



Fishers Fire & Emergency Services Strategic Plan

2017-2020

**Fishers Fire & Emergency Services
Strategic Plan
2017-2020**

Strategic Planning Committee

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**Fishers Fire & Emergency Services
Strategic Plan
2017-2020**

Contents

Vision Statement.....	4
Mission Statement	4
Values	4
Department Goals	4
Mayoral Directives.....	5
Goal #1-The department will maintain a smart, vibrant, progressive, and innovative organization.	6
Strategy: 1.1-Accreditation	6
Strategy 1.2-Policies, Procedures & Local Ordinances	6
Strategy 1.3-Insurance Service Organization Rating.....	6
Strategy 1.4-Admin/Finance	6
Goal #2-The department will study and analyze staffing levels needed for safe and efficient operations and make recommendations for staffing while still being fiscally responsible.	7
Strategy 2.1-Administrative Personnel	7
Strategy 2.1-Ops Personnel	7
Goal #3-The department will continue to manage and control incidents consistent with nationally recognized standards such as the National Incident Management System and National Fire Protection Association and coordinate the activities of the various city departments responsible for operations during disasters.	8
Strategy 3.1-Special Operations.....	8
Goal #4-The department will provide for a planned and systematic procedure for the acquisition and replacement of department apparatus, equipment, and facilities.....	8
Strategy 4.1-Apparatus	8
Strategy 4.2-Personal Protective Equipment.....	9
Strategy 4.3-Non-Motorized Equipment	9
Strategy 4.4-Facilities.....	10
Goal #5-The department will provide the most up to date technology for data collection, network connectivity and communications available within our means for day to day operations including emergency incidents.	11
Strategy 5.1-Data Collection.....	11
Goal #6-The department will preserve the assets of the city and protect the physical well-being of its members through a comprehensive risk management program for employee health and safety.	11
Goal #7-The department will provide comprehensive training opportunities and educational programs designed to foster organizational effectiveness and individual career development.....	12

**Fishers Fire & Emergency Services
Strategic Plan
2017-2020**

Strategy 7.1-Fire Suppression.....	12
Strategy 7.2-Emergency Medical Services	12
Strategy 7.3-Special Operations.....	13
Strategy 7.4-Administration.....	13
Strategy 7.5-Community Risk Reduction	14
Goal #8-The Department will continue to mitigate the risk of injury and property loss to our citizens, visitors and firefighters through code enforcement and public education activities.....	14
Strategy 8.1 Public Education.....	14
Strategy 8.2 Community Paramedicine	14
Goal #9-The Department will prepare and present factual information for the media and the community at large, collect positive and negative information, and distribute accordingly for recognition and mitigation as needed.	15
Strategy 9.1-Community Programs.....	15
Goal #10-The department will utilize citizens through its Fire Corps Program to give back to their community by providing non-emergency assistance to the department.	15

**Fishers Fire & Emergency Services
Strategic Plan
2017-2020**

Vision Statement

It is our family's vision to provide fire and emergency services in a manner to meet the changing needs of our community with the highest level of *integrity, honesty, professionalism, and accountability.*

Mission Statement

It is our mission to exceed our community's expectations by providing the highest level of prevention, preparedness, and intervention to all hazards.

Values

Integrity * Honesty * Professionalism * Accountability

Department Goals

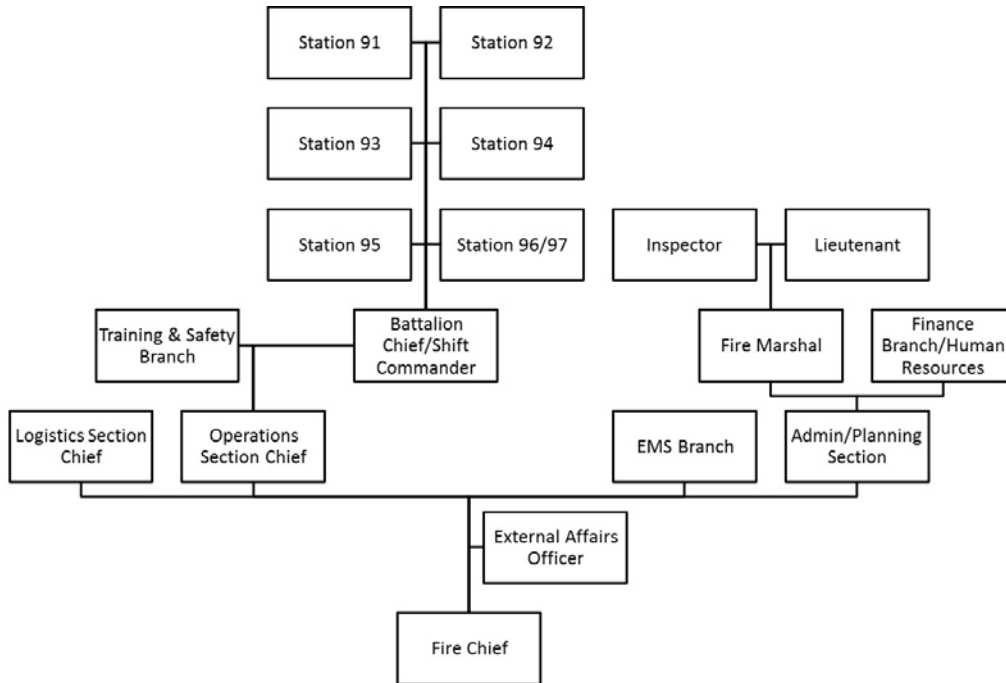
1. The department will maintain a smart, vibrant, progressive, and innovative organization.
2. The department will study and analyze staffing levels needed for safe and efficient operations and make recommendations for staffing while still being fiscally responsible.
3. The department will continue to manage and control incidents consistent with nationally recognized standards such as the National Incident Management System and National Fire Protection Association and coordinate the activities of the various city departments responsible for operations during disasters.
4. The department will provide for a planned and systematic procedure for the acquisition and replacement of department apparatus and equipment.
5. The department will provide the most up to date technology for data collection, network connectivity and communications available within our means for day to day operations including emergency incidents.
6. The department will preserve the assets of the city and protect the physical well-being of its members through a comprehensive risk management program for employee health and safety.
7. The department will provide comprehensive training opportunities and educational programs designed to foster organizational effectiveness and individual career development.
8. The Department will continue to mitigate the risk of injury and property loss to our citizens, visitors and firefighters through code enforcement and public education activities.
9. The Department will prepare and present factual information for the media and the community at large, collect positive and negative information, and distribute accordingly for recognition and mitigation as needed.
10. The department will utilize citizens through its Fire Corps Program to give back to their community by providing non-emergency assistance to the department.

**Fishers Fire & Emergency Services
Strategic Plan
2017-2020**

Mayoral Directives

Mayoral Directive	Department Response
In collaboration with PD and HR, map out and document process for sensitive personnel issues.	Completed
Lead the development of phase 2 of mental health strategy.	Strategy 8.3
Oversee completion of mental health objectives from phase 1.	Strategy 8.3
Develop a long-term strategy that either cuts costs or continues to increase the values of the department to tax payers.	Completed

Fishers Fire & Emergency Services Organizational Chart



**Fire Marshal shall report any code related issues directly to the Fire Chief.

**Fishers Fire & Emergency Services
Strategic Plan
2017-2020**

Goal #1-The department will maintain a smart, vibrant, progressive, and innovative organization.

Strategy: 1.1-Accreditation

Maintaining its status as an internationally accredited agency as recognized by the Commission on Fire Accreditation International.

Responsibility	Objectives	Target Completion Date	Comments
Elder	Complete Annual Compliance Report	June 1	Annual
Elder	Update and analyze the Standards of Cover	May 1, 2017	Need statistical info based on population.

Strategy 1.2-Policies, Procedures & Local Ordinances

Maintaining an efficient program to provide the organization with the ability to make appropriate decisions that will work toward the achievement of the organization's mission.

Responsibility	Objectives	Target Completion Date	Comments
Elder	Review and revise as needed department policies	June 1	Annual

Strategy 1.3-Insurance Service Organization Rating

Ensuring that the city receives the best possible fire insurance rating through the Insurance Service Organization (ISO) within our means to minimize the cost for our community.

Responsibility	Objectives	Target Completion Date	Comments
Elder/Hooten	Review new rating schedule and identify areas for improvement	Ongoing	
Elder/Orusa/Hooten	Conduct a gap analysis and create improvement plan based on ISO requirements.	Ongoing	
Orusa	Secure Land for Station 98	January 1, 2018	Working on Conner Prairie area.
Orusa/Nicoson/Elder	Continuously evaluate need for the construction of Station 97 & 98	Ongoing	

Strategy 1.4-Admin/Finance

Responsibility	Objectives	Target Completion Date	Comments
Elder/Divisions	Prepare shelf-ready grants to apply for department needs when the application period opens	Ongoing	None submitted.

**Fishers Fire & Emergency Services
Strategic Plan
2017-2020**

Goal #2-The department will study and analyze staffing levels needed for safe and efficient operations and make recommendations for staffing while still being fiscally responsible.

Strategy 2.1-Administrative Personnel

To provide the necessary personnel to assure an effective support staff to work toward the achievement of the organization's mission.

Responsibility	Objectives	Target Completion Date	Comments
Elder	Analyze Department personnel cost drivers and develop strategy to mitigate	On Going	Constant analyzing
Mehling	Conduct a feasibility study to support the appointment of a full time public educator	2017	Proactive approach with volunteer hours
Orusa/Elder/Hooten	Hire a full-time fire marshal	2019/2020	
Elder/Hooten	Review fire prevention personnel positions and responsibilities	2017	In case of retirement.
Elder/Hooten	Continue to evaluate the number of inspectors/investigators needed to complete required duties	Ongoing	As needed due to city growth.

Strategy 2.1-Ops Personnel

To provide the necessary personnel to assure a timely response and effective emergency operations on a twenty-four-hour basis.

Responsibility	Objectives	Target Completion Date	Comments
Orusa/Stephenson	Secure funding to initiate four-on-a truck program in high risk/high hazard areas	Ongoing	
Elder	Coordinate a hiring process with the county	May 2017	In progress.

**Fishers Fire & Emergency Services
Strategic Plan
2017-2020**

Goal #3-The department will continue to manage and control incidents consistent with nationally recognized standards such as the National Incident Management System and National Fire Protection Association and coordinate the activities of the various city departments responsible for operations during disasters.

Strategy 3.1-Special Operations

Responsibility	Objectives	Target Completion Date	Comments
Nicoson	Evaluation of department operations programs and reassess the deployment model as needed	Ongoing	

Strategy 3.2-Emergency Management

Responsibility	Objectives	Target Completion Date	Comments
Elder	Expand the exercise and evaluation program for the internal Incident Management Team	Ongoing	Include city personnel

Goal #4-The department will provide for a planned and systematic procedure for the acquisition and replacement of department apparatus, equipment, and facilities.

Strategy 4.1-Apparatus

To provide safe and efficient apparatus for the response to and operation at emergency incidents.

Responsibility	Objectives	Target Completion Date	Comments
Alderman/Fleet	Replace Battalion 309 vehicle; move to BAT309 Reserve	2018	
Alderman/Fleet	Replace Safety 309 vehicle	2018	
Alderman/Fleet	Refurbish/replace TSU92	2019	
Alderman/Fleet	Replace C96's vehicle – move to staff back-up	2018	
Alderman/Fleet	Replace new medic truck – move to reserve	2017	In progress.
Alderman/Fleet	Refurb L392 (remove hose bed, install compartments)	2019	
Alderman/Fleet	Refurb LW309 to accommodate the air trailer	2019	
Alderman/Fleet	Purchase new engines x 2 (E395, E396)	2018	
Alderman/Fleet	Community Paramedicine Vehicle	2018	
Alderman/Fleet	Replace current fire prevention vehicles with small pick-up trucks with covered beds.	2018	Keep contaminants separated from cab.

**Fishers Fire & Emergency Services
Strategic Plan
2017-2020**

Strategy 4.2-Personal Protective Equipment

To provide safe and efficient personal protective equipment for the protection of personnel at emergency incidents.

Responsibility	Objectives	Target Completion Date	Comments
Fadale	Replace one-fifth of the department's personal protective equipment	Annual	10 years helmets, 2 years gloves, 5 years boots, 5 years coats/pants

Strategy 4.3-Non-Motorized Equipment

To provide safe and efficient equipment for operation at emergency incidents.

Responsibility	Objectives	Target Completion Date	Comments
Fadale/Peer Fitness Trainers	Enter into 5-year lease for fitness equipment for all stations	June 1 2017 Fall 2017	Elliptical/Treadmills Steppers
Fadale	Budget and plan for container training system at the training grounds	2018	
Fadale	Continue to support quarter master and gear repair equipment, evaluate needs mid-year	August 2017	
Alderman	Replace MDCs	2019	

**Fishers Fire & Emergency Services
Strategic Plan
2017-2020**

Strategy 4.4-Facilities

To provide safe and efficient facilities for personnel, apparatus, and equipment.

Responsibility	Objectives	Target Completion Date	Comments
Alderman/Fadale	Research storage area for new training trailer	March 2017	
Alderman/Fadale	Gear Washers for Stations 391 and 393	July 2017	In progress.
Alderman/Fadale	Oversee completion of training facility.	2017	Funding approved.
Alderman/O'Grady	Repair/replace Station 92's front apron	2018	
Alderman/O'Grady	Repair/replace Station 94's front apron	2018	
Alderman/O'Grady	Correct Station 94 drainage issues	2018	Investigation in spring 2016.
Alderman/O'Grady	Repair/replace Station 93's rear apron	2018	Trying to include on another project.
Alderman/House Captain/Finance	Design plans for Station 93 remodel and storage/base building	2018/19 – Contingent upon Stations 97/98	Operating budget per Sean.
Alderman/O'Grady	Replace Carpet at Station 91	2017/18	
Alderman/O'Grady	Station 91 Painting	2017	Per O'Grady
Alderman/O'Grady	Station 93 Painting	2017	Per O'Grady
Alderman/O'Grady	Station 94 Painting	2017	Per O'Grady
Alderman/O'Grady	Station 95 Painting	2017	Per O'Grady
Alderman/O'Grady	Repair Station 95's apron	2018	
Alderman/O'Grady	Repair/Replace Station 91's front apron	2018	
Alderman/O'Grady	Repair Station 91's north entryway concrete	2017	O'Grady hoping for 2017
Alderman/O'Grady	Station 96 Painting	2019	
Alderman/O'Grady	Station 92 / 96 Humidity Issues	2017	
Alderman/O'Grady	Station 93 / 94 / 95 Patio Door Replacements	2017	In progress
Alderman/O'Grady	Station 93 Window Replacements	2018	Contingent upon Stations 97/98
Alderman/Fleet/Facilities	Evaluating/standardizing Plymovent Systems/Connections	2017/18	In progress.
Alderman/O'Grady	Secure reception area	2017	

**Fishers Fire & Emergency Services
Strategic Plan
2017-2020**

Goal #5-The department will provide the most up to date technology for data collection, network connectivity and communications available within our means for day to day operations including emergency incidents.

Strategy 5.1-Data Collection

To maintain an efficient program of information management to provide the organization with the ability to make appropriate decisions that will work toward the achievement of the organization's mission.

Responsibility	Objectives	Target Completion Date	Comments
Alderman	Implement CAD/RMS – RFP/Implementation	2 nd quarter 2017	In progress – go live 3/7/17
Alderman	Evaluation of station alerting (bells) methods	2016	No bells in bunk room. Further evaluation of station alerting in progress.
Hooten	Evaluate “Mobile New World” to see if it will be useful for the prevention division	Ongoing – go live 3/7/17	Further evaluation after go live.
Hooten	Evaluate CivicXpress module for the inspection program	Ongoing	Introduce one module at a time.

Goal #6-The department will preserve the assets of the city and protect the physical well-being of its members through a comprehensive risk management program for employee health and safety.

Strategy 6.1-Employee Health

To provide medical surveillance of personnel.

Responsibility	Objectives	Target Completion Date	Comments
Fadale/Peer Fitness Trainers	Initial certification for 4 new Peer Fitness Trainers	March 2017	
Fadale/Peer Fitness Trainers	Recertify 6 Peer Fitness Trainers	Annual	
Fadale/Peer Fitness Trainers	Plan for new WPE validation in 2018	2017	Every 5 years.
Fadale/Public Safety Medical	Continue to evaluate screening and prevention programs.	Annual - October 1	
Fadale/Davison/Alderman	Attend Redmond Safety/EMS Conference	Fall 2017	Fadale, Alderman, Davison
Fadale	All Operations Section members will complete the WPE	Annual	
Peer Support Team	Enhance programs to address immediate and long term mental health, physical health and wellness issues of our members, provide training on Peer Support and Life Services	Annual	Ongoing training for sworn, civilian, and retired personnel

**Fishers Fire & Emergency Services
Strategic Plan
2017-2020**

Goal #7-The department will provide comprehensive training opportunities and educational programs designed to foster organizational effectiveness and individual career development.

Strategy 7.1-Fire Suppression

To consistently improve the knowledge, skills, and abilities of personnel in fire suppression to provide the highest level of professional service to the community.

Responsibility	Objectives	Target Completion Date	Comments
Fadale/Nicoson	Will provide annual scenario based training all personnel on the Mayday and RIT guidelines	Annual - December 1	
Fadale/Nicoson	Conduct annual combat training evolutions and officer development training to improve operational maturity	Annual - December 1	Includes live-fire
Fadale/Nicoson	Conduct training drills concentrating on company assignments to complete after the initial tasks in the Field Operations Guide have been completed	Annual - December 1	
Fadale-Executive Staff	Provide continuing education to all members of the department to meet ISO recommendations	Annual - December 1	
Fadale	Provide classes required for promotion process	2018	Host District 5 classes
Fadale	Attend High Rise Firefighting Conference	2016	4 people
Fadale	Provide Engineer core competency skills blitz	2017	Every three years

Strategy 7.2-Emergency Medical Services

To consistently improve the knowledge, skills, and abilities of personnel in emergency medical service to provide the highest level of professional service to the community.

Responsibility	Objectives	Target Completion Date	Comments
Davison	Expand the role of EDO's to include EMS QA / education oversight and emergency response as outlined in job description	January 2018	
Davison / EDO's	Coordinate Tactical Combat Casualty Care Class (TCCC) over 3 years to certify all Paramedics	2018 - 2020	
EMS Duty Officers	Expand the use of EMS Education.net to all personnel for supplemental continuing education.	January 2017	

**Fishers Fire & Emergency Services
Strategic Plan
2017-2020**

Davison/EDOs	Develop quarterly mental health education	Quarterly	Ongoing
Davison/EDOs	Develop and conduct quarterly audit/review process of mental health response between PD/FD	July 2017	Challenges in receiving required data
Davison/ERT Medics	Create Operating Guidelines for ERT Paramedic program	July 2016	Done – in review.
Davison/EDOs/ERT	Develop Active Shooter response/Rescue Task Force training for personnel	June 2017	Completed 2016 goal.
Davison/EDOs/ERT	Develop Active Shooter/Rescue Task Force drill for personnel	July 2017	Completed 2016 goal.

Strategy 7.3-Special Operations

To consistently improve the knowledge, skills, and abilities of personnel in special operations to provide the highest level of professional service to the community.

Responsibility	Objectives	Target Completion Date	Comments
Muth	Schedule Dive Rescue International courses over the next 5 years to include Swift water and Public Safety Diver Instructors	Annual	
Muth	Send 1-2 personnel to dive school	2017	
Muth	Send 1-2 personnel to dive school	2018	
Muth	Send 1-2 personnel to dive instructor school	2018	

Strategy 7.4-Administration

To consistently improve the knowledge, skills, and abilities of personnel in administrative services to provide the highest level of professional service to the community.

Responsibility	Objectives	Target Completion Date	Comments
Mehling	The department Chaplains will attend Peer Team training to familiarize and incorporate the goals and methods of this group for a united front in assisting our firefighters through difficult times	2017	Chaplains on board just have to find classes we can get them to.

**Fishers Fire & Emergency Services
Strategic Plan
2017-2020**

Strategy 7.5-Community Risk Reduction

To consistently improve the knowledge, skills, and abilities of personnel in code enforcement, fire investigation and public education to provide the highest level of professional service to the community.

Responsibility	Objectives	Target Completion Date	Comments
Mehling/Hooten	Develop a program to meet the in service requirements for Rehabilitation Facilities employees	January 1, 2018	Education such as extinguishers, fire doors, evacuations, etc.
Mehling	Develop a training program for personnel assigned to fill in as a Public Information Officer	July 1, 2017	

Goal #8-The Department will continue to mitigate the risk of injury and property loss to our citizens, visitors and firefighters through code enforcement and public education activities.

Strategy 8.1 Public Education

To reduce the risk of death, injury and property loss through and effective and efficient public education program.

Responsibility	Objectives	Target Completion Date	Comments
Mehling	Certify Public Educator to PE I, II	2018	
Mehling	Certify Public Information Officer as a FEMA Master Public Information Officer	2019	

Strategy 8.2 Community Paramedicine

The Community Paramedic Program will continue to develop along with the needs that are identified in the community.

Responsibility	Objectives	Target Completion Date	Comments
Davison	Annually evaluate the effectiveness and overall operation of the WeCare Program. Expansion to include additional healthcare providers and community service organizations	Ongoing	
Davison	Research and develop a Community Mental Health program to function as an extension of the WeCare program	April 2017	In progress
Davison/EDOs	Remodel Community Paramedicine Program to include protocols for mental health services <ul style="list-style-type: none"> ○ Alternate response/transport ○ Discharge follow-up <ul style="list-style-type: none"> ● HSE ● Community Health ● St. Vincent ● Aspire 	December 2017	Ongoing

**Fishers Fire & Emergency Services
Strategic Plan
2017-2020**

Davison /Community Health	Incorporate a part time Social Worker into the Community Paramedic program	January 2018	
Mehling	Train Community Paramedics in Juvenile Fire-Setting Identification and Resource Recommendation	2018	

Goal #9-The Department will prepare and present factual information for the media and the community at large, collect positive and negative information, and distribute accordingly for recognition and mitigation as needed.

Strategy 9.1-Community Programs

Responsibility	Objectives	Target Completion Date	Comments
Mehling	Coordinate the Citizen's Fire Academy	Annual - October 1	Annually
Mehling	Develop an internal production company	2019	Production of marketing, training, and social media

Goal #10-The department will utilize citizens through its Fire Corps Program to give back to their community by providing non-emergency assistance to the department.

Responsibility	Objectives	Target Completion Date	Comments
Mehling	Coordinate CPR training annually to new and existing members	Annual	Annually
Mehling	Identify and coordinate training for members of the Fire Corps to serve in Victim's Assistance role	December 1, 2017	In progress: 2 complete, 4 more in various stages of training
Mehling/Elder	Identify members to assist with grant writing	December 1, 2017	