



Goshen Fire Department 2011 Activity Report

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Message from the Chief



As we begin our 150th year of dedicated service to the Goshen community it is my pleasure to submit our 2011 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 2011.

The following is a snapshot of our accomplishments in 2011. Through our Training Division, every firefighter has completed certification in the Blue Card Command system. This new command system simplistically aligns the strategic, tactical and task levels of our performance in an emergency event with an outcome of enhanced safety for our staff. The EMS Division began submitting 12 lead EKG's to the emergency room at IU/Goshen allowing a heart attack patient's rapid access to the cath lab for life saving treatment. The EMS Division continues to work closely with IU/Goshen to meet or exceed the national standards for the care of heart attack patients.

Our Public Education Division had a very successful second year of outreach to the 1st grade level in the Goshen School system. In May 2011, we deployed with the Indiana Department of Homeland Security District 2 Task Force to the Muscatituck Training Grounds and participated in the nation's largest earthquake disaster drill. In October we completed the upgrade of our radio system to meet the federal narrow-banding criteria.

In 2011 we continued, along with six other area departments, participating in an IDHS District 2 Swift Water/Flood Response Team. This team will be activated by the Governor of Indiana for disaster response needs across the state. We have completed the fourth year phase-in of our quartermaster system for personal protective equipment (PPE). This program when fully developed will provide PPE for our staff on a timed basis and will ensure continuity of up to date gear and the funds necessary for such a large task

Our goals for 2012 are as follows. Purchase a new “Quint” type fire truck and new ambulance. The Chiefs will begin education in All Hazard Incident Command. 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 2012 will be property tax changes that impact local government funding.

In summary, I believe that with our dedicated staff, your fire department has met and exceeded the challenges of 2011. Credit for this report should go to our division heads Paramedic Chief Kit Castetter, Inspector John Alheim, Lieutenant 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

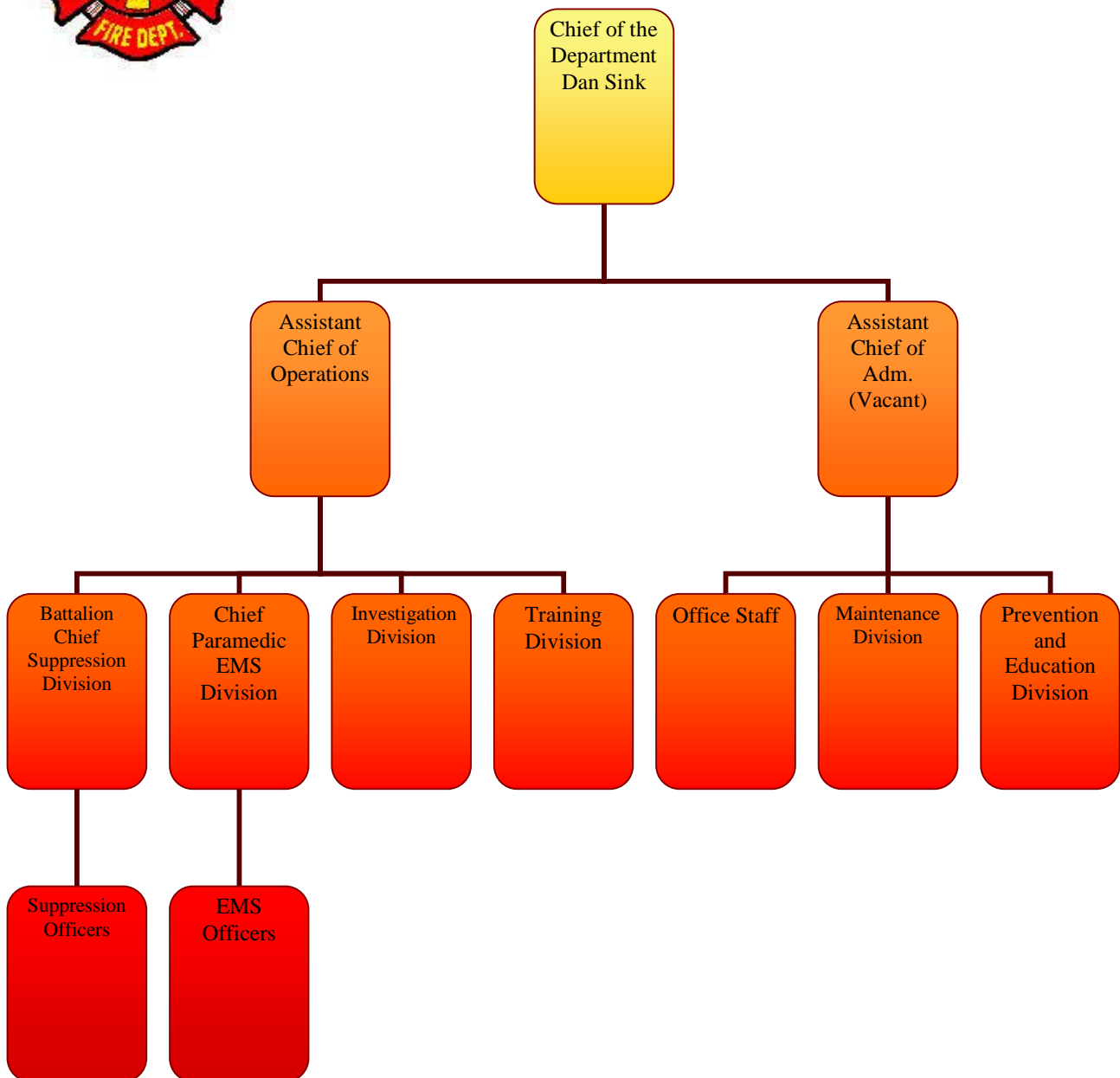


Goshen Fire Department Mission Statement

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 Fire Department Organization Chart



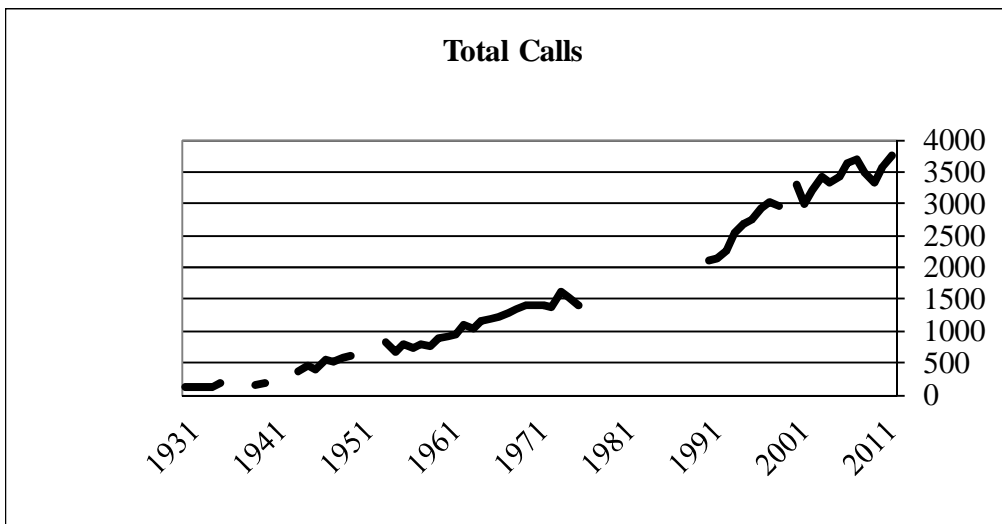


Overview:

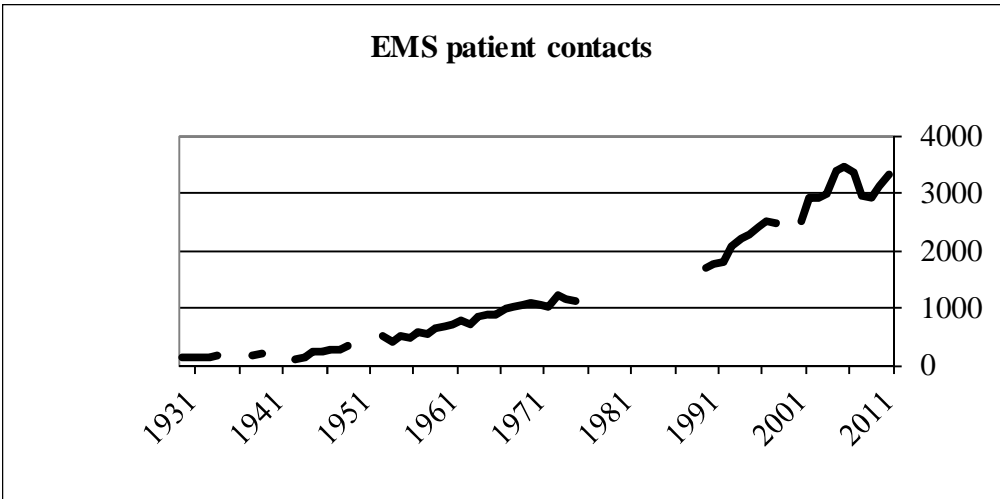
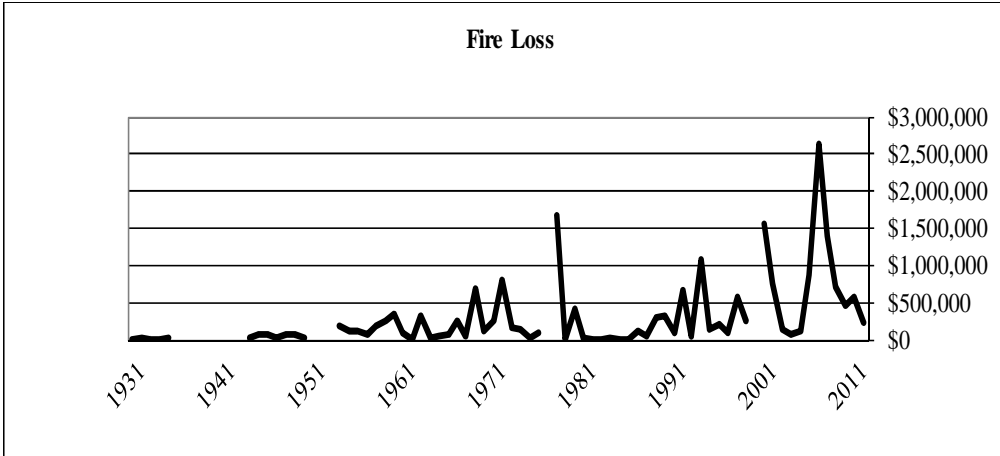
The Goshen Fire Department responded to 3,751 calls for service in 2011, a 5.3% increase from 2010. Average response time for the first arriving unit on emergency calls in the city did not change from 2010 and was 4:22 minutes.

The annual dollar loss from investigated fires was estimated at \$219,864, down significantly from \$567,816 in 2010. The percent of property value saved in structures fires during 2011 was 87% compared to 96% in 2010.

The following charts show requests for services and dollar loss dating back to 1930.¹



¹ Data missing from several years



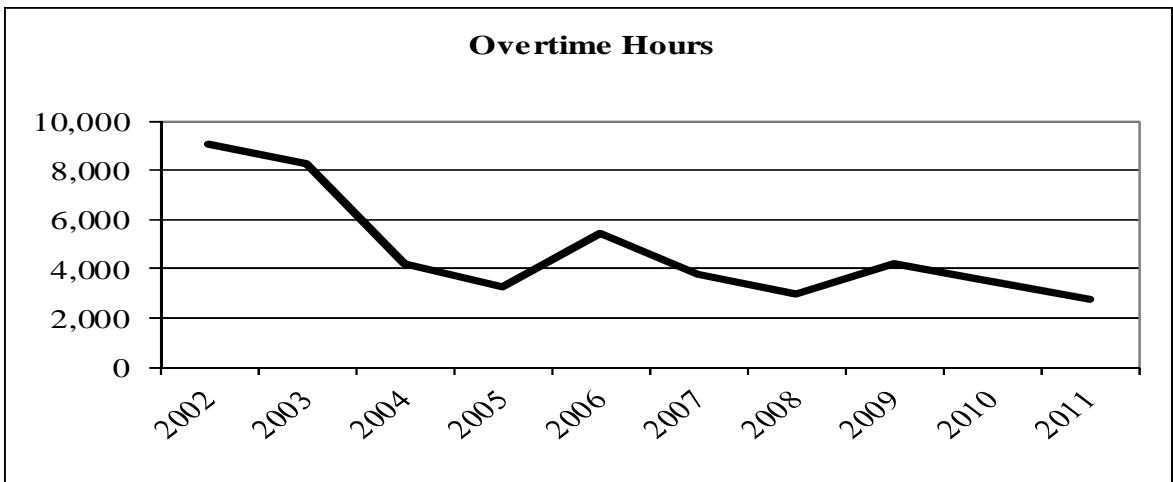
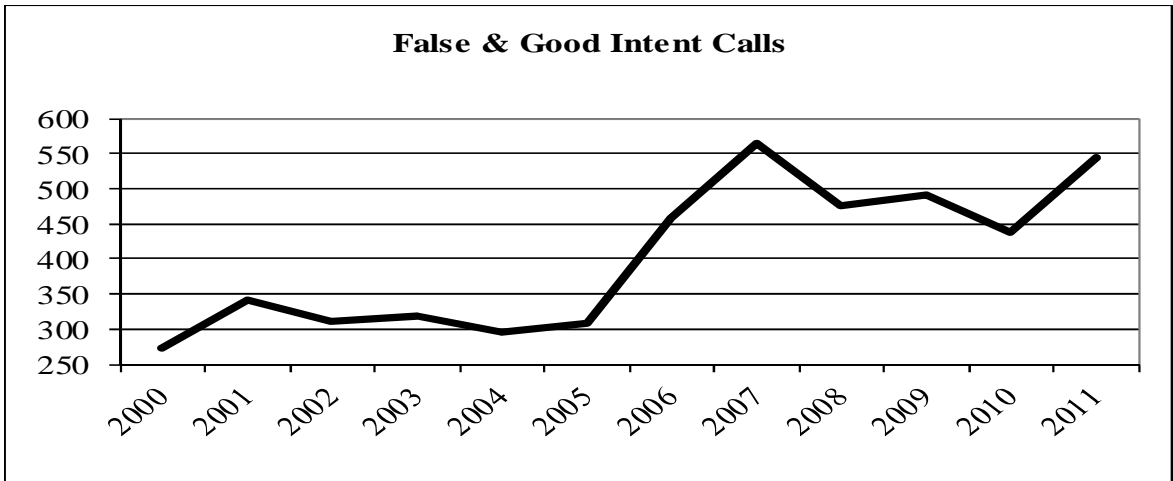
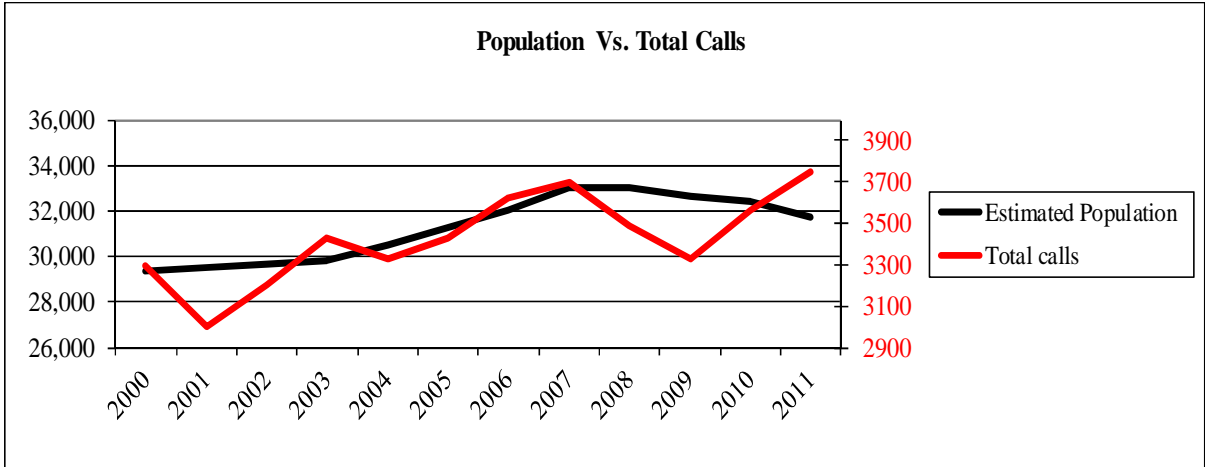


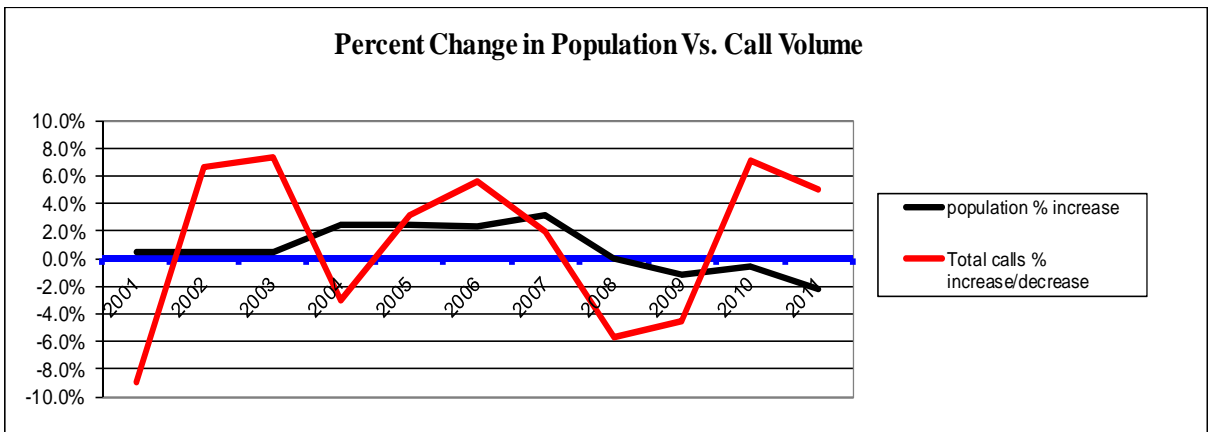
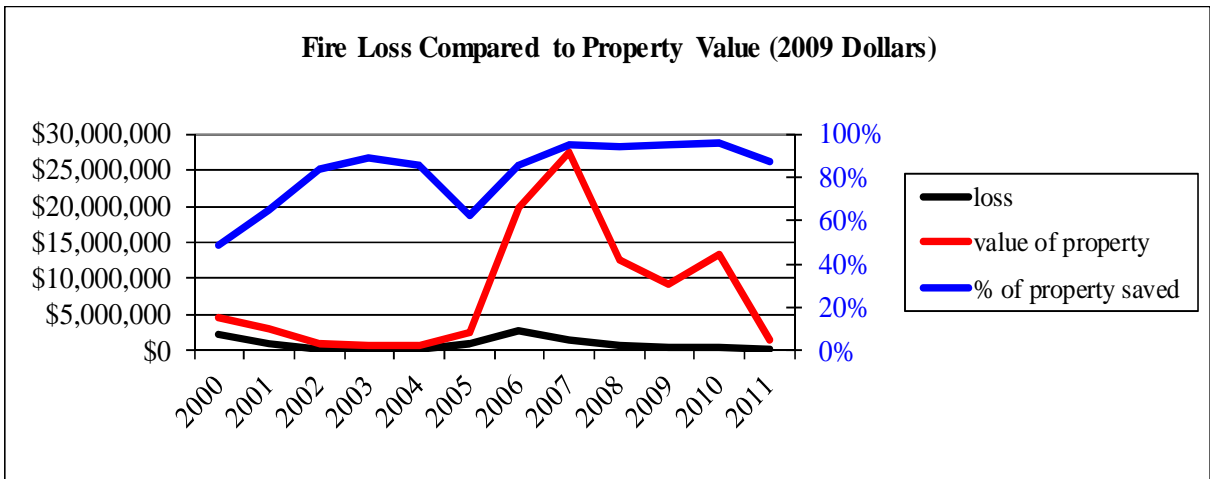
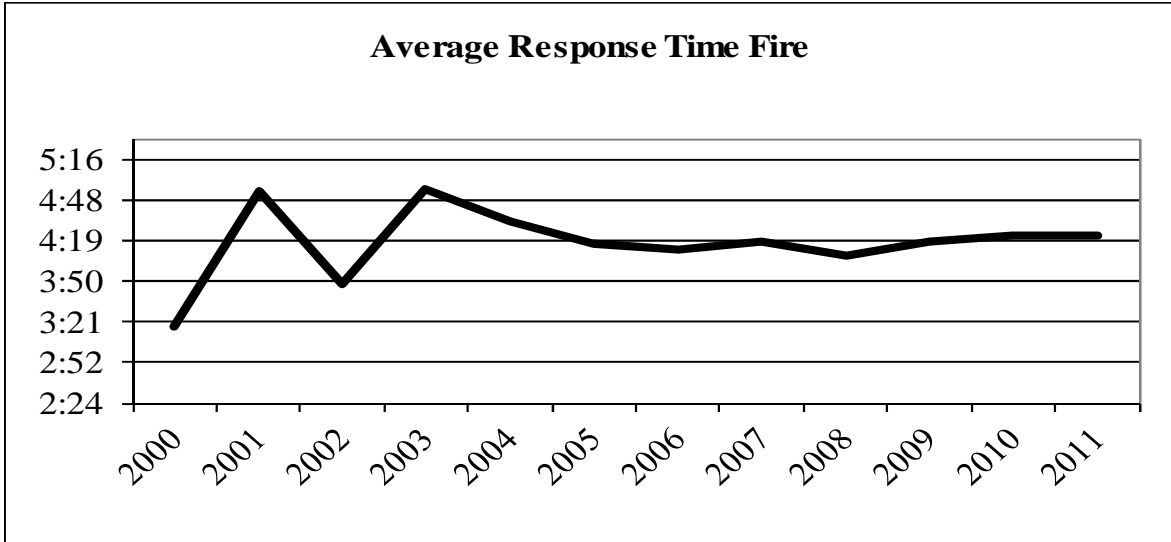
Operations

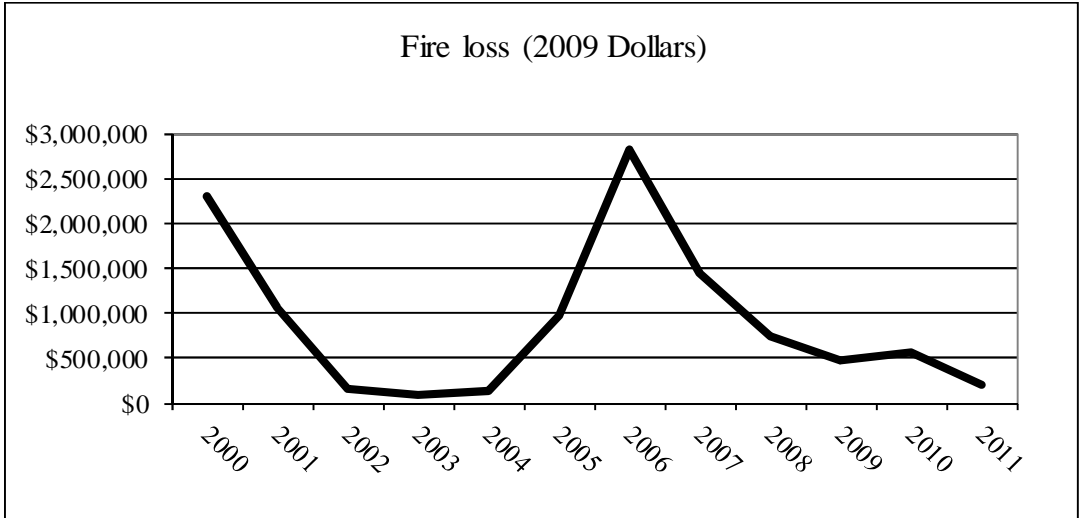
➤ Suppression – Assistant Chief of Operations James Ramer

The table below shows the types of calls for service, overtime hours, average response times, estimated fire loss/property value (**in 2009 dollars**), percent of property saved and average calls per day.

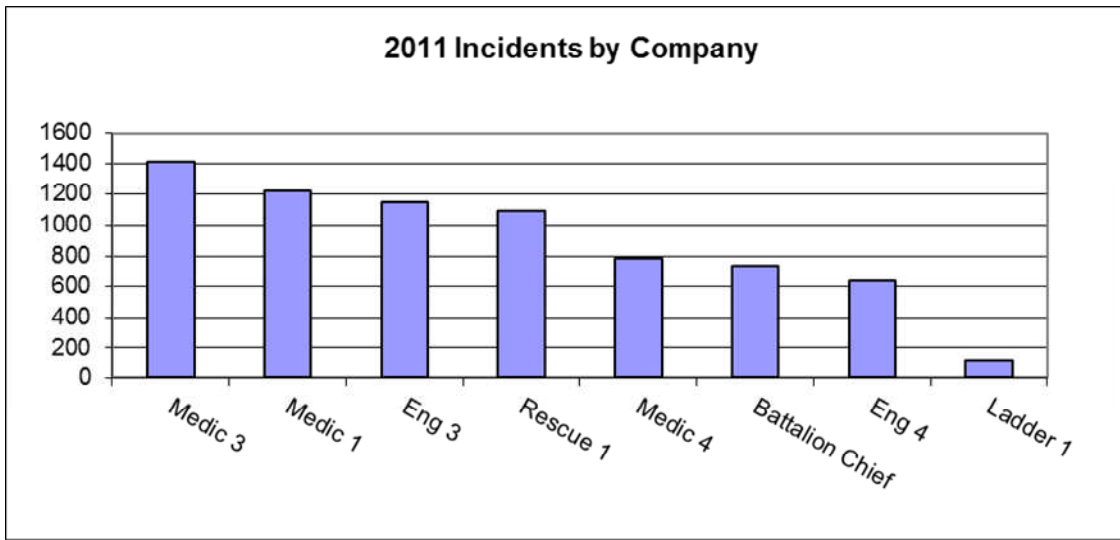
	2005	2006	2007	2008	2009	2010	2011
Estimated Pop.	31,269	32,000	33,000	33,000	32,630	32,426	31,719
Total Calls	3432	3624	3694	3485	3326	3,562	3,751
EMS Patients	3391	3453	3366	2934	2914	3121	
EMS Assists	1434	1668	1662	1645	1564	1,741	1,968
Fire/Haz Conditions	307	238	208	214	184	210	169
Vehicle Fires	21	28	19	19	22	21	15
False Calls	309	457	565	476	492	438	543
Overtime Hours	3246	5419	3769	2965	4222	3,469	2,747
Avg. Response Time	4:17	4:12	4:18	4:09	4:18	4:22	4:22
Loss	\$965,724	\$2,828,662	\$1,448,187	\$755,465	\$465,857	\$567,816	\$209,697
Value of Property	\$2,547,989	\$19,762,172	\$27,569,144	\$12,437,895	\$9,251,157	\$13,335,820	\$1,621,575
% of Property Saved	62%	86%	95%	94%	95%	96%	87%
Calls/Day	9.4	9.9	10.1	9.5	9.1	9.8	10.3







2011	Engine Hours	Incidents	Engine Hours/Incident	Incidents/Day
Medic 3	1080	1,411	.77	3.8
Medic 1	914	1,223	.75	3.4
Engine 3	720	1,151	.63	3.2
Rescue 1	568	1,093	.52	3
Medic 4	877	787	1.11	2.2
Batt. Chief	4,808 (miles)	738	6.5 (miles)	2
Engine 4	503	637	.79	1.7
Ladder 1	88	118	.75	0.3





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

Progress and change marked the 2011 calendar year for the EMS Division of Goshen Fire Department. The progressive refinement of our computer based reporting system highlighted a major technological advancement for our department. The National Emergency Medical Services Information System, NEMSIS, data collection points are now being electronically collected and submitted to our state oversight agency, the Indiana Department of Homeland Security (IDHS).

Electronic interfacing of our cardiac monitors and patient care reporting system is nearing completion and will facilitate accurate population of data fields in the patient care report with complete vital signs and electrocardiogram tracings. Transmitting 12 lead EKG tracings from our ambulances to the hospital has evolved with our paramedics now activating the heart catheterization lab for patients who are suffering a ST elevation myocardial infarction or STEMI. These patients require immediate treatment if they are to have favorable outcomes and STEMI identification to treatment times have been significantly reduced by this technological advancement.

Goshen Fire Department is actively participating with other regional providers in development of an ambulance strike team for our IDHS district. This is a complex process that will take several years to complete but will provide a much needed asset to the residents of Goshen by supplying regionally available resources to mitigate EMS incidents that are too large in scope to be managed at our local level. Fire department participation in the Medical Reserve Corps (MRC) is in process and will facilitate delivering care to those in need during a natural disaster or pandemic outbreak. Mass

casualty incident training was provided in 2011 as well. This practical training allowed fire department members to get hands-on-training directed towards managing local and larger scale incidents.

Protocol changes are reflective of the patient populations that are becoming increasingly prevalent in our service area. Several patients living within our response area have a Left Ventricular Assist Device, LVAD. This device is an implanted pump that that is used as a bridge until the patient gets a heart transplant or as a destination device that the patient will have for the rest of their life. These patients often do not have a palpable pulse or blood pressure and a special protocol was developed to manage these patients. Externally worn defibrillation vests are also being seen with increased frequency and as with LVAD, present unique challenges that require additional training to manage.

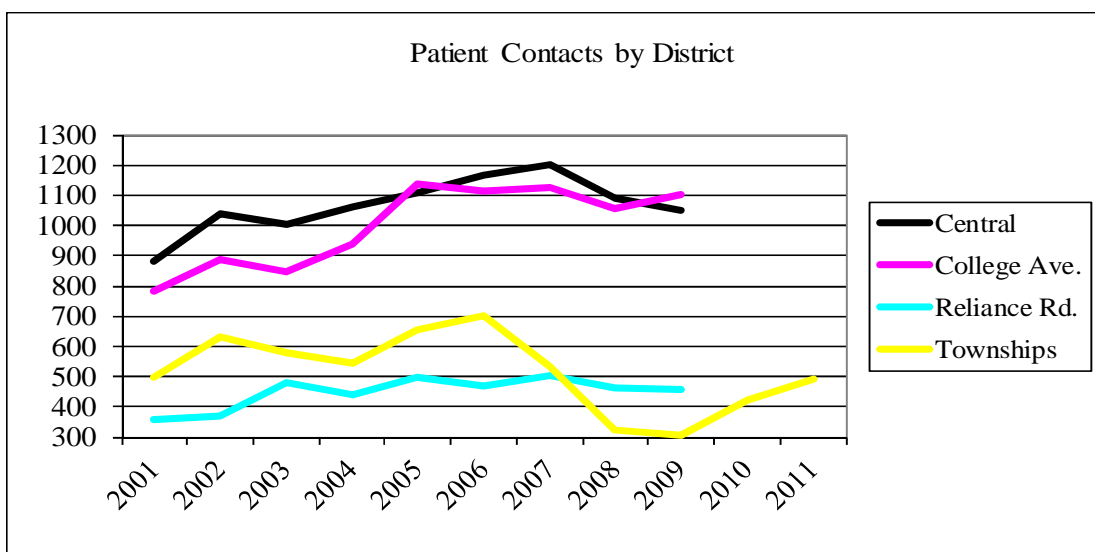
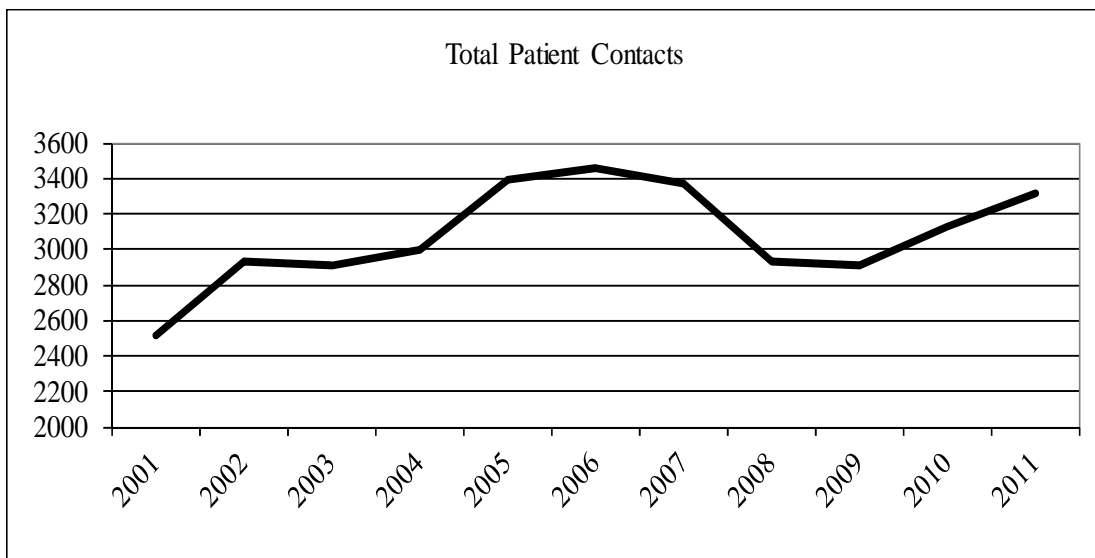
Training for EMS incidents has had to increase and adapt to facilitate remaining current with rapidly changing medical technologies that our paramedics are exposed to. A mobile simulation lab composed of an ambulance, operator, and training mannequin are available from the IDHS and will be utilized to help meet our goal of increasing simulation based training opportunities. A State sponsored “Trauma Field Triage and Transport Destination Protocol” was enacted to assist EMS providers in triaging severely injured patients to the most appropriate treatment facility. This protocol has been adopted by our system’s Medical Director and is utilized by Goshen Fire Department paramedics when caring for severely injured patients.

Goals for 2012 will include completion of the patient care reporting system. The last component to be added will be integrating dispatch information into our EMS reports. This will improve the accuracy of our reporting and improve report completion times. A new ambulance should be delivered in 2012. Safety features will include forward facing seating in the patient compartment with three point restraints, directional chevron striping, Road Safety driving data recorders, and front/back traffic advisors. The EMS Division is anticipating completing these goals in 2012 and look forward to reporting their completion in the 2013 yearend report.

In 2011, the department had 3,314 patient contacts, which were 5.5% more than 2010. The table below shows total patient contacts and contacts per station for 2004 - 2011. *Data is unavailable for 2010 and 2011.

	2004	2005	2006	2007	2008	2009	2010	2011
Central	1062	1109	1169	1202	1092	1049	*	*
College Ave.	941	1135	1114	1124	1056	1104	*	*
Reliance Rd.	442	495	471	505	462	458	*	*
Townships	547	652	699	534	324	303	422	491
Total Patient Contacts	2992	3391	3453	3366	2934	2914	3132	3314

These graphs represent the data from the table.





➤ **Training** – *Lieutenant 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.

In 2011 Goshen Fire Department personnel received a total of 8,792 hours of training. Of that total Goshen Fire Department provided 5,994 hours and the balance of hours being provided by other providers. The monthly average for training provided by GFD was 500 hours.

The highlight of our preparations in 2011 focused around certifying GFD personnel in the Bluecard Hazard Zone Management System. A total of 2570 hours

were devoted to the certification process. This accounts for 42 percent of the training hours provided by the department.

The Bluecard system is helping Goshen Fire Department standardize our scene size ups, communications, and incident management. It has also provides a platform for improving our strategy and tactics. Looking forward, Bluecard continuing education will occur on a regular basis. This preparation is needed in order to maintain proficiency of the knowledge and skill sets. The remainder of the training was distributed between EMS, technical rescue, hazmat and basic firefighting skills.

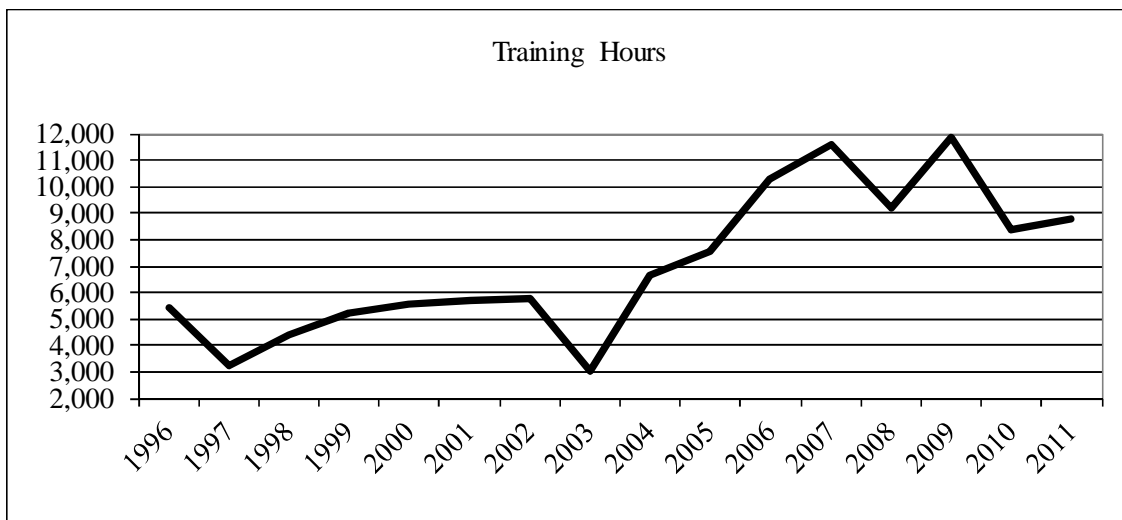
The training division was able to accomplish its objective of offering firefighting courses to firefighters outside our department by developing and hosting a Principles of Fire Behavior Course in November. The course consisted of an interactive classroom session and live fire evolutions in the fire behavior trainer. The class was offered on two separate occasions and 20 firefighters from Elkhart County were trained.

A Bullex smoke generator and six laptops were purchased in 2011. The smoke generator produces a water based “smoke” or fog that has similar characteristics to smoke. Having the ability to create a safe realistic smoke provides us with the opportunity to train on search and rescue, ventilation, hazmat and SCBA confidence. The lap tops were purchased to enable the department to complete computer based simulations for Blue Card. The mobility that the lap tops provide is important to obtain a future goal of providing Bluecard training for other departments in Elkhart County.

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 drills and practices until they can’t do it wrong. 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 learned a lot in 2011 about the factors that affect individuals, groups, and the ability to learn. The condition of personal, group morale and attitude, in the face of progressive change was one point that was analyzed. As a result the focus for the 2012 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 are eager to move ahead.

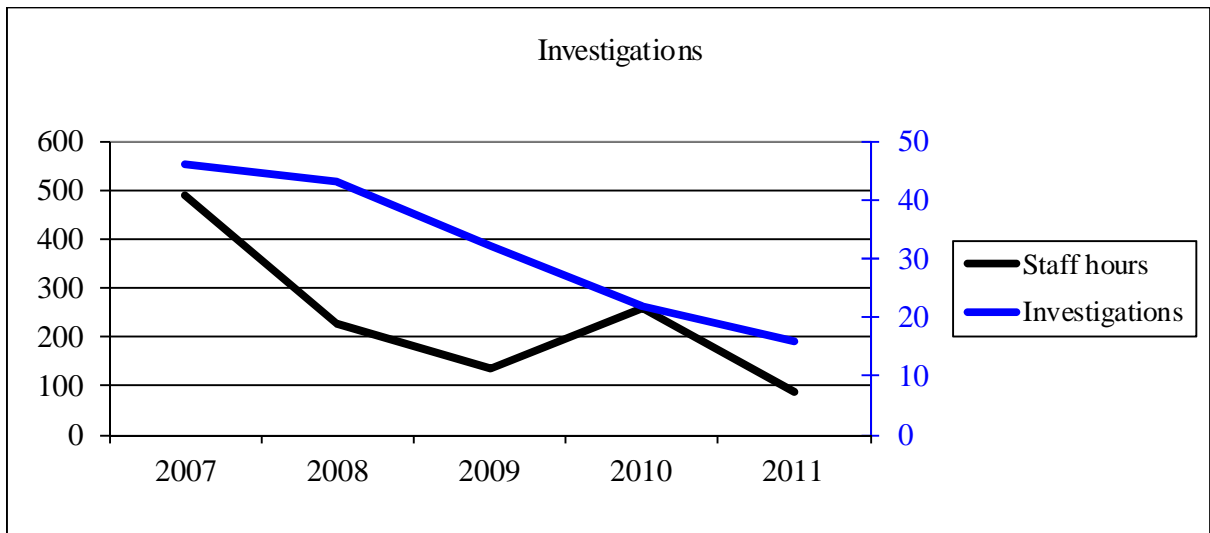
Semper Paratus.
(Always Ready)





Investigation - Assistant Chief of Operations James Ramer

In 2011, the division investigated 16 fires, a -27% decrease from 2010, and recorded 88 hours for an average of 5.5 hours per investigation. Of these 16 investigations, two or 12.5% were determined to be arson. This translates to 6.25 arsons per 100,000 population and compares favorably to 2010 arson reports from Elkhart at 47/100k, South Bend at 49/100k and Mishawaka at 29.6/100k.



➤ **Inspections** – *Fire Inspector John Alheim*

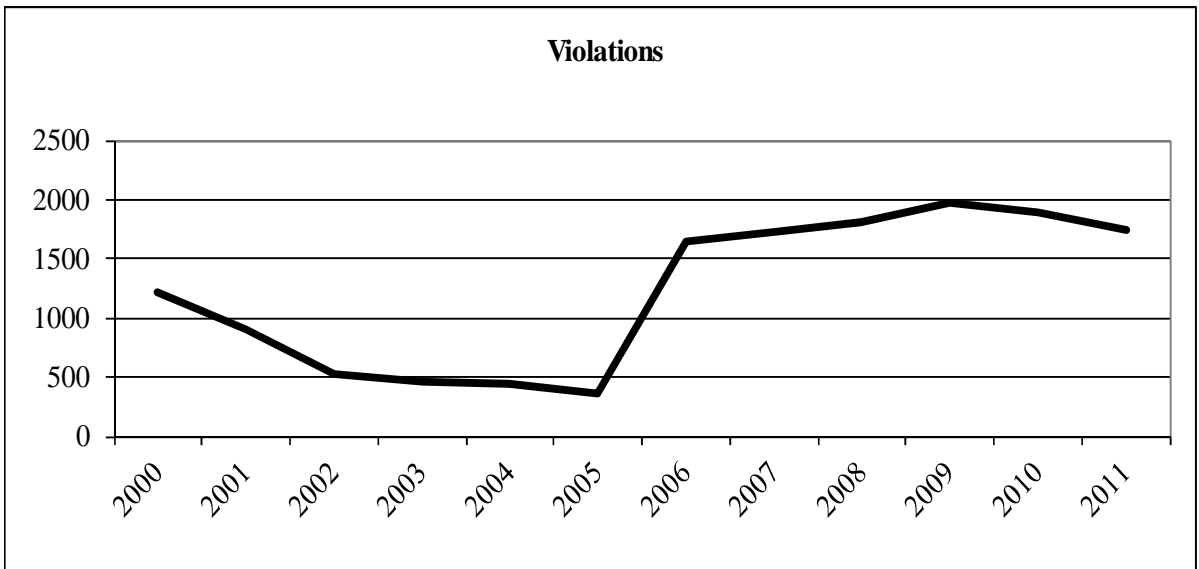
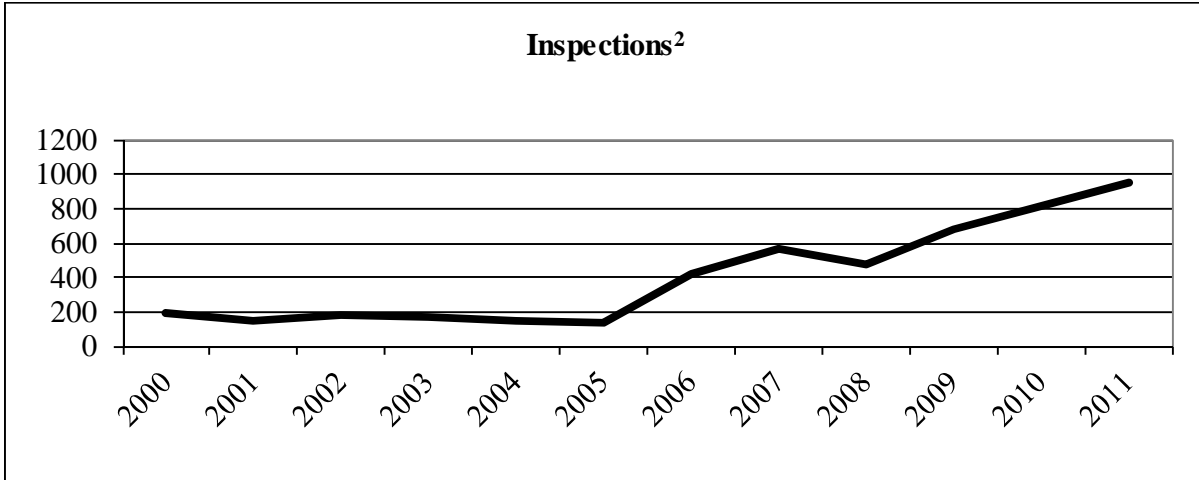


The Fire Prevention Bureau inspected more publicly accessed structures in 2011 than ever before. These inspections, mandated by state law, provide the buildings' occupant/owner with valuable information identifying fire and life safety issues that if mitigated will reduce the chances of a fire occurring and should a fire occur, mitigate the disastrous effects.

The Inspection Division has collaborated well with fire department staff, Mayor Allan Kauffman, other city department heads and Elkhart County Health Department. I look forward to another productive year in 2012 with a goal of continued fire and Life Safety in our city.

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Inspections	179	173	146	141	423 ²	569 ²	479 ²	678 ²	815 ²	955 ²
Violations	531	455	447	360	1640	1731	1805	1971	1887	1738
Violations per inspection	3.0	2.6	3.1	2.6	3.9	3	3.7	2.9	2.3	1.8
Avg. inspections per month	14.9	14.4	12.2	11.8	35.3	47.4	53.2	56.5	67.9	79.6

² 2006-2011 inspection totals includes re-inspections, previous years do not.





➤ **Fire Prevention/Education** - *Lt. Mike Bontrager*

The Fire Prevention/Public Education Division looked to 2011, much like we do every year, with the goal of solidifying proven methods of fire prevention education while exploring new possibilities. Looking back, we pleased with our progress in areas and disappointed in others.

Our outreach into the area elementary schools 1st, 3rd and 4th grades providing fire safety education to over 1400 students was well received and much appreciated, by the students as well as the teachers. This was our second year providing fire safety messages to the 1st grade students by way of Firefighter Frank, Eddie, Stan, Arnold, Chrissy and all the other “extras” in our puppet show. The overwhelming positive feedback from 2010 convinced us that this was an effective medium, and as such, one we would continue to use.

With that in mind, we went to work building a new stage. The finished product, consisting of a fire station, house and fencing, is over 22’ long, yet very portable, and gives us the ability to have 4-5 puppets “onstage” at one time. Another nice feature if

space is an issue, we can set up the fire station alone which allows for two puppets at one time. After construction was finished, we had a very talented artist paint it for us and it turned out exceptionally well. This year we tweaked the format and presented the show in each school's gymnasium in order to accommodate all the classes at once. Throughout the show, we pick volunteers to come up and demonstrate the fire safety technique we are teaching at that time, such as Stop, Drop & Roll, Stay Low Under Smoke, Fires: Good or Bad and 911. A goal for 2012 will be to have more interaction between the presenter and the puppets. To facilitate that, we have purchased a new PA system with hands free microphones so the puppeteers can talk instead of lip syncing. Each one of the 500+ 1st graders also received a take home pack consisting of a fire safety coloring book, crayons, sticker, and pencil.

Third grade continued with our E.D.I.T.H. (Exit Drills in the Home) program teaching the students and their families how to create and practice fire escape plans for their homes. Together, we view a DVD showing how several families created their own escape plans based on their homes. In the classroom, we create a plan of our own using a model house that we bring with us. After that each child is given a take home pack consisting of crayons, an E.D.I.T.H. coloring book, ruler, pencil, eraser and instruction sheet with graph paper -- everything they need draw up their own plan with their families. We let them know we will be back in 2 weeks to check on their work. Those that did the plan with their families and show their teachers the completed plans earn a prize of their choosing. It's amazing what a little encouragement (bribery) will do. Just over 50% of the 513 3rd graders completed their plans. The 4th grade finds us joining with the American

Red Cross to present the B.A.T. (Basic Aid Training) program where students are taught life safety skills such as first aid, electrical and fire safety.

Public events like block parties, service club meetings, health fairs and the Elkhart County 4-H Fair are excellent venues which we participate in that allows us access to thousands of citizens each year. One of the best attended is the Kids' Day Safety Scavenger Hunt at the Fair. 2011 saw a record 850 kids sign up to take part along with their parents. Goshen Fire Department, along with many other safety minded organizations, provide safety education in a fun manner all day long. This year we were asked to provide a puppet show on the park stage and it was our first time using the new stage. Many thanks to Chaplain Jim Shrock for giving us an extra hand with the show! We actually provided two shows, one on Monday for the Disability Awareness Day and the other on Kids' Day. Feedback for both events was very positive and we look forward to more requests in the future.

As mentioned, our most disappointing note was in the area of fire extinguisher training. While we did provide 9 extinguisher classes to area businesses and schools in 2011, totaling 268 students generating \$1200.00 in donations, we believe our live fire training system is the most underutilized asset we have. In an effort to get the message out to the business community, we purchased booth space at the annual Goshen Chamber of Commerce Founders Day which did generate some interest. We believe the quality of training we can provide is second to none and this training would be valuable to any organization seeking to increase the safety skill set of their employees. 2012 will find us searching for more effective ways to market this asset.

Human Resources

As of December 31, 2011, the department is staffed with 51 sworn personnel and 2 civilian.

Promotions

Brian Brown	Sergeant	Jan. 1
Patrick Linn	1 st Class Firefighter	Aug. 10

Perfect Attendance

Kit Castetter
Jerod Erb
Jeremy Johnson
Ross Kehr
Courtney Snyder



Retirements

None

Resignations

None

Appointments

None

20 Years of Service

Eric Stutzman	March 29
Scott Robinson	April 9
Craig Hursey	June 11
Dean Martin	Oct. 1

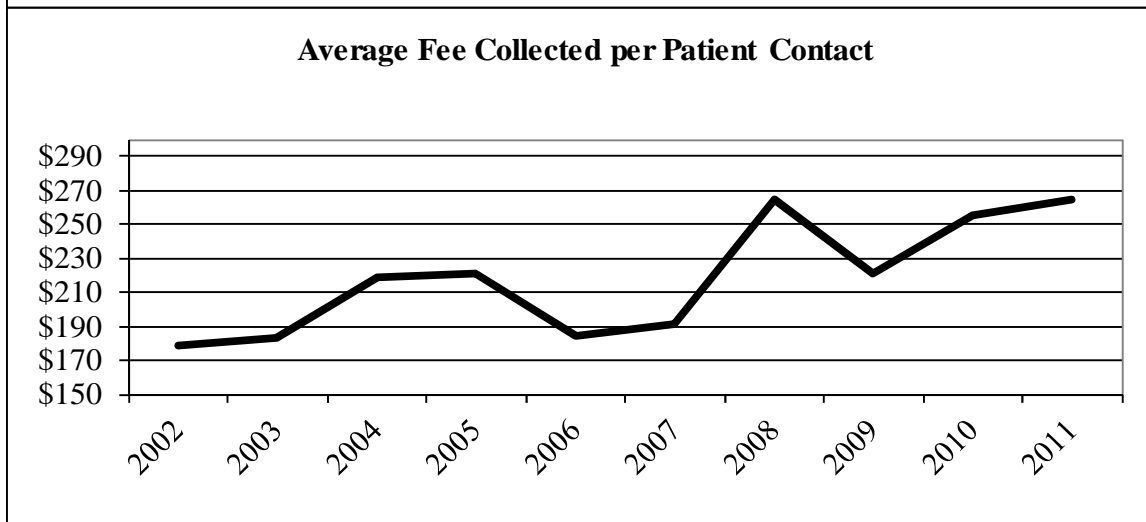
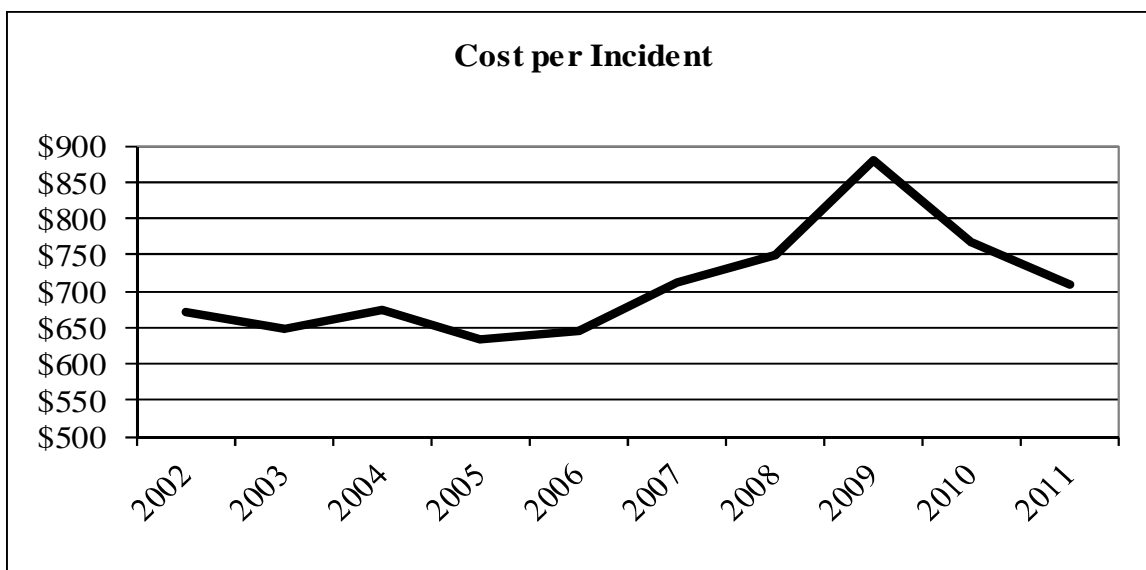


30 Years of Service

Dan Sink	Nov. 6
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➤ **Budget**

	2005	2006	2007	2008	2009	2010	2011
Budget	\$2,927,922	\$2,970,900	\$3,269,420	\$3,390,029	\$3,574,199	\$3,529,033	\$3,540,120
Ambulance Fees Collected	\$750,689	\$636,978	\$644,274	\$775,165	\$644,547	\$798,658	\$877,562
Fire Budget (minus) Amb. fees	\$2,177,233	\$2,333,922	\$2,625,146	\$2,614,864	\$2,929,652	\$2,730,375	\$2,662,558
Average Amb. Fee per patient contact	\$221	\$184	\$191	\$264	\$221	\$255	\$265
Cost per incident	\$634	\$644	\$711	\$750	\$881	\$767	\$710



➤ **Summary**

This report conveys the activities of the department for 2011. Additional data may be available upon request.

Dan Sink

Chief of the Department