking lot and several concrete approaches at Stations 81, 82, 83, and 85 were evaluated and quoted. The demolition and relocation of the handicap parking spots at the Government Center was completed first as it created an immediate risk in its previous state. The evaluation of the remaining concrete



projects continued into December as we collaborated with engineers from Purdue University to determine the best plan for each project. These agreements were signed in December and are slated for completion in Spring 2022.

Station 81, 83, and 85 are nearing 40 years old and despite remodels almost 10 years old, each station is closing in on several repairs and replacements. In addition to the



replacement of the concrete approaches, these stations will be getting the interior floors refinished. The crews at each station will be temporarily displaced from their kitchen and bunk rooms during the project. These projects were the result of a months long evaluation of different products, finishes, and local installers. The bay floors at Station 81 will also be refinished. This is a project that will also need to be addressed at Stations 83 and 85 in 2022.

The training building is also in the process of receiving several

improvements. The electrical system in both classrooms was updated to improve functionality. The exterior received dusk to dawn lights and additional "EXIT" signs were added. A very necessary water softener and drinking system is planned for installation during January/February. Along with the concrete work at the other stations, the training building's driveway will be widened. Finally, a new generator for the training building was approved in 2021. This generator will supply backup power to both the training building and the First Responder's Clinic.

During the end of December, the Buildings & Grounds crew continued to work to complete any scheduled maintenance and finish punch lists created during station walkthroughs. Several additional projects and needs for 2022 were realized during this process and will be addressed as time and logistics allow.

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## **QUARTERMASTER, WAREHOUSE, & ASSET MANAGEMENT**

The Support Services Division now includes the Quartermaster, Warehouse, and Asset Management sub-divisions. The quartermaster and warehouse supplies, along with the personnel, were moved to exist solely in the Vehicle Maintenance building. This relocation has continued to evolve as the best practices and procedures are determined. Each new procedure is developed through input from the three individuals that operate these sub-divisions and then evaluated for effectiveness. This process, although slower than anticipated, has yielded positive results.

One of the major changes in these areas over the last 6 months has been the reclassification of items. Asset management has become the overall intake, logging, and tracking of department items. Quartermaster now consists of all uniforms, fire gear, and





PPE. The Warehouse contains all quartermaster items, but also includes tools and equipment used for emergency response.



The specifications for Class A- Dress uniforms has been cleaned up and updated. These updates will be made readily available to department personnel, so that they may better understand the standardization of uniforms. The division is currently working on a plan for Class B uniforms. Originally, during 2021, we had coordinated with the Assistant Chief and Division Chief of EMS to phase out EMS specific uniforms. Support Services will continue this discussion in 2022 to find the most cost effective

solution for uniforms moving forward. Additionally, uniforms suffered from several supply-chain issues. To counteract these effects, stock levels for all uniforms was increased. Several, unmarked uniform items were ordered so that new orders can be used to replace stock items and eliminate extended wait times. Similar procedures were taken with gloves, hoods, and some safety equipment.

The Warehouse and Asset Management also received several updates. First, an additional tracking number was created in FileMaker to track all items, not just state mandated items. This will be important as we work to improve maintenance and reduce down/out of service (OOS) times on items. Additionally, several tools and equipment received updates. Every chainsaw and rotary saw in our asset system was either serviced in 2021 or is still at the service company. All the chainsaws and rotary saws have seen an improvement in functionality.



The rescue equipment on the department has been drastically improved over the last 6 months and continues to improve through a number of key changes. First, (2) additional K1270s rotary saws were purchased in 2021. One saw will be utilized for service times/ reserve while the other has been allocated for training. This plan should drastically reduce the wear on saws assigned to response apparatus and reduce OOS times. Second, (7) new rescue chainsaws were also purchased in 2021. One chainsaw has arrived and is currently with the Training Division, who has been very pleased with its performance. The remaining saws are expected to arrive in the middle of February 2022. Additionally, (2) Dewalt



battery powered cutoff saws were also purchased and placed in service. These saws have proven a very effective addition to the gas powered K970. New chains and bases were purchased and placed in service for heavy rescue situations. Finally, with the assistance of the Training Division, all rescue blades and chains were assessed for replacement options. The Training Division tested out more than (10) different options for reciprocating saw blades so that the most effective/efficient new blades could be chosen. The Training Division and ladder Captains, also assisted in testing out several chain and blade options for the rescue chainsaws and K970s.

Finally, several steps were taken to make procedures for obtaining new/replacement equipment more clear and concise. These procedures will be continue to be implemented



as they are developed, but have already made tracking requests easier. In addition to procedure changes, Support Services began looking at new asset tracking and maintenance systems in 2021. After evaluating nearly 15 different systems and receiving live/computer demonstrations, 4 options remain. The current goal is to have a new system selected and implemented within the first half of the year, depending on scheduling. This new system should allow a far superior ability to track items and view detailed reports on repairs, maintenance, and OOS times.

## **VEHICLE MAINTENANCE REPORT**

**Fleet Manager John Perry**

Vehicle Maintenance received several capital improvements during 2021. First, as stated earlier, the Vehicle Maintenance building received pallet racking and approval for a new roof. Second, VM also received several important tools including new pump test tanks, a new heavy-duty tire changer and balancer, and approval for a new air compressor. The heavy-duty tire changer and balancer, which can handle all the fire apparatus tires that the other unit could not, will eliminate time spent OOS awaiting an outside company. VM was operating with several building components and tools that were original to the nearly 29 year old building. These items will continue to be replaced/updated as necessary. Providing VM and the Buildings & Grounds crews tools that allow them to operate more efficiently and complete more thorough preventative maintenance improves the department's overall ability to accomplish its tasks.

Vehicle Maintenance currently has two ambulances scheduled for remounts in the first half of 2022. The new engine, to replace the existing EG84 had its final inspection in October. Several adjustments were needed and was expected to arrive at Hoosier Fire late 2021, with expected delivery to the VM shops sometime in February. Currently, it is projected to go in-service in



March. Several staff vehicles purchased in 2021 should arrive the first half of 2022 and be made available shortly after.



Four (4) full time vehicle technicians and one (1) part time technician staff the vehicle maintenance shop. There is an On-call mechanic 24 hours a day, seven (7) days a week. The On-call operates on a one (1) week rotation basis.

Vehicle maintenance performed 410 jobs in 2021 consisting of preventive maintenance inspections (PMI), repairs ranging from simple trouble shooting to sophisticated computer diagnostics, annual fire pump recertification tests and assisting on annual ladder recertification tests. Computer diagnostics are paramount to the functionality of sophisticated equipment. Without it, all apparatus would need to be diagnosed and repaired at the

manufacturer, thus incurring higher cost, complicating staffing, and increasing lead times immensely.

In an effort to defer operating costs to Wayne Township equipment, the shop does outside work for other public service agencies at the labor rate of \$55.00 an hour. Additionally, the shop now performs its own in house, stand-alone tire services and balancing.

The 2021 report breaks down as follows:

**Outside customers:** 8

**Outside jobs:** 42

**Outside billed out:** Hours: 406, Parts: \$21,940 Labor-\$22,400

**Total outside jobs billed out:** \$44,495

**Wayne Township units:** Primary units: 17, Reserve units: 8, Staff:23, Support, Pool & Aux:38

**Wayne jobs:** 368

**Wayne costs:** Hours: 2,810, Parts: \$109,000, Labor: \$154,500 Outsourced Repairs-\$9236

**Wayne total cost:** \$273,058

**Total jobs:** 368

**Total hours:** 2,810

**Total parts:** \$109,000

**Total Labor:** \$154,500

**Total outsourced repairs:** \$9236



**Total cost:** \$273,058

**SUPPORT SERVICES DIVISION GOALS FOR 2022**

1. Select and implement a new asset system
2. Improve organization and communication within the division. Implement systems that colleagues can understand. Foster an environment that will encourage sharing of information.
3. Implement and revise procedures for maintenance, work, and equipment requests. Ensure these procedures are clear, concise, and well communicated to the entire department.
4. Evaluate building, vehicle, and equipment needs and ensure the department is operating proactively rather than reactively.
5. Provide clear, transparent communications to officers on the status of station projects, equipment, and requests.

