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Message from the Chief

On behalf of all of us at the Goshen Fire Department, it is my pleasure to submit our 2007 year-end report. Our goal at GFD is to always promote and enhance the health and safety of the citizens we serve. Our staff at GFD and the team effort involved for supplying all of our services takes a tremendous amount of dedication; often community service comes before their personal needs and comfort. Because of this level of commitment for community service, our staff continues to be our greatest asset. 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 2007. There is one item of great significance. Fire loss for 2007 totaled \$1,406,807 which represents a 5% overall property loss due to fire, demonstrating a 95% property save rate, valued at \$26,785,386. This is a 10% increase in property saved from 2006, clearly demonstrating our commitment to professional service and excellence in the community.

Two accomplishments of note are:

The mass casualty incident drill at the Goshen Airport. This drill included 11 agencies of our area partners in fire service, EMS and law enforcement. The drill provided us with valuable information for the development of policy and procedures for mass casualty events. We also need to extend our appreciation to Randy Sharkey and the Board of Aviation for their tremendous support of GFD. They have been a great partner and have been willing to participate in helping us achieve our training goals.

Secondly, I am very proud of our labor-management relationship at GFD. In 2007, a committee comprised of administrative staff; union members and a representative

from each shift formed a committee and developed the *Goshen Fire Department Foundational Values and Expectations*. This document is our attempt to collaboratively put into words, a description for behavior, performance, interactions, attitudes, and vision for our GFD culture exclusive of rank, seniority or status.

Again, in 2007, we take pride in our developing partnerships with our elected officials, and we appreciate their involvement and support in our efforts protecting the health and safety of our citizens. Our efforts for the future expansion of Central Fire Station would not have been possible without their support of our vision for GFD.

Some of our accomplishments for 2007 include: the final phase in property acquisition north of Central Fire Station; completion of our space-needs study; dual training with the Goshen Police Department; beginning the installation of mobile data terminals in our trucks and ambulances; and, successful mitigation of two train derailments.

Goals for 2008 are continued property development, continued installation of mobile data terminals in our fire trucks and ambulances, adding an assistant chief position to the administrative staff, continued development of our mass casualty capabilities, and a new personnel accountability system for emergency scene use. Property tax changes in Indiana may present some of our biggest challenges in 2008. We will continue to diligently work with these challenges.

In summary, I believe that with our dedicated staff, your fire department has met and exceeded the challenges of 2007. Credit for this report should go to our division heads Chiefs Castetter and Alheim, Captain McCrindle, Lieutenant Mike Bontrager, office assistant Kim Whitehead and especially to Assistant Chief James 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.

Introduction:

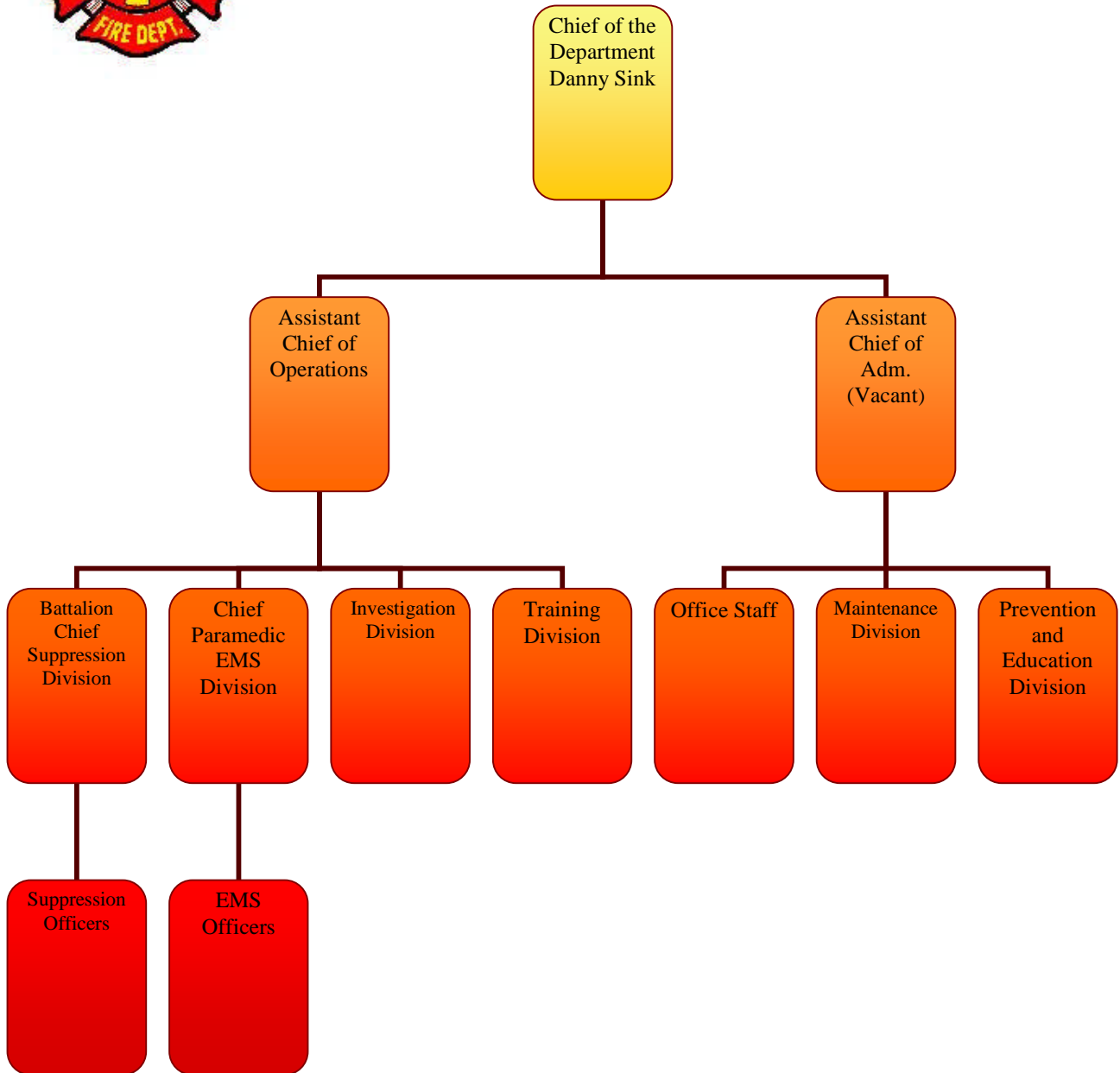
The Goshen Fire Department has provided fire, emergency medical and other life safety services to those who reside, work and travel through the City of Goshen for the past 146 years. As the City of Goshen has grown, the Goshen Fire Department has met the ever increasing challenges in improving the quality and types of service that we provide to our community.

The department provides fire suppression, paramedic ambulance transport, fire education/prevention, fire cause and origin investigation, HAZMAT response, rescue and inspection services to its citizenry. The department responded to 3,694 calls for service in 2007, a 1.9% increase from 2006.

The department's workforce currently stands at 51 sworn members with 49 members assigned to operations and 2 members as administrators. The department also has 1 civilian staff member. This workforce protects property with an estimated assessed value of \$1.7 billion dollars spread over more than 16 square miles. The department's budget for 2007 was \$3,269,420.



Goshen Fire Department Organization Chart





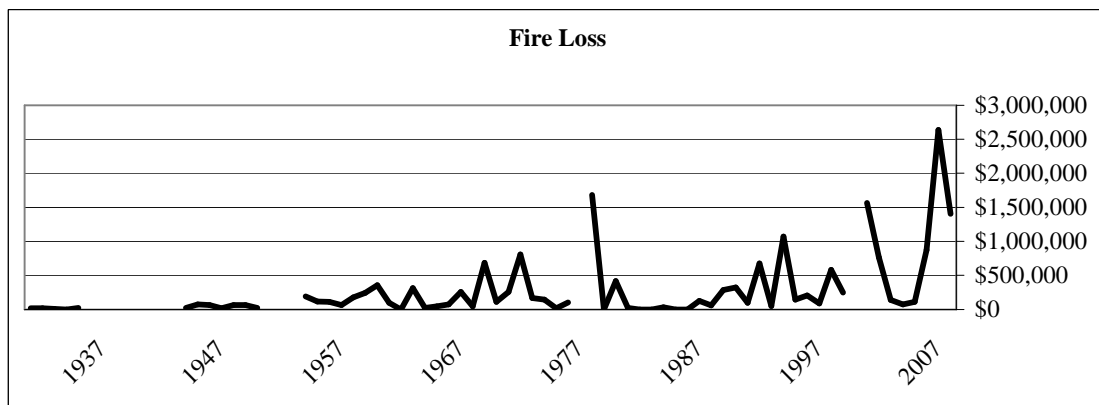
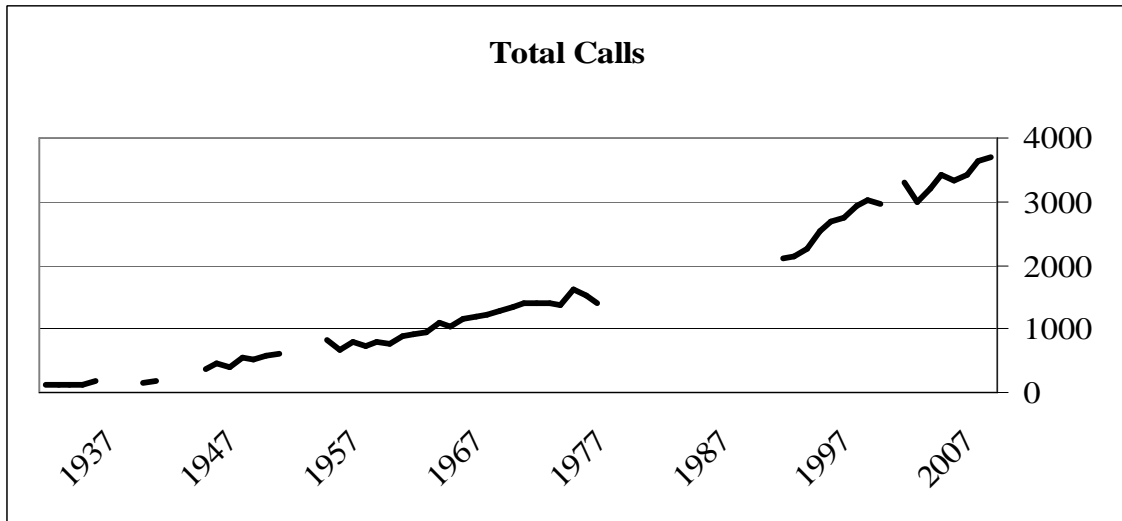
Overview:

The Goshen Fire Department responded to 3,694 calls in 2007, a 1.9% increase over 2006. This included 3,366 EMS patient contacts, a reduction of -2.5 % from 2006. This is due in large measure to discontinuing paramedic services to the Town of Middlebury in the fall of 2007. In 2007, Goshen Fire Department responded to 747 fire related calls, a 7.5% increase from the previous year. Average response time for the first arriving unit on emergency calls in the city was 4:18, up from 4:12 in 2006. On February 15, 2007 a mother and her two children perished in a fire at their residence. This tragedy was made worse by the fact that the home had several smoke detectors; however, none had batteries. As a result of this misfortune, the department re-doubled its efforts to educate the public to the benefits of smoke detectors. In 2007, the department, with the generosity of several corporate and private partners, gave away an estimated 132 smoke and CO detectors.

Fire losses were reduced significantly in 2007. The annual dollar loss from investigated fires was estimated at \$1,289,707 during 2007, down from \$2,636,058 in

2006, a drop of 51%. The percent of property value saved in structures fires during 2007 increased to 95% compared to 85% in 2006.

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



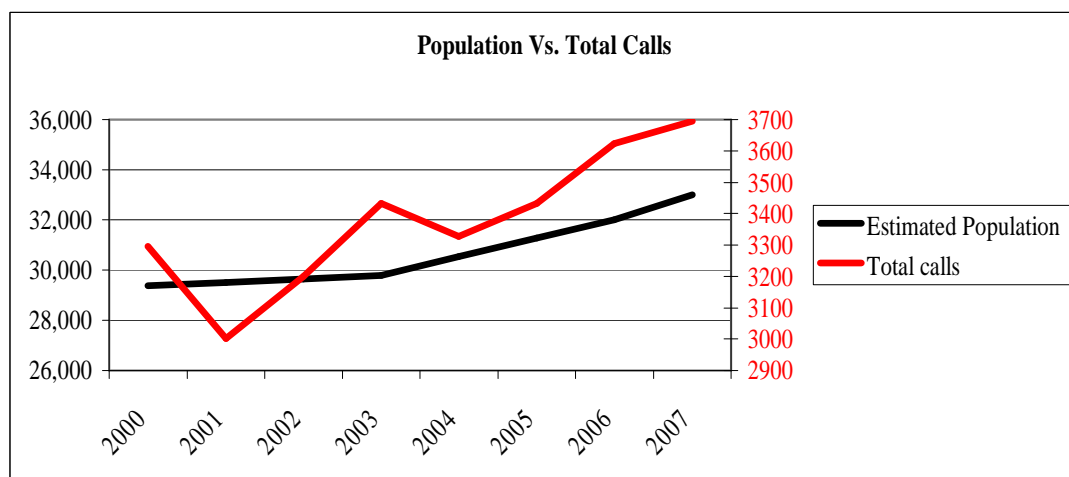
¹ Data missing from several years

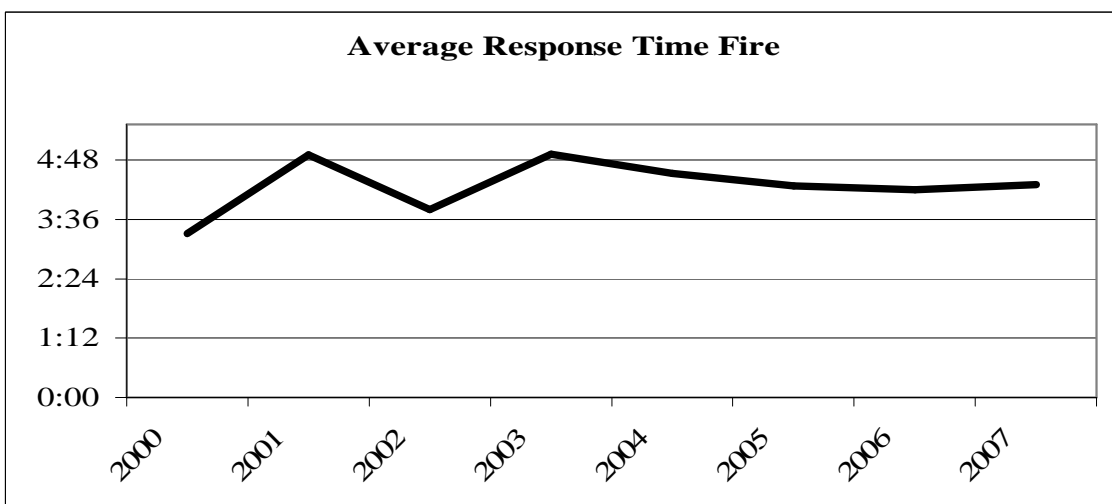
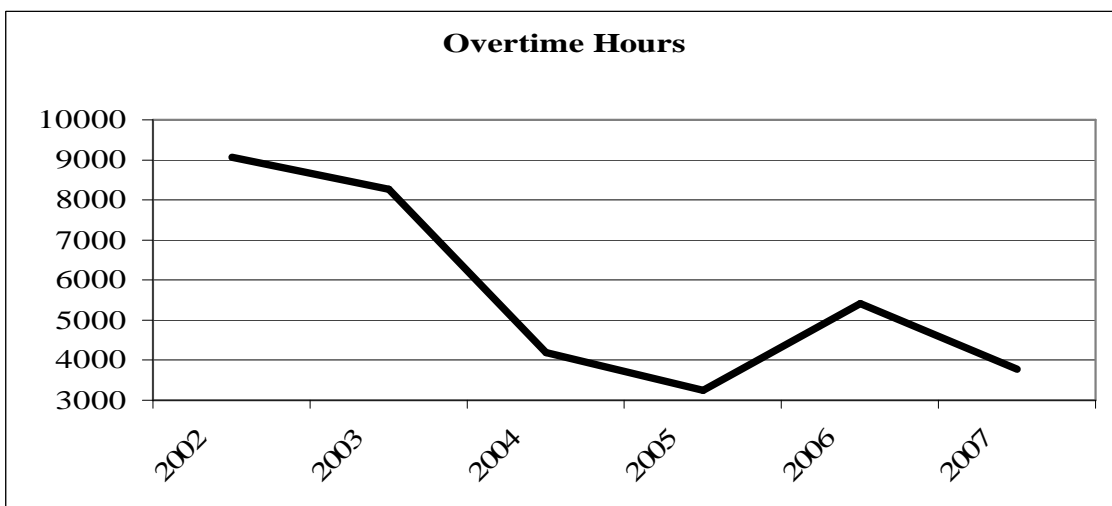
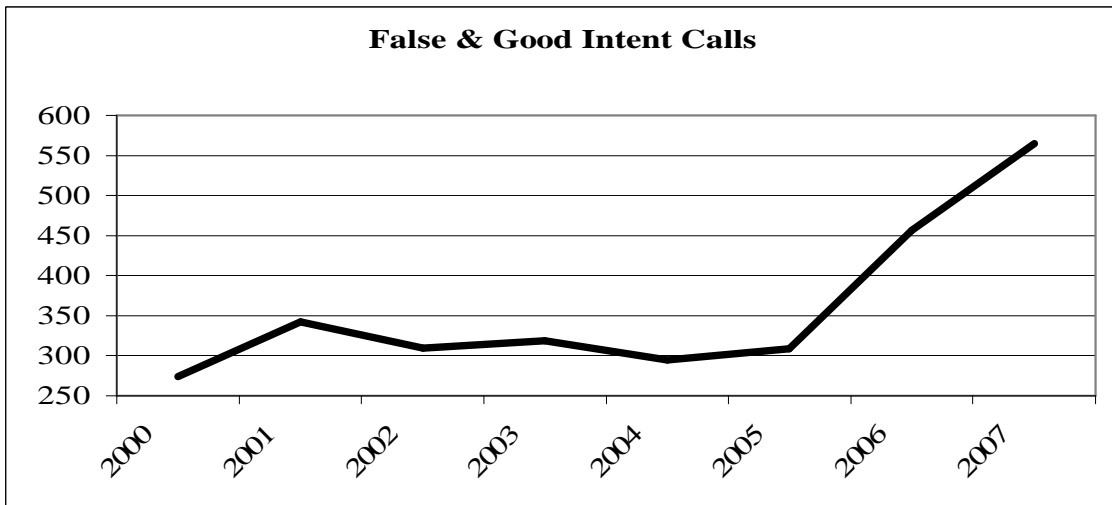
Operations

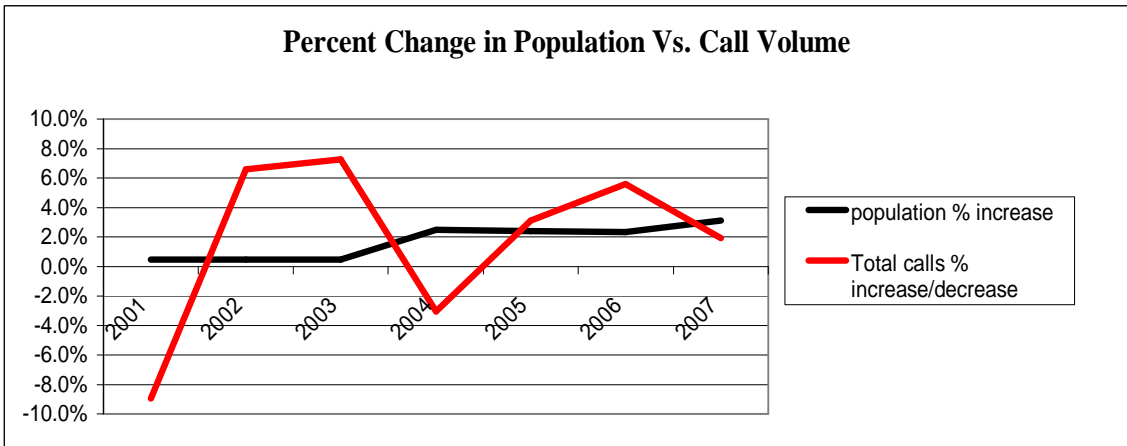
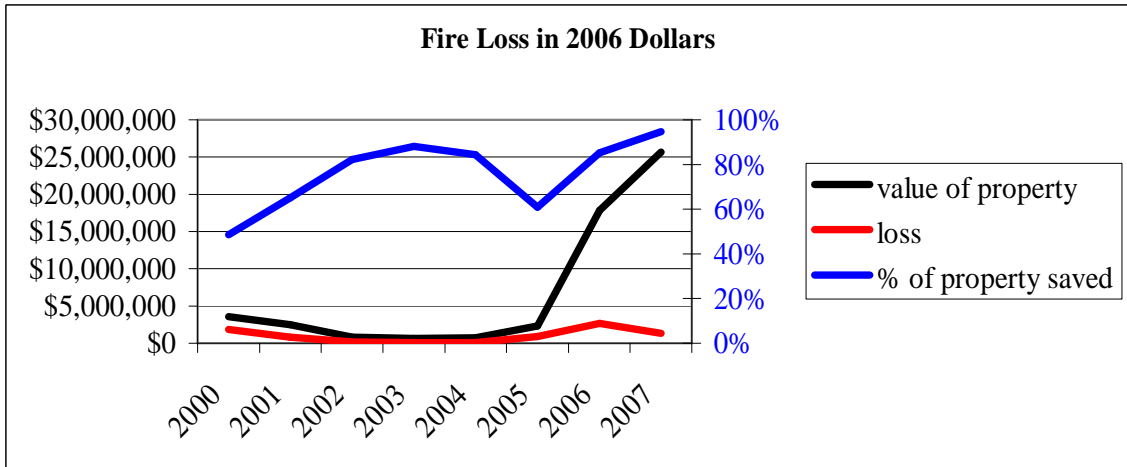
➤ Suppression – Assistant Chief of Operations James Ramer

The table below shows the types of calls for service, overtime hours, average response times, estimated fire loss/property value (in 2006 dollars), percent of property saved and average calls per day.

	2000	2001	2002	2003	2004	2005	2006	2007
Estimated Pop.	29,383	29,517	29,651	29,787	30,528	31,269	32,000	33,000
Total calls	3,297	3,002	3,200	3,433	3,328	3,432	3,624	3,694
EMS Patients	n/a	2,518	2,931	2,912	2,992	3,391	3,453	3,366
EMS assists	1,252	1,155	1,292	1,253	1,325	1,434	1,668	1,662
Fire/Haz Conditions	252	244	254	265	257	307	238	208
Vehicle fires	30	19	34	30	33	21	28	19
False Calls	274	342	310	319	295	309	457	565
Overtime Hours	n/a	n/a	9,073	8,271	4,200	3,246	5,419	3,769
Avg. response time	3:19	4:54	3:48	4:55	4:32	4:17	4:12	4:18
loss	\$1,833,544	\$872,150	\$152,858	\$81,811	\$116,657	\$899,968	\$2,636,058	\$1,349,580
value of property	\$3,568,964	\$2,488,031	\$863,455	\$678,102	\$750,046	\$2,300,293	\$17,841,045	\$25,691,950
% of property saved	49%	65%	82%	88%	84%	61%	85%	95%
Calls/Day	9.0	8.2	8.8	9.4	9.1	9.4	9.9	10.1







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



EMS Division activities continued to grow and expand in 2007. Our 2007 goal of 12-lead ECG acquisition capabilities has become a reality with the purchase of three Welch Allyn cardiac monitors. Seven Automated External Defibrillators (AEDs) were also purchased to accentuate our management of the cardiac arrest patient. Purchase of the monitors and AED units will allow us to deliver the best care possible to patients in need of cardiac monitoring and intervention.

Ambulance specifications were completed and our new ambulance is scheduled for an early 2008 delivery. The new ambulance will include a climate control box to facilitate proper drug storage processes for newly acquired medicines requiring refrigeration. Radio frequency modems were installed in the ambulances allowing for continuous downloading of Road Safety driving data. The EMS Division added two new CPR instructors to facilitate on shift training with the objective of reducing overtime

costs. A new medic orientation process was initiated to ensure new members are given all the necessary information to fulfill their job responsibilities. Customer-survey questionnaires were approved and are ready for print. Going forward, these questionnaires will provide valuable feedback for improving the care we deliver. The audit and review process has been modified to enhance paramedic participation and involvement. These process changes will result in increased value and learning from the audit and review sessions. Benchmarking system performance and expectations for EMS skills was initiated this year as part of our continuing effort to define and measure the care we deliver.

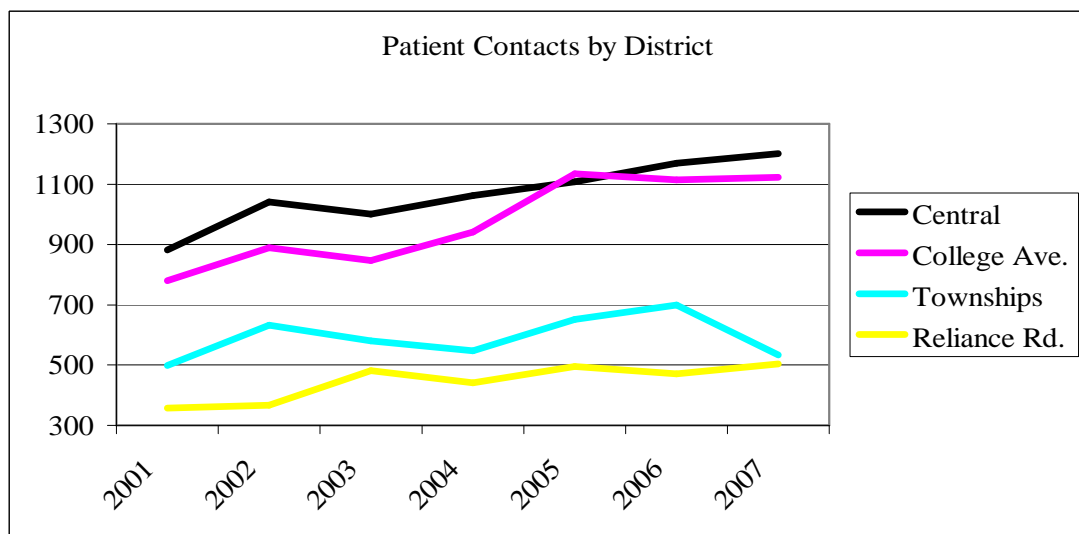
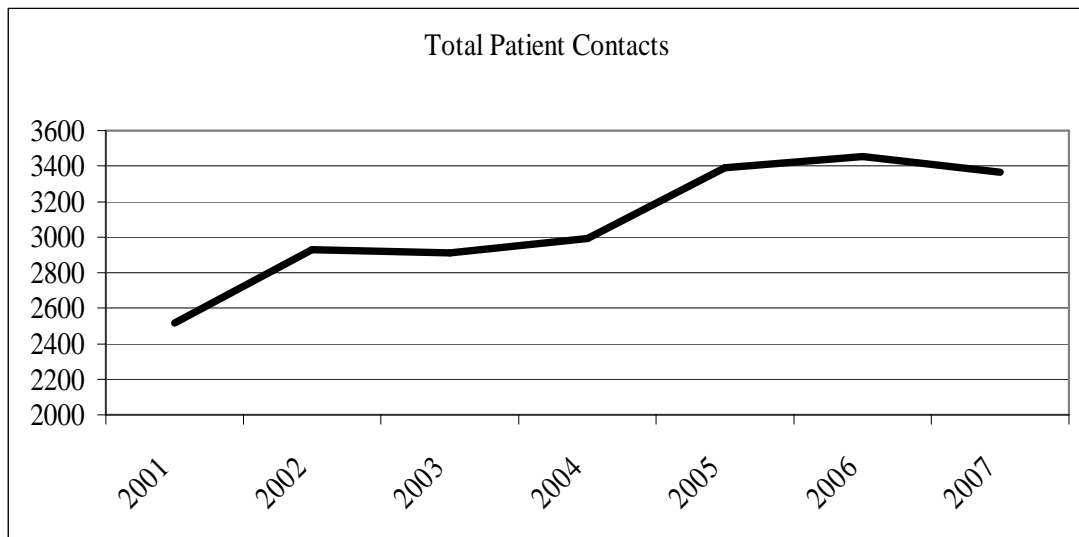
In early 2008, 12 lead transmissions to the hospital will begin. This will expedite the emergency room physician's decision making processes associated with caring for heart attack victims. Integration of the fire and EMS promotional processes will occur this year for simplicity and uniformity purposes. Goshen Fire Department representation on the Goshen Hospital's protocol committee has been a goal for several years and is now slated to occur with the 2008 protocol review meetings. Mass casualty preparedness will again be a priority in 2008. Training, equipment purchases, and guideline development in 2008 will allow for optimal scene management in the event of a multi-victim scenarios.

Electronic submission of billing information, electronic signature capturing, integration of EMS and fire reporting programs, and installing mobile data terminals (MDTs) in all ambulances are goals from 2007 that will continue to be pursued in 2008. These goals are technologically complex and will require diligent efforts from all involved to complete in 2008. We will strive to complete all of our goals in 2008 and report their completion at this time next year.

In 2007, the department had 3,366 patient contacts which were -2.5% less than 2006. The table below shows total patient contacts and contacts per station for 2001 - 2007.

	2001	2002	2003	2004	2005	2006	2007
Central	882	1,041	1,001	1,062	1,109	1,169	1,202
College Ave.	780	890	847	941	1,135	1,114	1,124
Reliance Rd.	357	367	483	442	495	471	505
Townships	499	633	581	547	652	699	534
Total Patient Contacts	2,518	2,931	2,912	2,992	3,391	3,453	3,366

The graphs represent the data from the table.



➤ **Training** - *Captain Scott McCrindle, Training Officer*



In 2007, Goshen Fire Department performed more than 11,579 hours of training which is a 12.9% increase from 2006. Included in these hours were mandated training in Indiana Occupational Safety and Health Administration (IOSHA) yearly requirements for hazardous materials, self-contained breathing apparatus, blood-borne pathogens, lock out-tag-out, confined space and the Indiana State Fire Marshal requirement regarding Sudden Infant Death Syndrome. The department also carried out a large number of training hours in Emergency Medical Services (EMS) hours performed by the EMS officers on the shifts. The department offered a wide variety of training lectures, demonstrations and psychomotor skills.

2007 proved to be a beneficial year in new firefighter training topics and improved basic firefighting skills. The department had the opportunity to utilize several buildings/homes that were scheduled to be demolished. In these trainings, department

members honed their skills in search and rescue, ground ladder operations, forcible entry, breaching walls/floors, down firefighter rescue and emergency firefighter bailouts. Other informal training for the department were team building approaches, flashover training, 12-Lead Electrocardiogram and company officer development. The department utilized many training hours to conduct pre-incident planning of business in the City of Goshen. The Goshen Police and Fire Departments conducted corporative training between the police Emergency Response Team and paramedics. The department had a large amount of hours in federal government and state government courses. These courses were National Incident Management Systems 100, 200, 700 and 800, United States Department of Transportation Railroad Safety for the First Responders, State of Indiana Strategy and Tactics and State of Indiana Hazardous Materials Awareness and Operations courses.

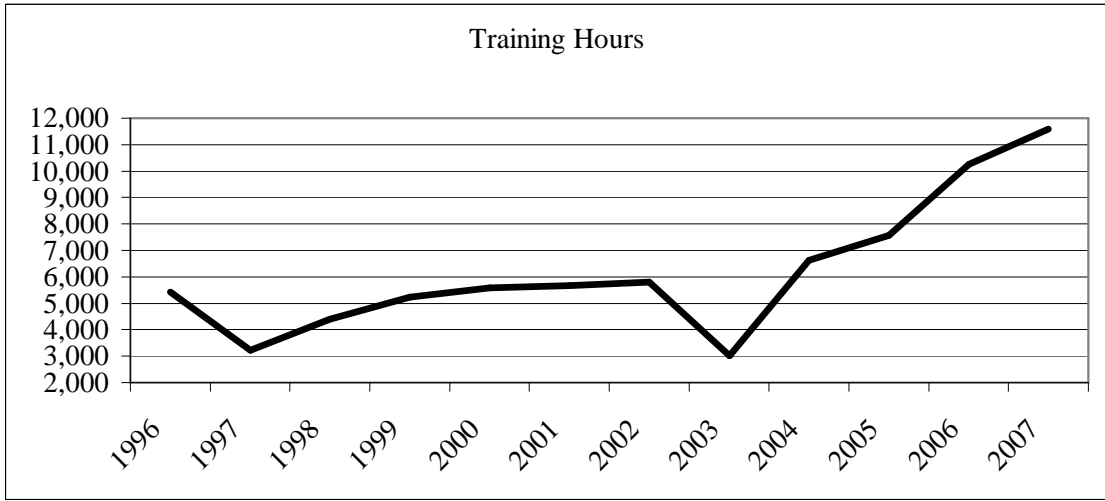
The department had two members graduate from higher learning institutions with Associate Science degrees, and one member that began the four year Executive Fire Officer Program through the National Fire Academy.

Goals for 2008:

- Provide State of Indiana certifications in Instructor I and II/III and Fire Officer I/II.
- Establishment of a mentoring program for new fire officers and a probationary firefighter cadet school.
- Required continuing education training for fire officers.
- Improve the firefighting educational resources library at each station and training officers' video and instructional library.

Long term goals:

- Addition of a roof simulator, drafting pits and a vehicle fire simulator at the training facility.



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



In 2007, the division investigated 46 fires, a 24% increase from 2006, and recorded 489 hours during these investigations and trainings. Of these 46 investigations, 13 were determined to be arson. This translates to 39 arsons per 100,000 population and compares favorably to 2006 reports from Elkhart at 68/100k and South Bend at 81/100k. As the division increases its accuracy and professionalism, more time is required per investigation. In 2007, an investigation averaged 10.6 hours. This includes required trainings and education.

February 15, 2007 marked an accidental fire claiming the lives of a mother and two children. Investigators Nethercutt, McDowell and Hursey handled this difficult incident with professionalism and compassion. Additionally, the division wishes to thank the Goshen Police Department and specifically, Detective Mitch Hershberger for his arrest of a suspect in the San Marcos grocery store fire of November 9, 2007.

In the past year, investigators Ramer, Nethercutt and McMillen completed testing for certified fire and explosion investigator (CFEI). This brings the division's total

CFEI's to four. Investigator McDowell tested and completed certification in vehicle fires and became the department's second certified fire investigator (CFI). This is the highest level of certification available for a fire investigator.

Goals stated in last year's report for the division were accomplished in obtaining training in fire pattern recognition and expert witness testimony. The goal of training in digital photography was not met.

2008 goals are to develop a working relationship with the Elkhart County Prosecutor's office, certify another investigator to the CFI level, obtain education with digital photography and continue training in fire pattern recognition.

➤ **Inspections** - *Chief Inspector John Alheim*

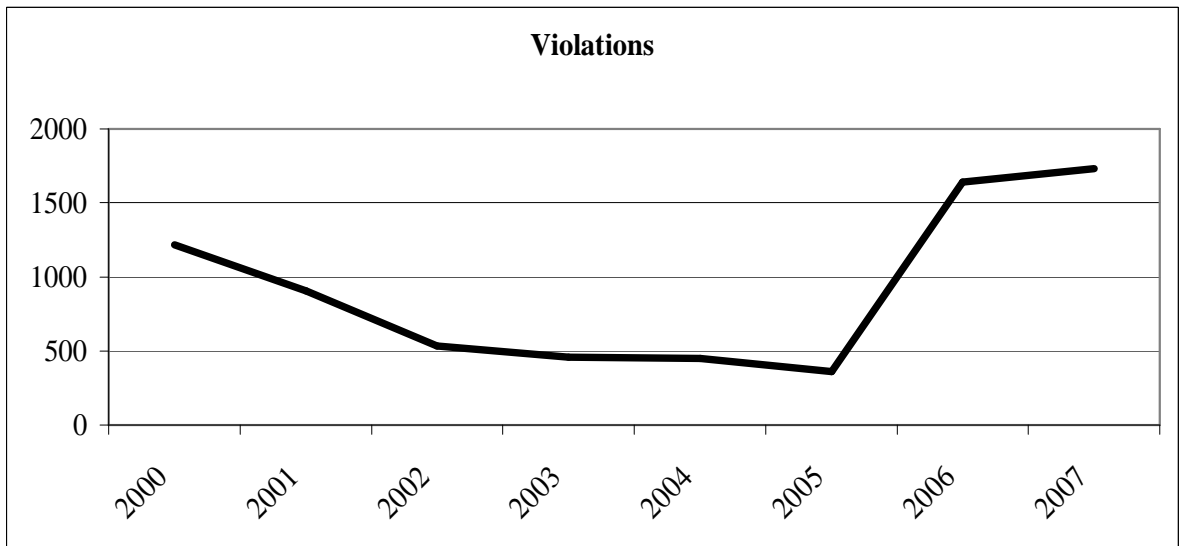
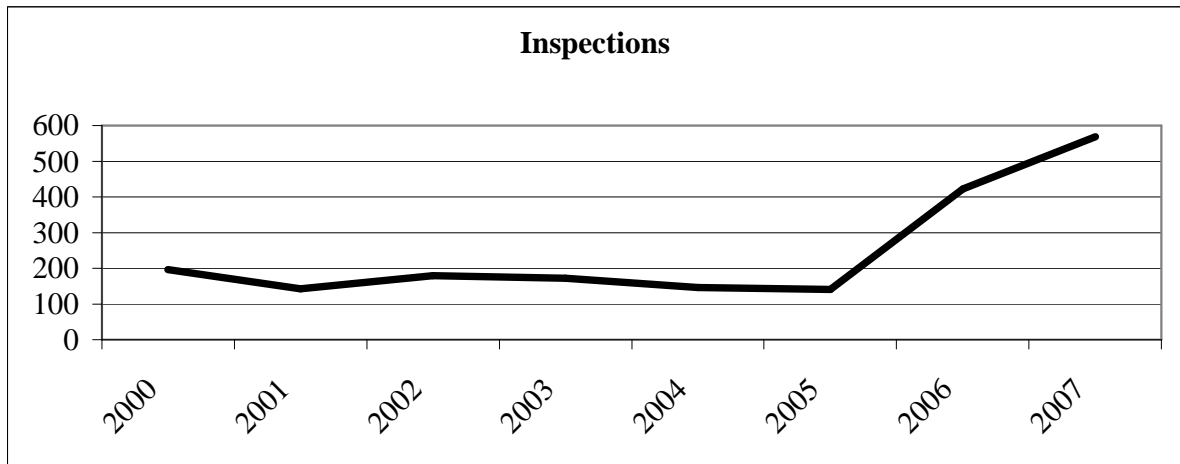


2007 has been a productive year with 569 inspections/re-inspections performed. During these inspections, 1,731 code violations were identified. Forty-six complaints were investigated and resolved along with six consultations on new building plans. Continued emphasis on the safe operation of restaurants was accomplished with yearly inspections. Any building which facilitates public gatherings will also be added to the yearly inspections list for 2008.

Life safety code enforcement has been a chronic problem for the division. The city has no local means of enforcing these codes that businesses choose not to comply with. Currently, non-compliance with serious safety code violations requires intervention at the state level. This process is cumbersome and lengthy and could be improved with a local ordinance with an enforcement mechanism for non-compliant building owners/occupants.

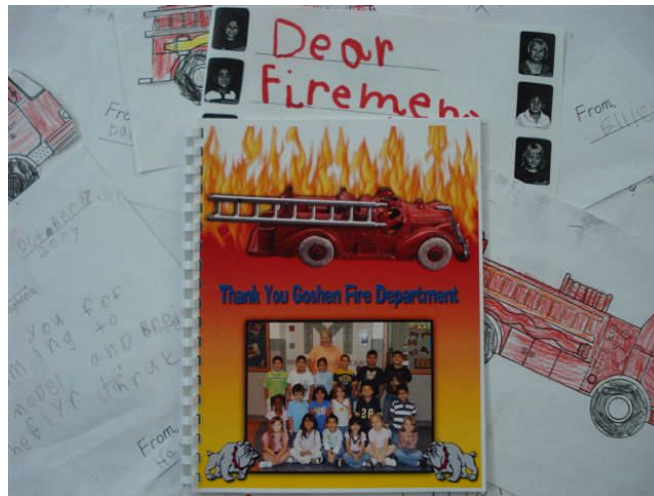
Chief Inspector Alheim retired on December 30, 2007 and is anticipated to return to the fire department as a civilian inspector in April.

	2000	2001	2002	2003	2004	2005	2006	2007
Inspections	196	142	179	173	146	141	423 ²	569 ²
Violations	1214	904	531	455	447	360	1640	1731
Violations per inspection	6.2	6.4	3.0	2.6	3.1	2.6	3.9	3
Average inspections per month	16.3	11.8	14.9	14.4	12.2	11.8	35.3	47.4



² 2006 and 2007 inspection total includes re-inspections, previous years do not.

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



In 2007, the 1st grade “Exit Drills in the Home” or EDITH program continued to be successful with 590 students being taught how to make and practice home fire escape plans. Each student was given a take-home kit containing everything they needed to create their own plans with their families. 322 children completed their EDITH plans, earning prizes that consisted of fire helmets or Frisbees. Of the 30 classrooms that participated citywide, the completion rate varied from a low of 12% to a first in program history rate of 100%. Overall, the city completion rate was 55%.

The 4th grade Basic Aid Training (BAT) course saw 424 students take part in the day long training at 6 different schools. This event is provided as a partnership with the American Red Cross and teaches rescue breathing, electrical safety, minor wound care, poison awareness and fire safety.

In 2007, station tours were conducted year round with October (Fire Prevention Month) being the busiest month. Students came to see how firefighters and paramedics perform their duties. This gives us an excellent opportunity to educate students about fire safety. Goshen Fire Department participated in 2 health fairs this year sponsored by

Goshen Health Systems and Goshen Community Schools. We also were actively involved at the Elkhart County 4-H Fair during the Safe Kids Coalition's Safety scavenger hunt. More than 300 children came through our tent during a somewhat soggy day!

The beginning of 2008 has brought changes to the Fire Prevention – Public Education Division with the resignation of long time member, Lt. Craig Hursey. He will be replaced with Sgt. Mike Happer, who is a 12 ½ year member of the department. Mike has been a great asset to the division in the past and works well with the public, especially the children.

Fundraising efforts, which were successful in 2007, will be undergoing some slight changes for the coming year. We will be moving the fundraising kick-off from October to January in an attempt to make it even more successful. Additionally, we are pursuing a federal grant for the purchase of a liquid propane fire extinguishing system. This system would allow us to provide fire extinguisher training in a safer, more environmentally friendly manner than is currently being offered. We believe the ease of portability and low cost of this training system will be an attractive feature for area businesses and homeowners seeking to gain valuable hands-on, live fire training experience.

We eagerly look forward to 2008 as we seek new ways to fulfill our mission to protect the citizens we serve.

➤ **Promotions/Retirements/Appointments**

As of December 31, 2007, the department is short staffed three for its budget with 51 sworn personnel and 1 civilian.

Promotions

Jeff Frank	Sergeant	Feb 7
Mike Bontrager	Lieutenant	Feb 26
Randy McMillen	Sergeant	Feb 26
Shane Heeter	Private	Feb 27
Brian Brown	Private	Mar 7
William Phillips	Private	Mar 28
Rob Schrock	Sergeant	Oct 29
Scott Thomas	Private	Nov 6



Retirements

Sergeant Bob Franks	39 years	Jan 29
Lieutenant Al Peery	20 years	Feb 26
Private Rod Miller	24 years	May 31
Battalion Chief Larry Scheidel	33 years	Dec 30
Chief Inspector John Alheim	36 years	Dec 30
Sergeant Steve Huber	34 years	Dec 30



Resignations

Private Mike Beall	June 16
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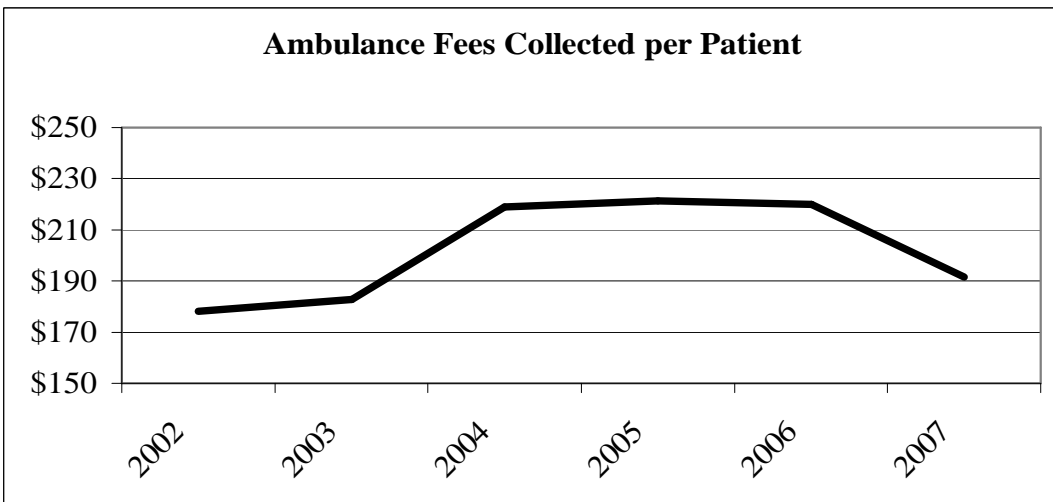
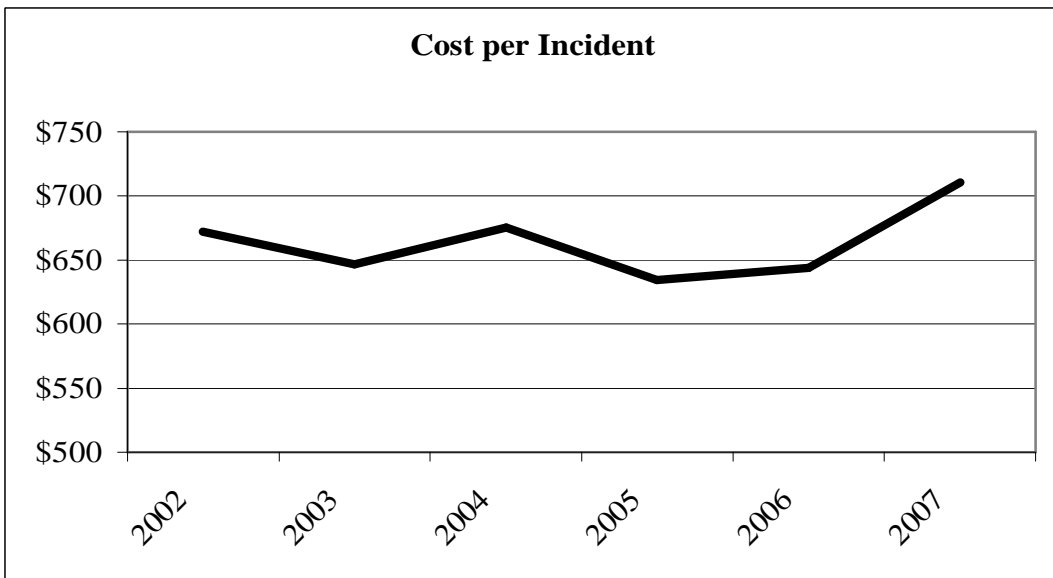


Appointments

Daniel Bontrager	Feb 14
Bradley Showalter	April 8
Jerod Erb	June 6
Courtney Snyder	Aug 2

➤ **Budget**

	2002	2003	2004	2005	2006	2007
Budget	\$2,672,775	\$2,752,957	\$2,902,037	\$2,927,922	\$2,970,900	\$3,269,420
Ambulance Fees Collected	\$522,199	\$532,506	\$655,067	\$750,689	\$636,978 ³	\$644,274 ⁴
Fire Budget (minus) Amb. fees	\$2,150,576	\$2,220,451	\$2,246,970	\$2,177,233	\$2,333,922	\$2,625,146
Ambulance Fees Collected per patient contact	\$178	\$183	\$219	\$221	\$184	\$191
Cost per incident	\$672	\$647	\$675	\$634	\$644	\$711



³ Revised from 2006 estimate of \$759,187

⁴ Estimated

➤ **Summary**

This report conveys the activities of the department for 2007. The trend for most activities is positive and reflects increasing demands on the department as the City of Goshen grows. Additional data may be available upon request.

Dan Sink
Chief of the Department