



Goshen Fire Department  
2012  
Activity Report

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## Message from the Chief



It is my pleasure to submit Goshen Fire Department's 2012 year-end report. Our goal at GFD is to promote the health and safety of the citizens we serve and provide a quality work environment for our staff. This report cannot capture every individual's effort but I do hope that it will provide you with an overview of your fire department's activities for 2012.

The following is a snapshot of our accomplishments in 2012. Goshen Fire had a busy 2012, responding to 3975 incidents, we realized a 6% increase in call volume. Our Training Division worked this year at achieving a balanced approach to providing education in our disciplines of EMS, fire suppression and technical rescue. While reaching their goal of a balanced education calendar; the division also provided education to surrounding departments in fire behavior and suppression tactics. The EMS Division continued in our long standing partnership with IU/Goshen; our paramedics submit 12 lead EKG's from the field to the emergency room at IU/Goshen, streamlining a heart attack patient's access to life saving treatment. The ambulance committee put together a progressive and forward thinking design for our new ambulance that enhances both patient and staff safety. The expected delivery for the new ambulance will be April of 2013.

Lt. Mike Bontrager has decided to step away as the director for our Public Education Division at the end of 2012. Lt. Bontrager provided GFD the needed leadership at a crucial time for the division and vastly improved our outreach with the Goshen Community Schools. His successor is Pvt. Matt Whitford. Pvt. Whitford worked with the division over this last year and he will continue faithfully representing our Public

Education Division to the community. In 2012 Goshen Fire Department also took delivery of a new fire truck which is currently in-service at our College Avenue Station.

On a more global perspective within in the fire/rescue/EMS community; we continue, along with six other area departments to participate in an Indiana Department of Homeland Security District 2 Swift Water/Flood Response Team. Goshen Fire also had members respond to the devastating tornados in Clark County/Henryville in March with a District 2 Incident Management Team and to Hurricane Sandy with an Ambulance Strike Team and as part of an Incident Management Team.

Our goals for 2013 are as follows; complete and place into service our new ambulance and acquire property adjacent to our College Ave fire station for future expansion. We will need to pursue a design for the future of Central Station so that if funding becomes available we are at the ready to move forward. Our opportunities for improvement are endless and restricted primarily by time. As with most municipal agencies in Indiana our largest challenge in 2013 will be property tax changes that continue impact local government funding.

In summary, I believe that with our dedicated staff, your fire department has met and exceeded the challenges of 2012. Credit for this report should go to our division heads Paramedic Chief Kit Castetter, Chief Inspector Mike Happer, Captain Steffen Schrock, Lieutenant Mike Bontrager, and Office Manager Kimberly Whitehead and especially to Asst. Chief Jim Ramer who coordinates all of the reporting groups. He has done an outstanding job of bringing our productivity into focus for you to review. In meeting these new challenges, we will persistently and professionally work at all phases of care and protection for the citizens of Goshen with **PRIDE, HONOR and INTEGRITY.**

*Dan Sink*

Chief of the Department



## Goshen Fire Department Mission Statement

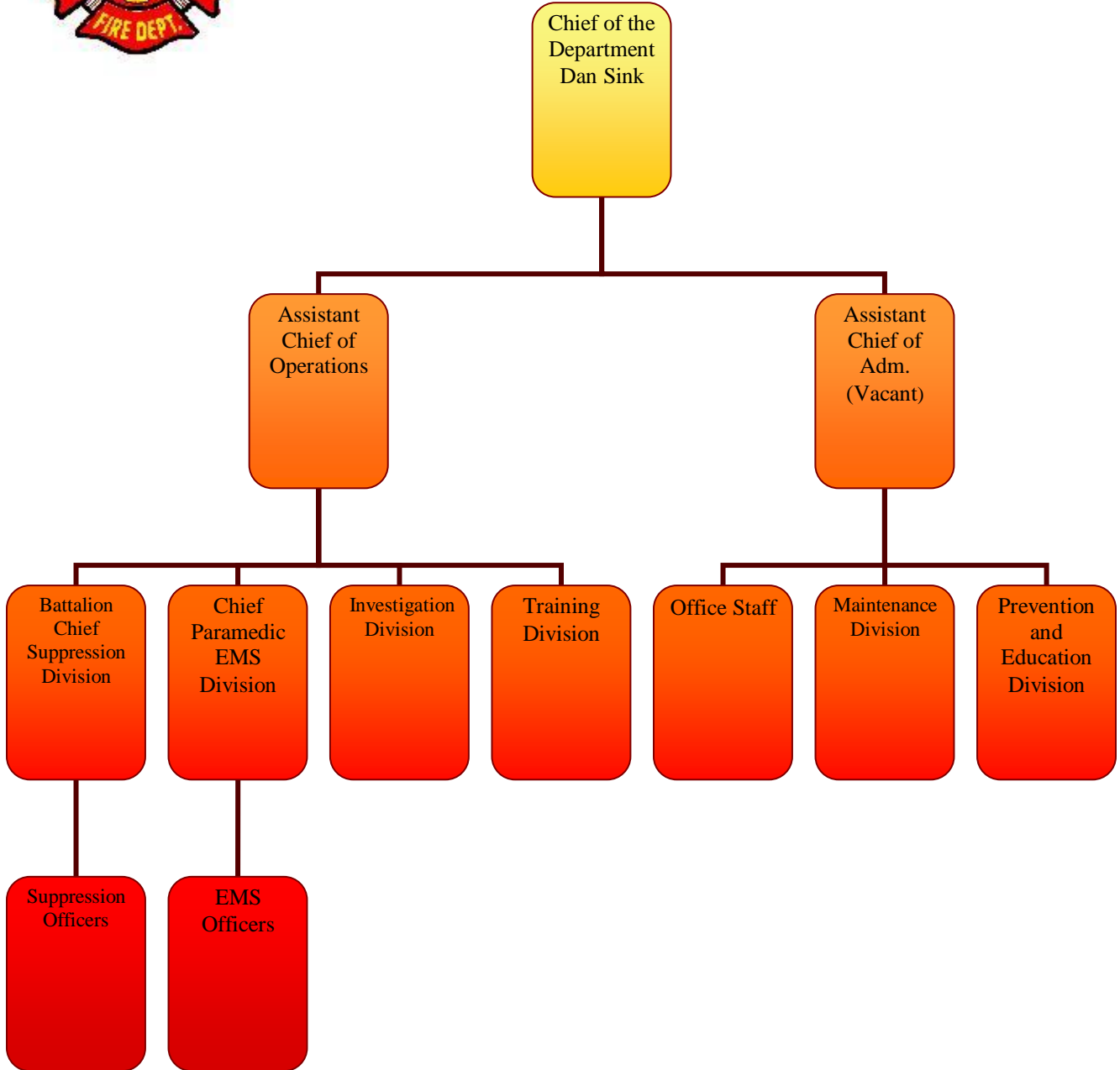
*Our mission is to provide a positive workplace with continual training and adequate equipment so that we may give our customers the very best service possible. The importance of our service; fire suppression, rescue, prevention and investigation, paramedic ambulance service, and public education: compels us to perform our duties in a sincere, skillful, dedicated and professional manner.*

## Goshen Firefighter Oath of Office

*I do solemnly affirm that I will support the constitution of the United States and the constitution of the State of Indiana and that I will faithfully and impartially discharge my duties as firefighter on the Goshen Fire Department according to the law and to the best of my ability, so help me God.*



# Goshen Fire Department Organization Chart



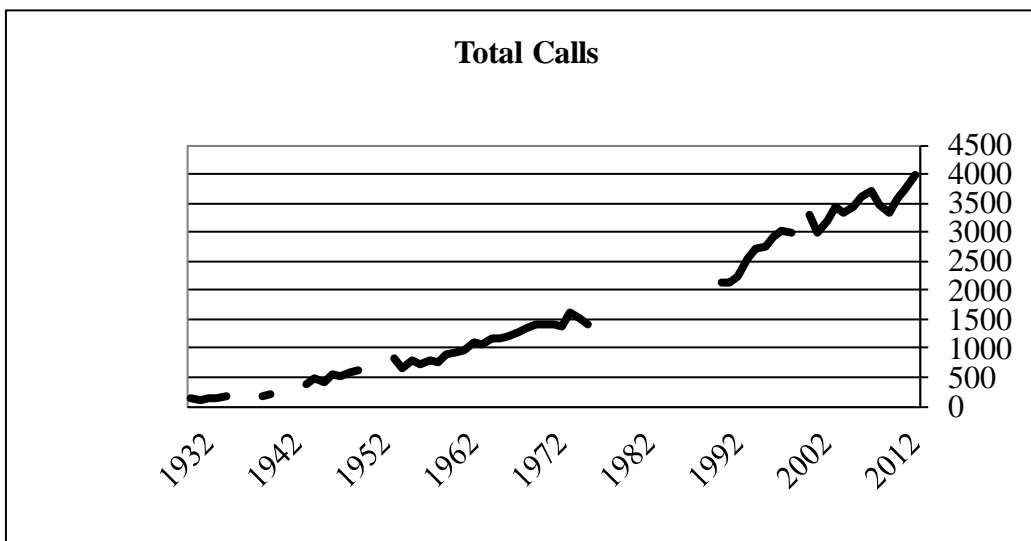


**Overview:**

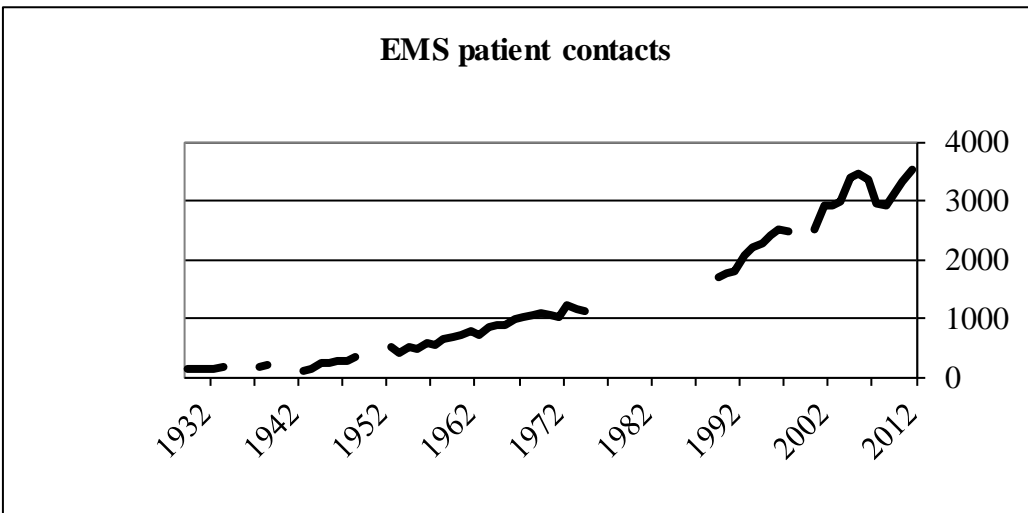
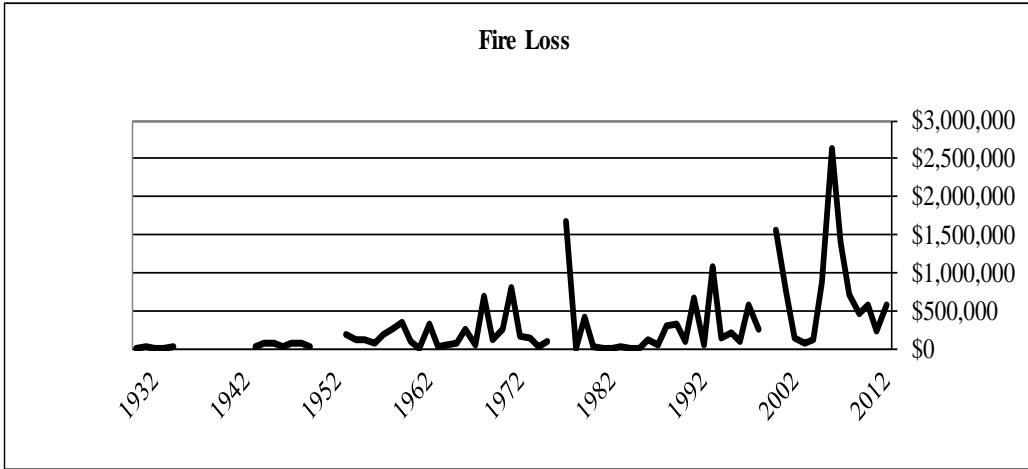
The Goshen Fire Department responded to 3,975 calls for service in 2012, a 6% increase from 2011. Average response time for the first arriving unit on emergency calls in the city was 4:29 minutes up from 4:22 in 2011.

The annual dollar loss from investigated fires was estimated at \$568,813, up from \$219,864 in 2011. The percent of property value saved in structures fires during 2012 was 92% compared to 87% in 2011.

The following charts show requests for services and dollar loss dating back to 1930.<sup>1</sup>



<sup>1</sup> Data missing from several years





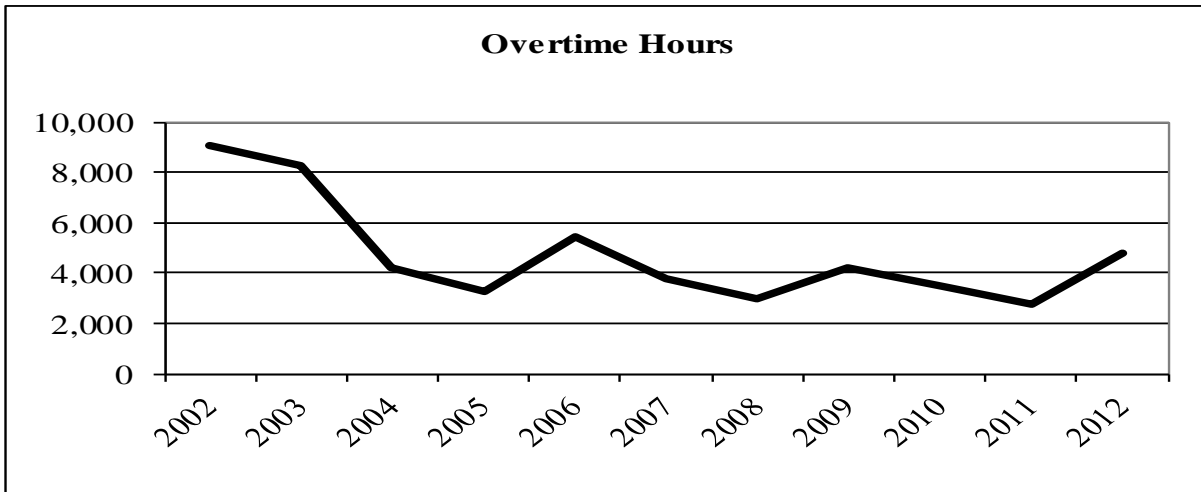
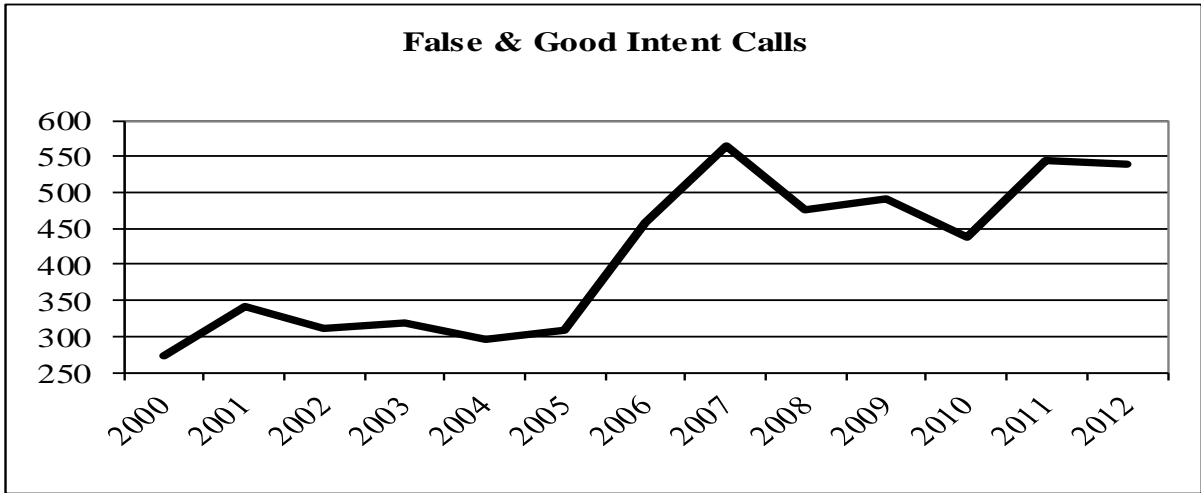
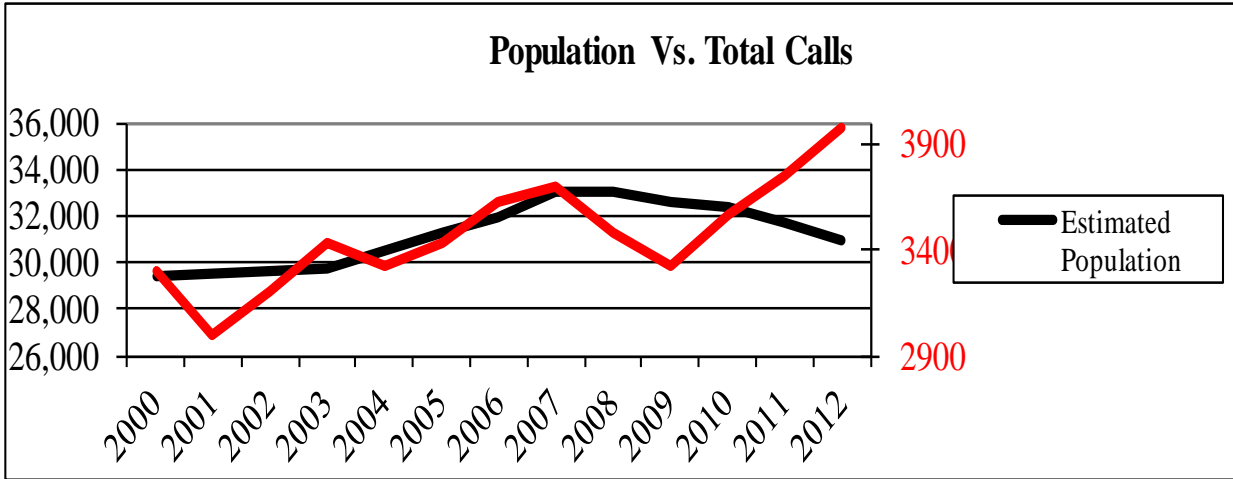


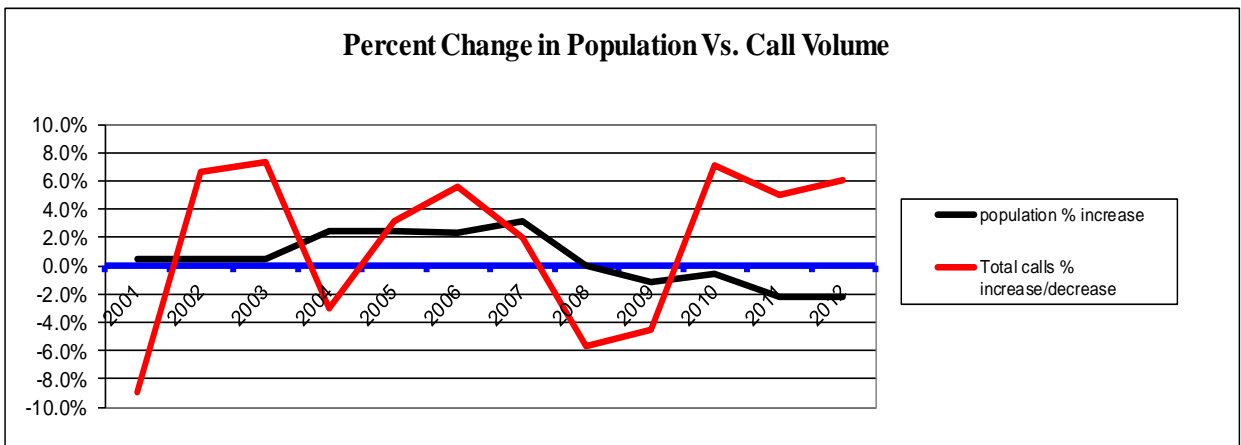
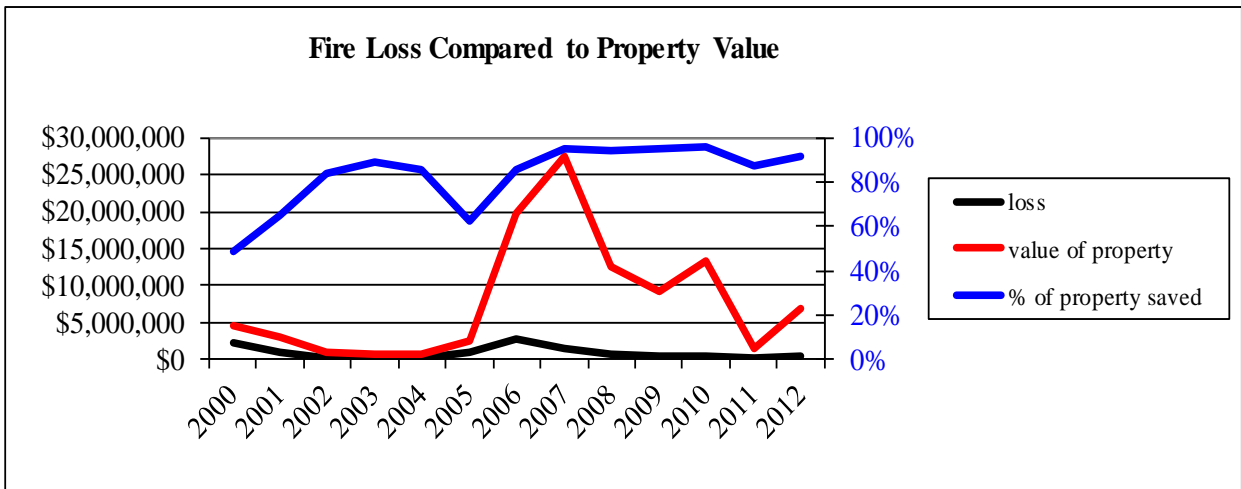
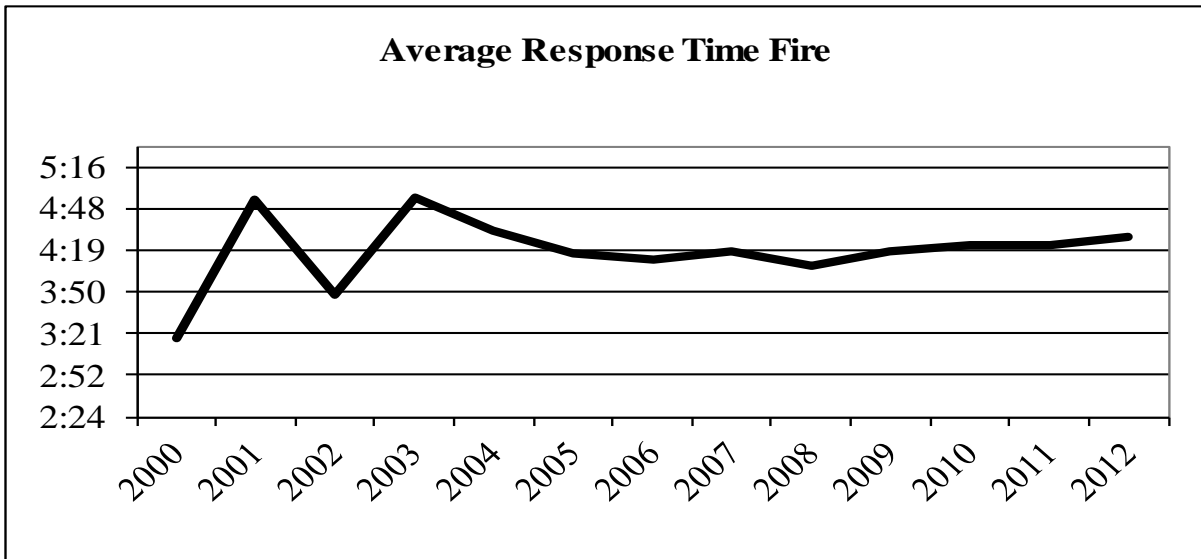
## Operations

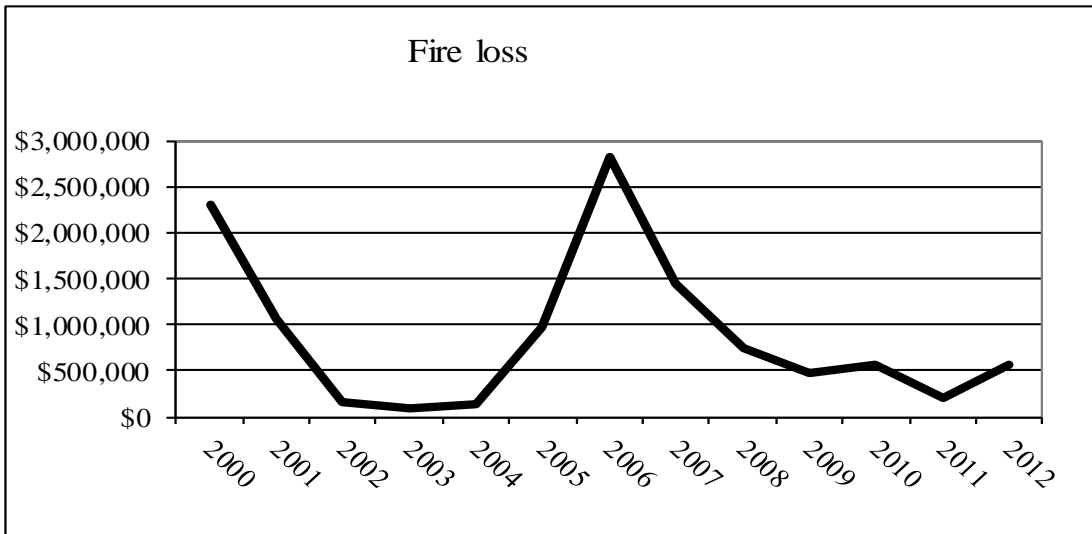
### ➤ Suppression – Assistant Chief of Operations James Ramer

The table below shows the types of calls for service, overtime hours, average response times, estimated fire loss/property value, percent of property saved and average calls per day.

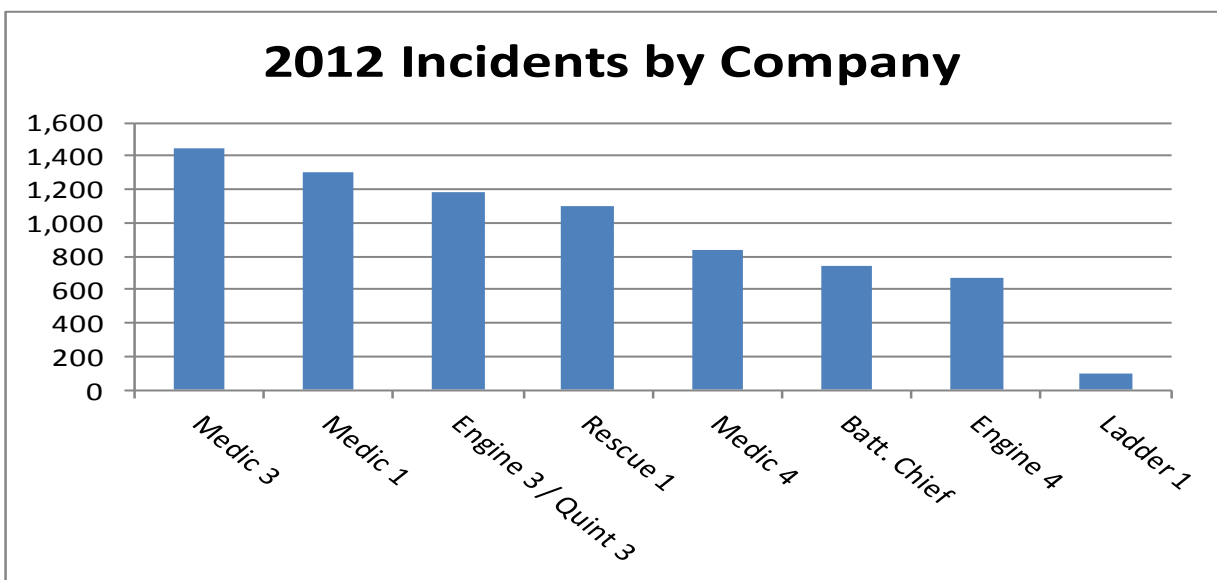
	2006	2007	2008	2009	2010	2011	2012
Estimated Pop.	32,000	33,000	33,000	32,630	32,426	31,719	31,000
Total Calls	3624	3694	3485	3326	3,562	3,751	3,975
EMS Patients	3453	3366	2934	2914	3121	3,314	3,516
EMS Assists	1668	1662	1645	1564	1,741	1,968	2,112
Fire/Haz Conditions	238	208	214	184	210	169	191
Vehicle Fires	28	19	19	22	21	15	16
False Calls	457	565	476	492	438	543	538
Overtime Hours	5419	3769	2965	4222	3,469	2,747	4,763
Avg. Response Time	4:12	4:18	4:09	4:18	4:22	4:22	4:29
Loss	\$2,828,662	\$1,448,187	\$755,465	\$465,857	\$567,816	\$209,697	\$568,813
Value of Property	\$19,762,172	\$27,569,144	\$12,437,895	\$9,251,157	\$13,335,820	\$1,621,575	\$6,809,993
% of Property Saved	86%	95%	94%	95%	96%	87%	92%
Calls/Day	9.9	10.1	9.5	9.1	9.8	10.3	10.9







2012	Incidents	Incidents/Day
<b>Medic 3</b>	1,448	3.9
<b>Medic 1</b>	1,301	3.6
<b>Engine 3 / Quint 3</b>	1,187	3.2
<b>Rescue 1</b>	1,106	3
<b>Medic 4</b>	841	2.3
<b>Batt. Chief</b>	738	2
<b>Engine 4</b>	676	1.8
<b>Ladder 1</b>	99	0.3





➤ **Emergency Medical Services** - *Chief Paramedic Kit Castetter*

The EMS Division at Goshen Fire Department experienced another progressively busy year in 2012. Many goals were realized and challenges overcome as the year unfolded. Fire department Paramedics and Emergency Medical Technicians continued to deliver exceptional patient care in the presence of an ever changing healthcare environment. An increase in call volume, nationwide drug shortages, new statewide transport policies, and complex “at home” medical device management were just a few of the challenges our staff encountered throughout the year.

Patient safety is at the forefront of our operations. The committee selected to develop specifications for our new ambulance was tasked with improving the vehicle’s operational safety. The design developed by the committee includes a forward facing seat for the patient care attendant, an attendant work area that facilitates the attendant remaining secured while the ambulance is in motion, and an improved “rear box” design that minimizes head and body strike surface areas. A new exterior lighting package with an accompanying chevron stripe upgrade will maximum visibility when responding to calls or while being parked on roadways. The manufacturer of the ambulance, McCoy Miller of Elkhart, was impressed with the design and innovation of the unit and was given permission by the department to use the ambulance as a “show truck” for the Fire Department Instructors Conference. This conference is held in Indianapolis every April and is attended by over 30,000 emergency response personnel from around the world. It is an honor for the Goshen Fire Department to have their ambulance on display at this

prestigious event. To maintain optimal condition of our ambulance fleet, Medic 1 was refurbished with new paint and a lighting package to extend its service life.

Goshen Fire Department is transmitting 12 lead electrocardiographs (EKG's) through a new system the hospital installed earlier this year. The diversity of both our cardiac monitors and their system enabled this to occur. This new way of transmitting EKG's has improved the time and process for managing those patients who are suffering from a heart attack. Zoll EPCR, our EMS reporting system, facilitates the download of 12 lead EKG's, vital signs, and cardiac rhythm strips directly into our electronic patient care report facilitating a "cleaner" patient care report.

The complex medical nature of our patient population has provided the department with an opportunity to expand our expertise in many areas. Patients are increasingly being sent home with medical devices and conditions that require specialized care to manage. Ventricular Assist Devices (VAD's), which were not common a few years ago and help the heart pump blood, are now seen and managed on a fairly routine basis. Transfusions and other medication infusions that were previously done in the hospital are now being done at home via indwelling catheters. Many additional hours of training and skills practice are required on an ongoing basis to maintain proficiency in treating this patient population.

Goshen Fire Department is committed to helping our neighbors in need. Our administration and personnel have been increasingly involved in responding to disasters both on a state and national level. Incident managers were provided by the department for responses to the Henryville tornados and also Hurricane Sandy. An ambulance strike team from IDHS District 2 was sent to New Jersey to help provide medical aid and assistance to victims of Hurricane Sandy. The department is committed to and continually involved in the development of our District 2 Ambulance Strike Team/Medical Task Force. This would not be possible without the willingness of our members to participate. The dedication and commitment of our firefighters enables our department to easily fill the needed response positions when disaster strikes.

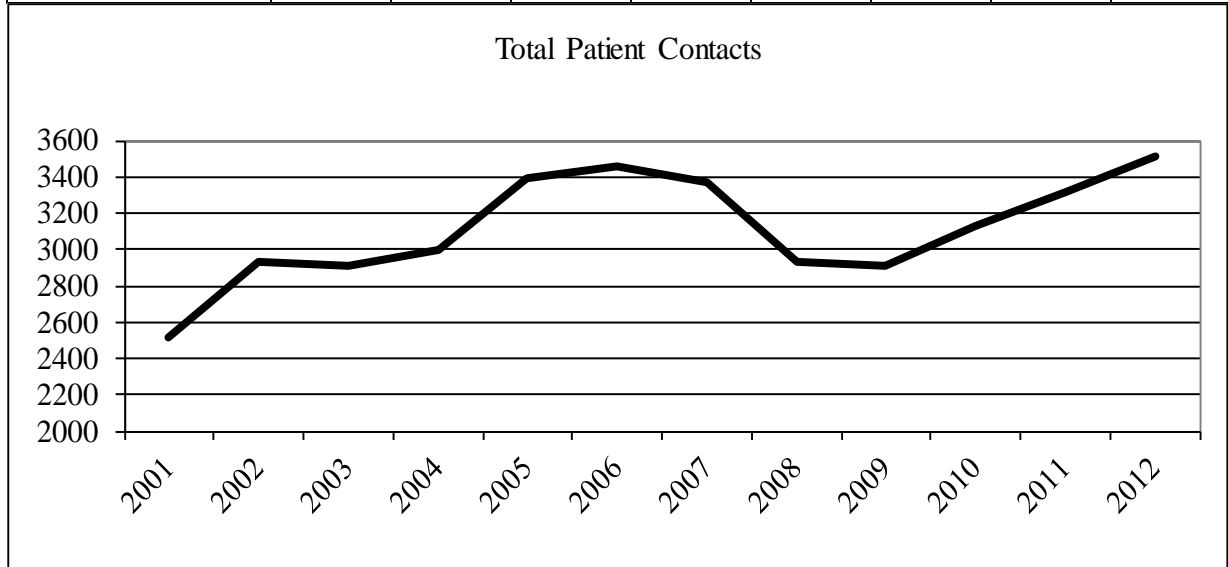
The department is in the process of fitting members for new reflective jackets. The jackets are an all season type and will enhance safety while providing a uniform look for our staff when responding to calls or otherwise presenting themselves to the public.

Trauma triage transport decisions that are guided by state statute have led to an increase in ambulance transports outside of our service area. The potential exists for patients to be transported from the scene directly to South Bend, Fort Wayne, or Kalamazoo. Garmin GPS units were purchased and are soon to be installed to help crew members get to these unfamiliar locations. This will lead to a safer and quicker trip for the patient and crew.

Goals for the upcoming year are numerous. Our Automated External Defibrillators (AED's) will be replaced this year. Replacing the first aid bags on the fire engines is also a priority for the upcoming year. Delivery of our new ambulance is scheduled for late April and the finishing touches on our health and wellness program will be completed in 2013 as well. Refinement of our electronic reporting is an ongoing process that will continue. Our hope is to have our fire reporting, dispatch, and EMS reporting all integrated by year-end. I look forward to reporting on the completion of these goals next year at this time.

In 2012, the department had 3,516 patient contacts, which were 5.7% more than 2011. The table below shows total patient contacts and contacts per station for 2004 - 2011. \*Data is unavailable for 2010 and 2012.

	2005	2006	2007	2008	2009	2010	2011	2012
<b>Central</b>	1109	1169	1202	1092	1049	*	*	*
<b>College Ave.</b>	1135	1114	1124	1056	1104	*	*	*
<b>Reliance Rd.</b>	495	471	505	462	458	*	*	*
<b>Townships</b>	652	699	534	324	303	422	491	499
<b>Total Patient Contacts</b>	3,391	3,453	3,366	2,934	2,914	3,132	3,314	3,516





➤ **Training** – *Captain Steffen Schrock, Fire Training Coordinator*

Coach Bobby Knight is credited with saying “The will to succeed is important, but what’s more important is the will to prepare.”

Our profession exists because we are called upon to help people on their worst day, in their greatest time of need. Starting the first day on the job, our mindset should be focused on preparing ourselves to fulfill our duty of helping others. Preparation consists of several factors.

- Maintaining a growth mindset (paramount).
- Having the desire and willingness to listen.
- Understanding and learning.
- Comprehending that mind and body work together.
- Improving physical conditioning through exercise and diet.

We need to become experts at what we do. How do we do this? We practice, practice, practice! Every day is a training day. Preparation is not always easy, exciting or fun. But, discipline and leadership are required during tough or busy times to assure preparation is completed to the highest standard possible and that ultimately everyone is prepared. Understanding and skill proficiency do not happen overnight. Preparing to accomplish an objective is a marathon event that requires regular evaluation, assessment, and feedback. Again discipline, devotion, and the desire to be our best come into play. We must have a need to be our best so that we are not out- prepared by the many hazards we face.

A winning attitude is essential to overcome the adversity and stress of preparation. Maintaining a “can do” perspective, mastering the art of adaptation, and



being resourceful are key points necessary to build a person's problem-solving confidence. This is what we do. The community calls upon us when a problem arises and we are expected to have a solution. These solutions come from daily preparation, understanding of risk, knowledge based from previous experiences, and having confidence in our ability. One of our own firefighters, Sgt. Travis Peak, summarized this mindset nicely by saying, "When met with adversity a good team finds a way to win."

In 2012 Goshen Fire Department personnel received a total of 7,272 hours of training. Of that total Goshen Fire Department provided 5,969 hours and the balance of hours being provided by other providers. The monthly average for training provided by GFD was 500 personnel hours.

The highlight of our preparations in 2012 was focused on achieving balance. A balance of time devoted to firefighting, EMS, and technical rescue skills. Over four hundred personnel hours were committed to Quint training. In 2012 Goshen Fire Department took delivery of a Pierce 75' Quint. The training division is excited about the new capabilities and training opportunities that this apparatus will provide. Three hundred and fifty personnel hours were devoted to Bluecard continuing education. Also, in 2012 the department purchased a Zodiac inflatable boat. The Zodiac will provide a stable and reliable water rescue craft and operations platform. Personnel completed over three hundred hours of water rescue and boat operations training.

The training division was honored with an opportunity to have three probationary firefighters complete the forty hour probationary firefighter orientation course in 2012. The division recognizes the importance of such training to instill a sense of pride, honor, and integrity into our newest firefighters.

Again the training division was able to accomplish its objective of offering firefighting courses to firefighters outside our department. This was achieved by hosting a Principles of Fire Behavior Course. The course consisted of an interactive classroom session and live fire evolutions in the fire behavior trainer. The class was offered on two separate occasions and 55 firefighters from Elkhart County were trained.

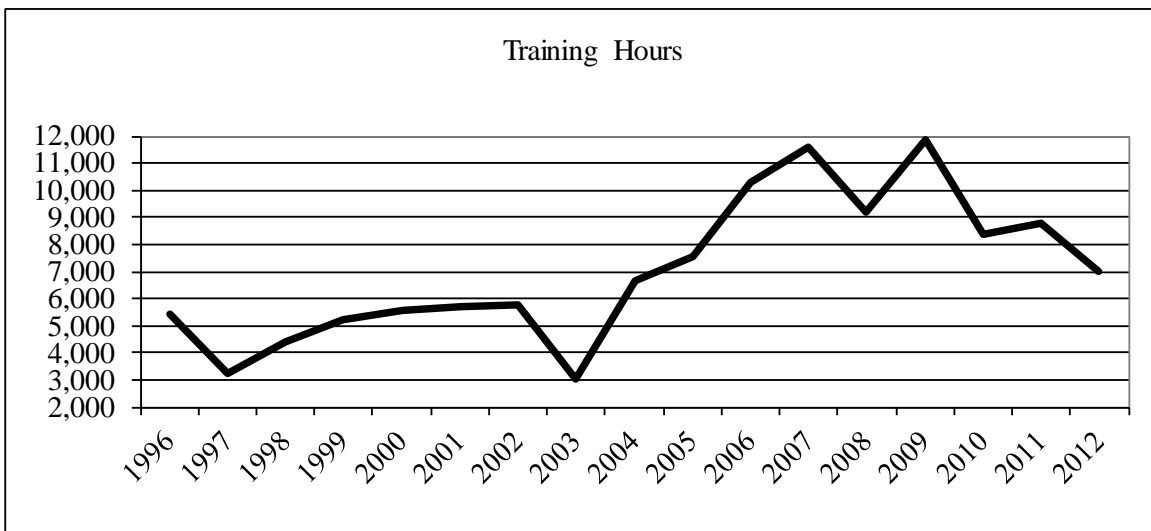
Moving forward into 2013 the training division is excited about the curriculum for the year. Personnel will again see a schedule of rotating disciplines that will be delivered as drills and scenarios at a company and battalion level. Greater attention will be placed

on developing the Goshen Fire Department Training Facility and certifying department personnel to the driver operator level for engine and aerial apparatus.

The motto of *Semper Paratus*, meaning “Always Prepared”, drives the mission of the training division. Has any team won the Super Bowl or the World Series by running a play one time in practice and then say “We got this?” No. A successful team constantly practices and performs drills until they can’t do it wrong. They take time to prepare. Just like a short stop, we need to be on our toes. We need to quickly analyze a situation, and adapt our solution to the problem. An athletic team has coaches, a fire department has officers.

The company officers’ job is the organization, readiness, and preparation of his team, his fellow firefighters. The training division tries hard to listen and pay attention to the factors that affect the learning ability of individuals and groups. In the face of progressive change, some of the factors that affect the ability to prepare include physical and mental condition of personnel; group morale and attitude. As a result the focus for the 2013 training program will be to instill confidence through preparation and training. The training division is looking forward to having a great year. We have strived to produce a training schedule that will benefit everyone on the department and are eager to move ahead.

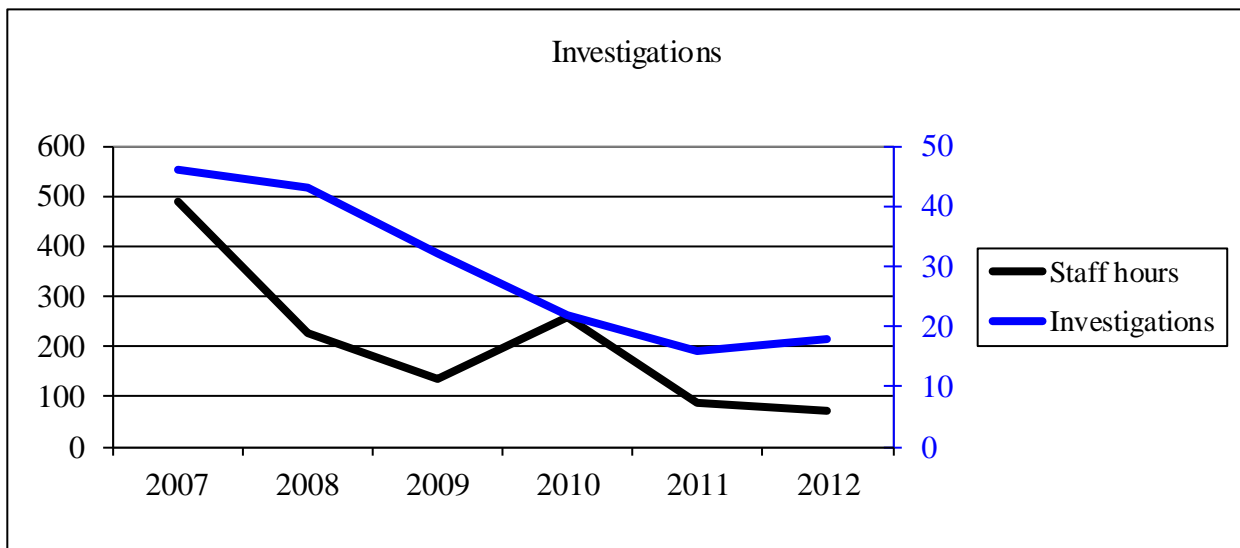
***Semper Paratus.***  
(Always Ready)





**Investigation - Assistant Chief of Operations James Ramer**

In 2012, the division investigated 18 fires, an 11% increase from 2011, and recorded 70 hours for an average of 3.8 hours per investigation. Of these 18 investigations, five or 29% were determined to be arson. This translates to 16 arsons per 100,000 population and compares favorably to 2010 arson reports from Elkhart at 47/100k and 2011 reports from South Bend at 42/100k and Mishawaka at 35/100k. Three people were arrested clearing 3 of the 5 cases.





➤ **Inspections/Fire Prevention/Education**

*Chief Fire Inspector Mike Happer*

Chief John Alheim retired from the Fire Prevention Bureau on June 1<sup>st</sup> of this year after serving more than 43 years with the City. It's been a privilege, that I was promoted to Chief Fire Inspector in his replacement.

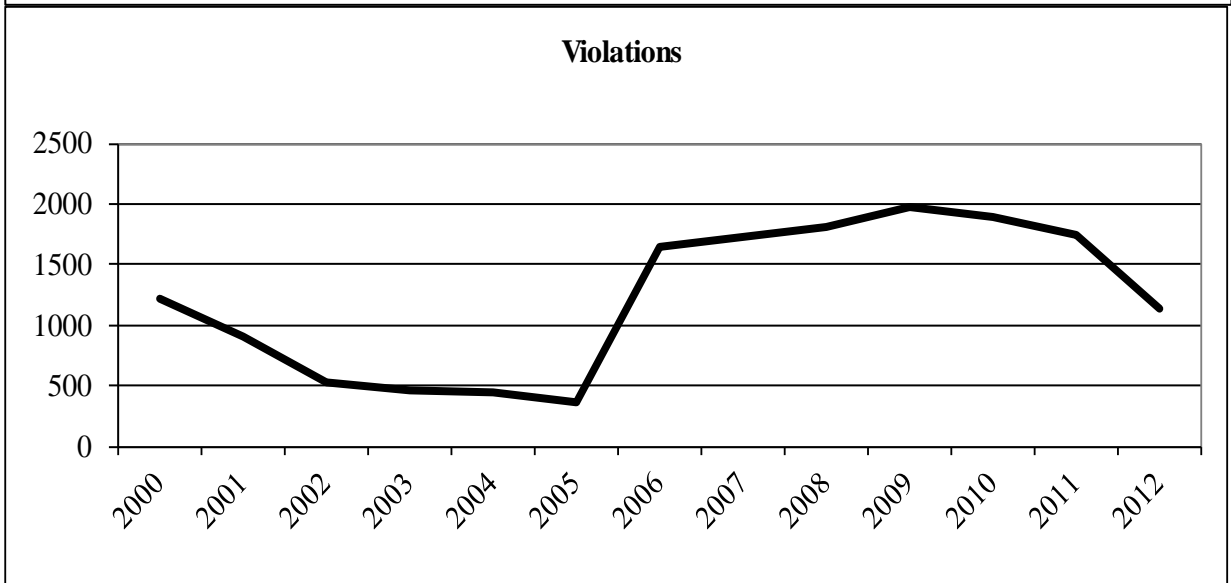
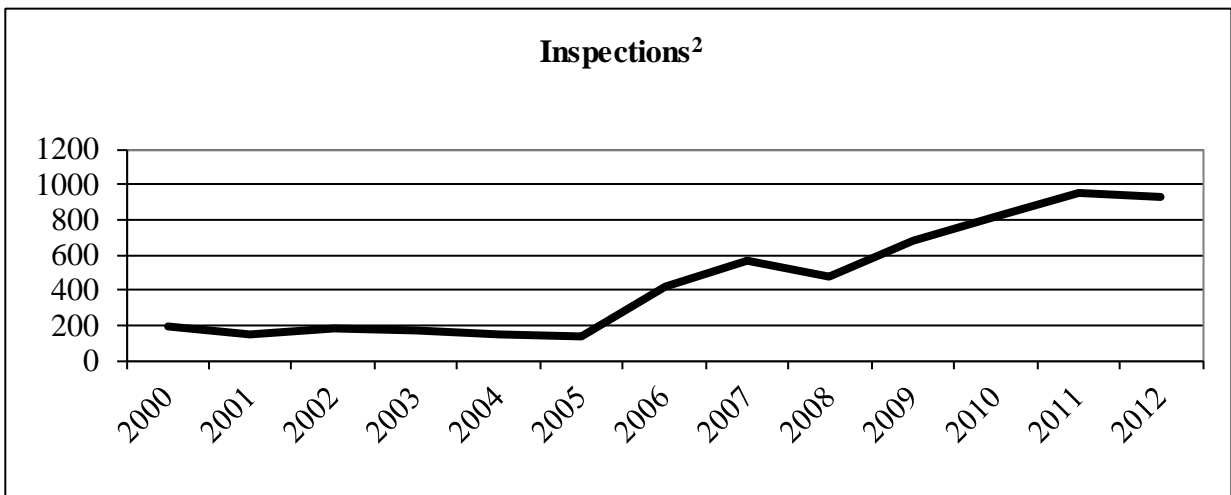
There have been a few changes with the Fire Prevention Bureau since Chief Alheim has retired. The Bureau is now in charge of the Public Education Program. We offer information to the public on fire safety which includes; hands on fire extinguisher training for businesses, safety lectures to organizational groups or clubs and provide general fire safety tips, fire science and basic first aid to all elementary children within the City. In addition to Public Ed, I will eventually take over as head of the Fire Investigation team starting 2014.

As usual the Fire Prevention Bureau has been very busy. It has been my personal goal that I develop a good working relationship with all the business owners within the City. I always treat them with respect and kindness and to make sure they know I am there for their safety and for others. By doing this, they are more likely to make the require repairs or changes when there are fire violations found.

### Totals for 2012

<b>Corrections Made</b>	<b>304</b>
<b>Consultations</b>	<b>74</b>
<b>Basement Vault Inspections</b>	<b>103</b>
<b>Complaint on Businesses</b>	<b>10</b>

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>Inspections</b>	173	146	141	423 <sup>2</sup>	569 <sup>2</sup>	479 <sup>2</sup>	678 <sup>2</sup>	815 <sup>2</sup>	955 <sup>2</sup>	925 <sup>2</sup>
<b>Violations</b>	455	447	360	1640	1731	1805	1971	1887	1738	1131
<b>Violations per inspection</b>	2.6	3.1	2.6	3.9	3	3.7	2.9	2.3	1.8	1.2
<b>Avg. inspections per month</b>	14.4	12.2	11.8	35.3	47.4	53.2	56.5	67.9	79.6	77.1



<sup>2</sup> 2006-2012 inspection totals includes re-inspections, previous years do not.

➤ **Human Resources**

As of December 31, 2012, the department is staffed with 52 sworn personnel and 1 civilian.

**Promotions**

Trevor Kercher	EMS Sergeant	Jan. 1
Steffen Schrock	Fire Captain	Feb. 16
Shane Heeter	Fire Lieutenant	Feb. 16
Phillip Schrock	Fire Sergeant	Feb. 16
Mike Happer	Chief Inspector	June 1
Jason Miller	Fire Sergeant	June 1
Jeremy Johnson	Fire Sergeant	Oct. 22



**Perfect Attendance**

Dan Sink
Kit Castetter
Don Showalter
James Ramer
Rick Kauffman
Trevor Kercher
Shane Heeter
Bill Phillips
Patrick Linn
Jon Weishaupt
Shane McKerchie
Brian Wogoman



**Retirements**

Capt. Dean Martin	Feb. 15
Sgt. Brent St. Germain	April 15
Inspector John Alheim	May 31

**Resignations**

Matt Whitford	EMS Sergeant
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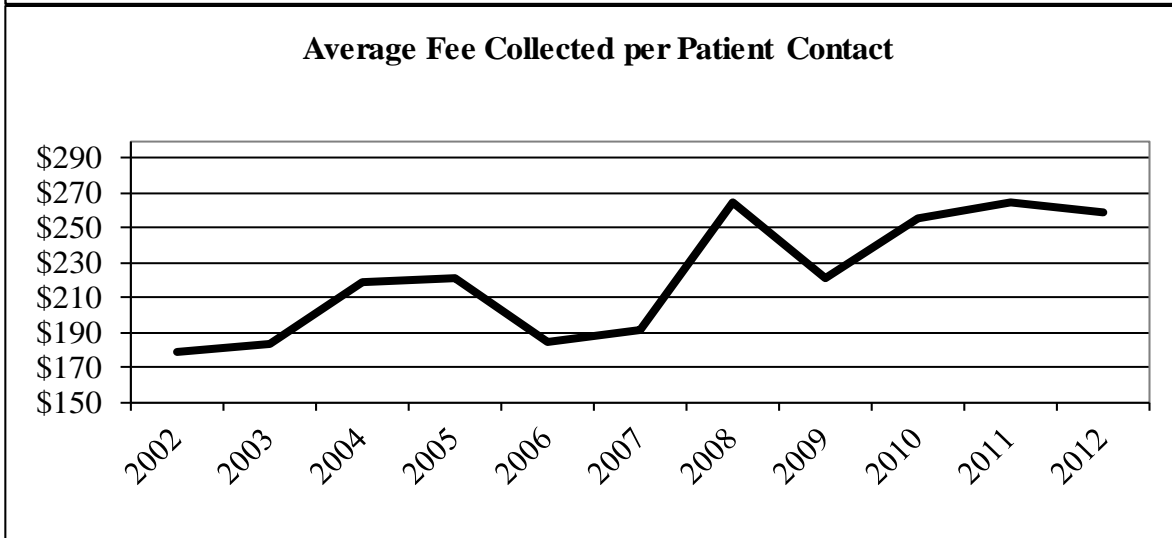
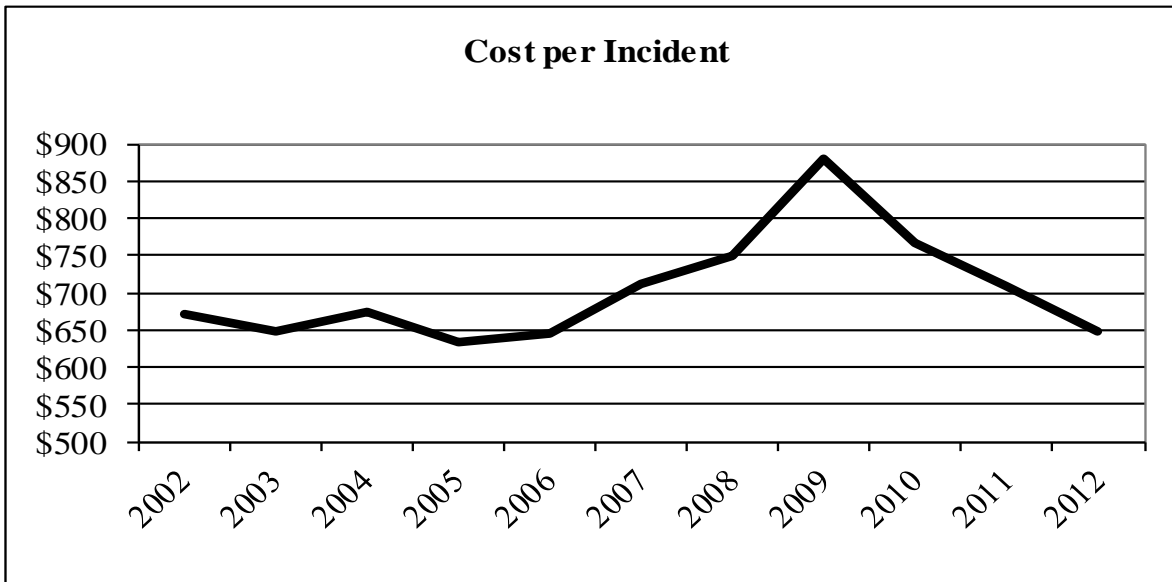
**Appointments**

Jon Weishaupt	March 19
Shane McKerchie	May 14
Brian Wogoman	June 18



➤ **Budget**

	2006	2007	2008	2009	2010	2011	2012
<b>Budget</b>	\$2,970,900	\$3,269,420	\$3,390,029	\$3,574,199	\$3,529,033	\$3,540,120	\$3,488,459
<b>Ambulance Fees Collected</b>	\$636,978	\$644,274	\$775,165	\$644,547	\$798,658	\$877,562	\$911,040
<b>Fire Budget (minus) Amb. fees</b>	\$2,333,922	\$2,625,146	\$2,614,864	\$2,929,652	\$2,730,375	\$2,662,558	\$2,577,419
<b>Average Amb. Fee per patient contact</b>	\$184	\$191	\$264	\$221	\$255	\$265	\$259
<b>Cost per incident</b>	\$644	\$711	\$750	\$881	\$767	\$710	\$648



➤ **Summary**

This report conveys the activities of the department for 2012. Additional data may be available upon request.

*Dan Sink*

Chief of the Department