



Carmel Fire Department

2018-2022 Strategic Plan

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Welcome Letter from Chief



I am honored to present the 2018-2022 Strategic Plan for the Carmel Fire Department. This plan outlines the goals, objectives, and priorities for this agency and sets the path for the future of our agency and personnel. In the current environment, all aspects of Public Safety are subject to close examination, particularly concerning the spending of taxpayer money and allocation of community assets. The public, which is more informed than ever, expects and deserves accountability and transparency. Carmel Fire strives to achieve accountability and transparency while setting the course for a more proactive model in all that we do. Our goal is to create value within our community and for this agency to be viewed as a valuable asset of Carmel and Clay Township. Through improvements in our planning process and implementation of industry best practices, we will ensure delivery of the highest quality services to all who live, work and visit our community.

For the agency to stay relevant and progressive, we must continue to look for innovative ways to go beyond our community's expectations while not resting on previous accomplishments. We will challenge previous norms to allow for a culture of exceeding expectations. In doing so, we will continue to look to the future by striving to be a leader in the fire service within our community, our county, and our state. On behalf of all the men and women of the Carmel Fire Department, we are excited about the future, and I am proud to lead this group of dedicated and exceptional firefighters and civilians.

Respectfully submitted,

A handwritten signature in black ink that reads "David G. Haboush". The signature is written in a cursive, flowing style.

David G. Haboush, Fire Chief

Carmel Fire Department

Introduction

The Carmel Fire Department provides fire suppression, rescue, emergency medical services, hazardous material response, fire inspection, code enforcement, fire investigation, and public education to the City of Carmel, Indiana. The Carmel Fire Department provides these core services with the highest professional standards and efficiency to the citizens it serves. The Carmel Fire Department is currently seeking re-accreditation through the Center for Public Safety Excellence (CPSE). This plan is written in accordance with the guidelines outlined in the CFAI Fire and Emergency Service Self-Assessment Manual, 9th edition.

The process of developing the Carmel Fire Department Strategic Plan went beyond merely producing a document. Internal Stakeholders provided input about how the Carmel Fire Department conducts its business by critically assessing and challenging the Carmel Fire Department's processes, paradigms, values, and belief systems. Members from all ranks and positions were given the opportunity to provide input on the department's long-term direction. Furthermore, External Stakeholders give feedback on their fire department and to provide insight from the "customer's" perspective. Both groups' involvement was invaluable to the process of building this plan.

This plan is the embodiment of the Carmel Fire Department's future. It contains the department's mission statement and its vision statement that provides for a clear path to the future. This strategic plan also includes the department's core values, which will act as a guide toward the fulfillment of the mission. Lastly, this document presents the department's goals and objectives, which will facilitate the realization of the vision.

Organizational Background

The Carmel Fire Department serves the City of Carmel and Clay Township in Indiana and covers approximately 51 square miles of territory. With a population of approximately 95,170 people, Carmel is a suburban community on the northern edge of the City of Indianapolis and has a mix of residential, commercial, and light industrial occupancies.

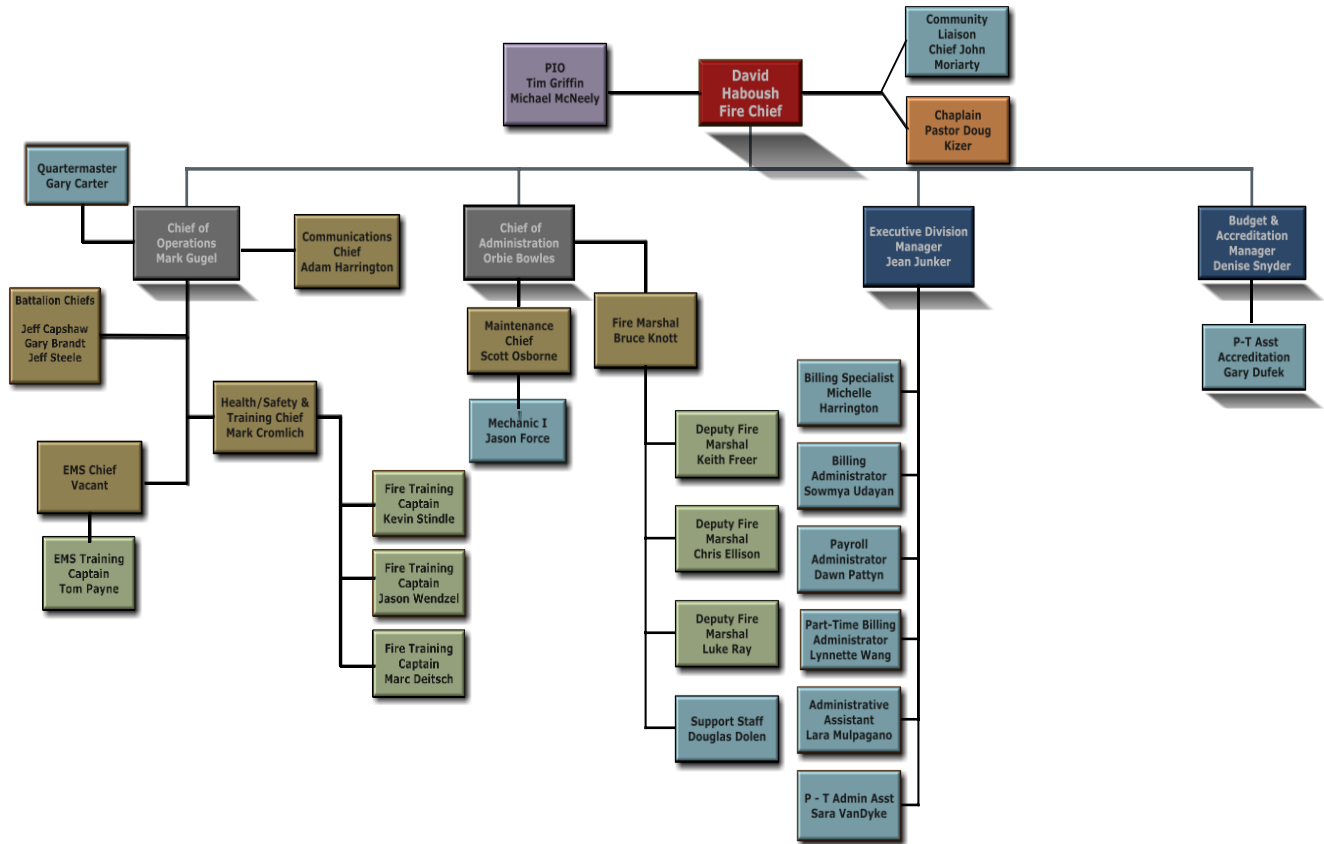


Carmel was founded as an unincorporated town in 1837 and was originally named Bethlehem. In 1846, the residents of Bethlehem wanted a post office, but the name Bethlehem was already in use by another community in the Southern part of the state; therefore the name "Carmel" was adopted. The City of Carmel operates on a Council-Mayor form of local government. Prior to January of 2016, the city was a third class

city and had been incorporated as such since 1976. In January of 2016, the Carmel City Council voted to upgrade the City of Carmel to a Class 2 city. However, not all changes took effect immediately. In 2019, voters will elect a city clerk and two additional council members. Additionally, the clerk treasurer's position will be eliminated, and the mayor will appoint a city controller.

Carmel's first fire department was organized in 1900 and was an all-volunteer fire company. In 1958, the first paid fire chief and the first paid firefighter were hired. By the 1990s, the number of paid professional firefighters had grown to more than 60 members. Today, there are 154 professional firefighters who staff six stations throughout the city, with six engines, a ladder company, four paramedic ambulances, and a hazardous materials vehicle. The firefighting force is divided into three crews that work 24-hour shifts and respond to more than 7,300 incidents annually. An eleven person administrative staff forms the command structure for any large-scale event that supports these firefighters.

**2018
Carmel Fire Department
Administration Organization Chart**



Vision Statement

It is the vision of the Carmel Fire Department that within the next five years, the Department will provide the highest quality customer service of any Fire Department in the State of Indiana.

Community-Driven Strategic Plan

The Carmel Fire Department must ensure that its core services are in line with the demands and expectations of the community. Private citizens and businesses alike must have a chance to make their voices heard. Therefore, the Carmel Fire Department has used an approach that involves the community in its planning process. This allows the planning process to be specifically targeted to the wants and needs of the customer by focusing precious resources while reducing risk and wasted effort.

External Stakeholders

The selection process for soliciting participants in the Carmel Fire Department's external feedback focus groups began with the determination that we required at least twelve persons from two community groups: businesses/institutional, and residents. Using the City of Carmel's Homeowner's Association master list and the Carmel Fire Department Prevention Division's building safety inspection list, we randomly selected thirty contacts to invite, via written invitation and email invitation. After filling several spots from that effort, we expanded our solicitation to include other local business owners and managers, along with residents. We were successfully able to fill all places needed to hold the external feedback focus group sessions.

In late 2017, the Carmel Fire Department in conjunction with Dr. Richard Markoff hosted Focus Group Meetings with members of the business/institutional and residential communities. Each group received a questionnaire from which we would obtain the information needed to assist in our Strategic Planning process. The questionnaire was mailed to external stakeholders for their review prior to the meetings.

Below are the questions asked of the stakeholders.

<ul style="list-style-type: none">• <i>What are your priorities as a customer of the Carmel Fire Department?</i>
<ul style="list-style-type: none">• <i>What are your concerns as a stakeholder in the community?</i>
<ul style="list-style-type: none">• <i>What services do you expect from the Carmel Fire Department?</i>
<ul style="list-style-type: none">• <i>What services do you believe are missing from the Carmel Fire Department?</i>
<ul style="list-style-type: none">• <i>What are your most common worries about fire protection or any other potential disaster?</i>

<ul style="list-style-type: none"> • <i>If you have experienced an emergency that required a response from the Carmel Fire Department, what was your experience in dealing with the department?</i>
<ul style="list-style-type: none"> • <i>What future opportunities would you suggest for the Carmel Fire Department to better serve you?</i>
<ul style="list-style-type: none"> • <i>What are your overall perceptions of the performance of the Carmel Fire Department?</i>

Feedback Responses

The responses and comments were overwhelmingly positive as to the performance and professionalism of the Carmel Fire Department.

Business/Institutional Group

The following businesses contributed information to this plan.

Attendees: Nancy Newport (Carmel Clay Public Library); Dara Buffington (Anker Consulting Group); Will Wright (Will Wright Building Corp); Jennifer Szuhaj (Carmel Clay Schools); Jeannine Forner (St. Vincent Carmel); Jeff Terp (Village of West Clay); Amy Brammer and Alexis Combs (HCR Manor Care at Summer Trace); Tom Kirk (John Kirk Furniture); Chad Clark (Meijer); Paul Hensel (Indiana Members Credit Union); and Jennifer Jones (Clay Terrace Mall)

Below are the questions and responses from external stakeholders within the business/institutional community regarding the Carmel Fire Department.

Have you ever been personally affected by CFD or EMS?

- His house was struck by lightning and observed CFD’s miraculous technique to put out an attic fire – they filled the attic with steam. Noted that the firemen were well-trained. An aged neighbor in her 90s had been frequently visited by CFD and they brought her back three times, continuing her life beyond expectations. It seemed like CFD arrived in 3 minutes. Notes that as a builder, finds CFD courteous in land development, technical support and building inspections.
- As Carmel Clay Public Library is a public building, they have lots of EMS calls. Two years after the building opened, there were weird smells and CFD was very responsive. CFD assists CCPL with fire drills for staff/patrons; they are easy to work with during building inspections. They are nothing but professional. Also, Hazmat team came out once due to an issue in the parking lot. They were prompt and efficient. CCPL had been hesitant to call about the issue, but CFD always says if in doubt, call!

- CFD assists Carmel St. Vincent Hospital with fire drills. Notes their quick response times and their diligence during annual inspections.
- Carmel Clay Schools has monthly fire drills at their buildings and CFD is invited to participate once or twice a school year. They are always courteous during annual building inspections. Once they had to evacuate students due to a smoking water fountain and CFD got the kids back into the building quickly. Personally, CFD has responded to the residence. Individual had a nightmare scenario in mind with axes, but CFD quickly found the issue was with the ice maker.
- Individual has had no experience personally, but see lots of EMS runs.
- It seems like CFD is taking a run to the Village of West Clay every day as there are 1,600 homes in the village. Personally, he has had CFD at his home when he had problems with his smoke detectors. CFD took down each one and found one that had melting wires.
- His parents were ill and CFD came to their home. CFD firefighters stuck around to make sure everyone was taken care of, even at the hospital.
- He lives next door to Station 43. He has had multiple wrecks and CFD was always very responsive.
- CFD responds to Clay Terrace for issues with shoppers, gas leaks, etc.
 - Suggestion: Person in Charge at scene should more clearly identify themselves and communicate with property manager about status. At times it is hard for the property manager to know what is happening.
- CFD is very quick whether it is for a store need or a customer. Frequently Chad needs to get documentation after an incident, so it would be helpful to get a phone number from a person in charge.
- CFD is at Summer Trace almost daily for issues with elderly residents. They have also come for gas smells. They are always very kind and friendly with the elderly people and CFD firefighters seem really good at their jobs.

Are there services that stand out in your mind?

- EMS services as the EMTs put the person being dealt with at ease and make the patient feel like they are the most important person they are dealing with. Community services like partnering with CCPL during the 4th of July parade to make sure everyone is safe.
- Educational Fire Safety classes that CFD puts on at the local schools are awesome. Teachers always want CFD to come teach those classes every year.
- We really appreciate the Safety Day partnership with CFD/CPD. It is great, and people love that event.

- He previously lived in Indianapolis and noticed duplicate services during ambulance runs. He also noted that response times are much longer in a neighboring city to the west. Carmel compares as excellent in its response time.
- She appreciates the informative website, which is easy to use and helpful.
- Firefighter for a Day Camp was especially great; it would be great if CFD could go into schools with full gear to familiarize children with them, so they would be less scary to kids. The building inspection program is easy, especially with the use of email. It works well.
- The open houses are great and help folks know who their firefighters are.
- MIHP program for the frequent callers is really helpful.
- He appreciates the education that CFD provides Meijer's leadership team on fire suppression equipment during inspections.
- He believes the building inspections are lifesavers, very valuable. They protect property and people.

What services may need to be supplemented?

- She asked staff around her building, but no one can think of anything that needs to be supplemented.
 - Moderator asked: What do you think that says about your fire department and individual replied that means they are doing an excellent job.
- He notes that you don't know what weaknesses you have until you fail. MISO, for example, is such a strategically important building in the Midwest and it could be a target.
- CSV provides CFD their emergency plans. They would like to see more participation from CFD in annual drills that are all-area drills. There is a group that meets monthly to plan for these four-hour drills.
- There should be a PIO/liaison that business owners/managers could communicate with after an incident. This would help businesses complete paperwork, get information for files, etc.) Also, active-shooter drills/hazmat drills – Clay Terrace would love to be a part of those activities. They do drills twice a year.
- In-service education programs would be helpful for staff and for residents (they would enjoy it). Would be great for all of the retirement communities in Carmel. Residents are oriented to fire drills, as they have three per month. In-services would help residents have more confidence during emergencies.

What should CFD be prepared for in the future?

- Does the population in Carmel understand that if we have a true major event what provisions are in place for mass injuries?
- Hazardous waste disposal needs to be more accessible, information about it more publicly available.
- Being prepared for new advances in fire prevention; continuing fire education.
- Public education with all types of citizens; social media channels to prepare citizens for emergencies. Keeping up with training, training all members of the community, having communication plans for those different entities and groups. Probably the general public may not know about all the services CFD provides. Take advantage of social media technology.
- Moderator: How many of you have looked at the CFD website?
 - About half have looked at the CFD website.
- Continuing with their own training – we all think Carmel is safe, but we shouldn't become complacent. Be prepared for active shooter, bomb threat.
- Staffing is very important as town keeps growing. If we add another 30-40,000 people, we won't have enough firefighters.
- Important to continue mutual aid relationships as Clay Terrace has seen the benefit of that directly.
- When there are natural disasters, there are many community volunteers involved. They need education, involvement with planning for disaster planning.

Write down three words that represent CFD:

- Professional; Approachable; Knowledgeable
- Responsive; Quality; Safety
- Efficient; Excellent; Engaged
- Helpful; Quick; Excellence
- Trained; Professional; Prepared
- Excellent; Helpful; Friendly
- Friendly/Kind (patient); Fast; Involved in Community
- Respectful; thoughtful; professional
- Helpful; responsive; thorough; fast
- Efficient; responsive; educators
- Educate; communication; planning
- Professional; polite; rapid response

As a community member, identify any positive aspects of CFD/EMS you might see? Any additional comments beyond what has already been mentioned?

- Community Day with police and other safety organizations – please continue!
- Clothe a Child/Community Assistance Program is great and creates a sense of community. It seems like CFD is a lot more active than other departments.
- CAP meal delivery

What concerns do you as a business have that haven't been mentioned?

- Can CFD keep it up? Do they have the money/tax rate to keep up training and hiring?
- Moderator: What are the inhibitors to that? Obstacles that CFD might have to perform at that level?
 - Money, Staff
 - Population Growth – keeping up with increased runs, which goes back to having enough money for more staff
 - Elected officials, electing the wrong person to public office since “stop the spending” is a popular phrase. Listening to the media criticize Carmel’s accomplishments shows the jealousy of Carmel’s accomplishments.

What are your response time expectations?

- Should/could range depending on the situation. It seems like it is less than 5 minutes.
- We don't know what is “acceptable”, but it seems like it is really fast. She had called 911 once in Indianapolis and they put her on hold, which was just amazing. Never has been put on hold in Carmel or this area.
- 5 minutes or less? 10 minutes seems like too long.
- Even though all the managers at the store have to be CPR certified, it is a relief to know that CFD will be on scene quickly when there is an issue.

Is there someone you know at CFD who deserves a pat on the back?

- Fire Marshal Bruce Knott – inspects the hospital, very open, helpful, and responsive.
- She doesn't know the names, but the ones that come out are very helpful. Dave Haboush is great, but she doesn't want to single any one out because they are all great.
- He doesn't want to single any one person out as all players are essential to the success of the game, it's a whole team effort, like a football game.

- Chief Dave Haboush has taken the department to a new level of professionalism. Both gentlemen grew up here in Carmel and have seen good past chiefs.
- He notices that guys stay way past the typical 20 years at CFD because they just don't want to leave.

Open Floor to Participants

- She likes the Open Houses so you can meet your firemen. It is amazing to see everything in the fire house; she'd like to see CFD share their good news more frequently.
- She appreciates seeing the firefighters at the grocery store.
- She loves seeing CFD's presence at the first day of school, reminding folks of safety. The kids love it.
- She would like to see more advertising and promotion of CFD services. Lots of elderly folks don't go online. More coverage in newspapers.
- It is critical for CFD's future that they are properly funded. Public service should come first in the budget – what does it matter if we have a beautiful city if it's not protected.
- Moderator: Who wasn't aware of Chief David Haboush prior to today?
 - About half of the participants didn't know Chief previously.
- He notes that protection of life should take precedence over protection of property; however, if firefighters are in danger and it's just property, they should back off and focus on containment to protect neighbors.
- Moderator: What is the best way to get information to you and your staff from CFD?
 - Twitter; Nixle (via text); email; social media
- Posting information in common spaces at nursing home; sharing info at orientation or during fire drills. It would be great to have at least one annual in-service event to share information with residents. Good news is often buried in the Current – it would be nice if good information was highlighted.

Is there anything else that we haven't touched on?

- Are we educating kids about firefighting as a career path?
- Are there enough stations to provide proper coverage for a growing Carmel? Is that part of the future plans for CFD?
- Is there enough equipment/apparatus to support growth?
- I'd like to know more about what equipment is where and why?

- What are the accreditation standards for station coverage of an area?

Additional Comments

- He serves on a 24-member group for workforce development. He wonders if the fire service is being promoted as an honorable, valuable career path to you people. CFD is a valuable job and should be treated equally to a college graduate job.

Citizens of the Carmel Community

The following members of the Carmel Clay community contributed information to this plan.

Below are the questions and responses from external stakeholders within the residential community regarding the Carmel Fire Department.

Attendees: Linda Tatum (Woodgate neighborhood, realtor); Jack Beery (east side, President of Carmel Dad's Club); Bruce Breeden (Mt. Carmel neighborhood, Vice President at Telamon); Josh Blackburn (Carey Rd/ 146th St, Carmel Dad's Club); Terry Whitesall (west side; retired); Attendees: Nelly Steele (west side, Anthem); Patti Edwards (west side, p/t office manager); Julie Holloway (east side, dental assistant, from one of the original Carmel families); Benita Hutt (east side, realtor); Rachel Ferry (east side, United Methodist Church); Kim Gunderman (west side, stay at home mom); Tom Gunderman (west side, attorney) Christopher Porter (observer; IUPUI professor)

Have you ever been personally affected by CFD or EMS?

- His home burned down 32 years ago; also experienced an ambulance run when he had a serious injury with a garage door at his home.
- His father had brain cancer and CFD assisted. They were very professional and quick. They eased his father and everyone focused which made the experience more comfortable.
- She has a homebound mom who is invalid. CFD helped her mom when she fell out of her chair inside their vehicle. Linda took her to the closest station and they immediately provided help. She also calls non-emergency dispatch when she sees things that are suspicious in the area.
- They were at a social gathering and a friend passed out and EMS was called.
- She broke her leg on ice and CFD arrived within a few minutes. They have also made numerous calls on her mother.
- Her dog started a fire on their gas stovetop. CFD was extraordinary! She was freaking out and they handled everything. They knew exactly how to calm her down. Her neighbor had an outdoor

fire pit that was throwing a lot of smoke, so someone called the fire department. CFD came from their banquet and one of the gentlemen was in a kilt! That shows real dedication.

- She notices that they are always working. Her son fell out of a tree and CFD responded right away.
- Her daughter ran into the door jam and CFD came really fast. She was transported via ambulance to the hospital. CFD was amazing and they keep everyone calm.
- One at UMC, they called 911 for a churchgoer short of breath. When CFD was getting ready to take the patient away, UMC staff asked if CFD could pause so they could pray. CFD stopped and prayed with everyone. They are good guys.
- Working at a dental office, they sometimes have patients who have issues. CFD always comes right away.
- Her father-in-law has Alzheimer's. CFD assisted with finding him in the middle of the night once.

Are there services that stand out in your mind?

- He is impressed with the accreditation process. He has personally experienced CFD going above and beyond. His young son had brain cancer. CFD met with the family, brought Brooks home, and when he passed, took Brooks to the mortuary.
- Ambulances services stand out and he notices that because we have a good number of ambulances we can respond quickly. He appreciates the strategic location of our stations and that CFD is thinking ahead.
- He went online and researched CFD. He notes that CFD's run consist of 65% EMS and that our EMS is outstanding. In his previous town (Richmond), EMS had separated from fire, which was okay at first, but later seemed troublesome. To him, having CFD combined with EMS seems to be working and he didn't realize the extent of EMS services. He visited Station 46 and was given a grand tour, which he felt to be a very worthy experience.
- The building inspection division is a great benefit. He appreciates CFD partnering with businesses to create a safe environment.
- He notes the same experience at Carmel Dad's Club. CFD will even stay to help make corrections.
- He was previously a school board member and he really appreciates the participation of the CFD in ensuring building safety.
- MIHP stands out as a great development. People may not need emergency help, but do need follow-up.

What services may need to be supplemented?

- He anticipates that CFD will continue to expand to support Carmel's population growth by adding equipment, properties/stations, and adding staff.
- He wants firefighters to have great stations to live and work in and have great equipment.
- Conditions of firefighters' careers are extreme and can impact life expectancy. Is working 24-hour shifts conducive to keeping them healthy? Are we taking care of our people after runs? Are they trained to take care of each other?
- As a realtor, she has concerns about rental properties and the safety of firefighters and police when more transient populations in rentals may have less than safe conditions or even drugs on site. She is also concerned about the maneuverability of apparatus in the tight confines of apartment complexes.

What should CFD be prepared for in the future?

- Getting information out to the elderly population beyond how to call 911.
- Preparations for mass shootings. At the church it is something they think about.
- Is our city prepared for mass shootings with so many festivals and other outdoor events? There should be a focus on community awareness of these kinds of issues and planning.
- Firefighters see a lot of things that we do not appreciate and a lot of departments may not have access to mental health care. CFD needs to ensure they are supporting firefighters and not burning through them.
- She is concerned about cancer exposure as she knows firefighters suffer from cancer in big alarming numbers.
- Public safety has so many unknowns at the state and the national level. It is important that our first responders continue to be educated on safety issues.

Write down three words that represent CFD:

- Professionalism; family; strategic
- Excellent service; well trained; good equipment
- Dependable; comforting; healing
- Professionalism; integrity; beyond (duty)
- Best period; best trained; best benefitted
- Responsive; professional; benchmark setting
- Professional; community representatives; community bond

- Prepared; caring; calming
- Prepared; responsive; continued training
- Brave; dedicated; available
- Helpful; caring; supporting
- Accessible; professional; advocates

As a community member, identify any positive aspects of CFD/EMS you might see?

- Everyone who wants to be a firefighter in central Indiana wants to be on at CFD.
- Fire loss in Carmel is low – is this due to the efforts of CFD? If so, they deserve props.
- When Carmel Dad’s Club was putting up some new structures, the plan review process was in-depth and rigorous. CDC had to make some changes based on feedback from the Fire Marshals’ department.
- CFD is very present in the community. They are at all kinds of events and their work with kids helps children not be intimidated by firefighters.

Any additional comments beyond what has already been mentioned?

- When an ambulance takes a person to the hospital, how do those costs affect our taxes? Also, when Carmel extends mutual aid, do we get reimbursed?
- She would like to see CFD help educate young people about hazards as they age, specifically young drivers getting education about driving around retention ponds. It would be great if information could be disseminated through HOAs. She in a Tuesday morning weekly Realtor roundtable – she thinks CFD would be very welcome to participate.
- He was surprised when Chief Haboush mentioned water and ice rescue training for CFD. He didn’t know that CFD did those kinds of rescues.
- Continue pushing education with the public and continuing education for firefighters, especially to help them prepare for handling the drug epidemic and other events like mass shootings and bombings. He also wonders about roundabouts and their hindering of our maneuverability.
- He asked Station 46 how they could get around Carmel with all of the traffic and construction projects. They said they have no problems getting around and have constant communication with the city about road conditions and issues.
- He appreciates the amount of preplanning that goes into everything CFD does to prepare for responding to incidents. One issue that he has been thinking about is the mental welfare of firefighters.

- He knows a lot of firefighters have second jobs. He doesn't think a lot of people understand that firefighters buy their own food, pay their own cable bill, etc., during their shifts.

What was not discussed that you would like to discuss?

- Could community volunteers help with mechanical work?
- He observes that morale is very high right now and that goes back to Chief Dave Haboush and his leadership style. It means something is right with the leadership.
- She is interested in seeing how close a station is to her home and what the various coverage areas are for the stations. It would be good information to have on the website.

Are there members of CFD you think deserve a pat on the back?

- Chief Dave Haboush and Chaplain Doug Kizer, specifically with respect to Mark Robinson's funeral. CFD was showing their professionalism and sense of family. It was awesome.

If you were the moderator at the next focus groups five years in the future, what questions would you want asked that were not?

- Impact of population density on CFD's activities
- CFD's programs to provide care to aging citizens.
- She hopes that future groups will be praising CFD on amount/types of communications they make to the community as opposed to the amount now.

Areas of Community Concern and/or Questions

What are CFD's plans for a major disaster (like a target such as MISO or a meteor)?

If there is a natural disaster, are there enough people/first responders to help?

Carmel St Vincent must conduct a Hazard Vulnerability Analysis annually...does CFD have something similar?

Can the public see CFD incident/disaster plans for natural disasters, gas leaks, information on how can business owners and members of the public help support that.

CPR training/AED training...are classes available through CFD?

Are EMS trained and prepared to handle the craziness that comes with the opioid epidemic? If CFD communicating with the community about their training and preparation? Does CFD have the equipment to handle those situations?

Is there a community Hub (place where residents know they could find info/help during a disaster)? If there were a disaster, where could we get water, assistance, etc.?

Do we have apparatus that can access the trail systems in Carmel?

The city of Carmel keeps changing and folks don't leave, how does the changing citizen make-up impact CFD?

Can a person go into a firehouse anytime and go on climb on the equipment?

Does CFD provide training on fire alarms/smoke detectors to the public?

Several participants would like more information about the accreditation process, why it is important, why it is not required. Why should the community care? Perhaps it should be promoted more.

What has each firefighter done to improve their skills?

How could CFD be improved with new equipment and technology enhancements with computerized responses; the amount of EMS resources compared to the aging population – do we have enough EMS?

Do we need more advanced paramedics on scene? Perhaps DR available via TV or a nurse practitioner on scene or on the apparatus?

Was MIHP not promoted? She hadn't heard about it. CFD went above and beyond when UMC needed help figuring out occupancy capacity for a new space they had. The guys came out the very next day and worked it out.

How do the apparatus get where they need to be with all of the construction around? She hopes that the city communicates enough with CFD. She says CFD's ability to work in all the construction is remarkable.

He wonders about how apparatus are determined to respond to a scene, for example, why does an engine and ambulance respond to a nursing home? Also how are demographic changes impacting future planning? How have number of personnel changed over time as number of runs have increased? What will it take (money and numbers) to provide the same level of service in the future?

He wonders if CFD will need more stations to keep response times the same as runs increase.

Is CFD providing firefighters the mental health care they need?

Do CFD firefighters make a good wage compared to others in the state?

What kind of firefighter to firefighter support is there for them?

What is the percentage? Are we taking care of them enough with pay and benefits?

Has there been analysis on doing more mechanical work in-house to cut down on outside expenses?

Is CFD efficient over a more regional basis? Should they be looking beyond individual cities for improve services' efficiencies and costs?

How are we taking care of our firefighters?

How is CFD being strategic about operations and growth in Carmel?

Overall Perception

Moderator Conclusion for all Focus Groups

- A high percentage of Carmel residents are impacted by the Carmel Fire Department and EMS. Many of those residents relate stories that are personal and heartwarming.
- Fire Inspection-Building, EMS/Ambulance, and Mobile Integrated Healthcare Program are Carmel Fire Department aspects which stand out in the minds of focus group members.
- Focus group members suggest that communications is the area which needs the greatest improvement, but overall weaknesses within the Carmel Fire Department are few and minimal.
- Education for and protection of the elderly is an overriding concern for Carmel residents as the service area's population grows older. Those interviewed are also concerned about natural catastrophes and shooting incidents, and the overall welfare of Carmel Firefighters (everything from education to wages).
- Carmel Firefighters are looked upon as Professional; Prepared, Well-Trained, Highly Educated, and Knowledgeable; Excellent; Responsive; and Helpful.
- Carmel businesses share two concerns about the future of Carmel's Fire Department...with the bottom line being funding: can the Carmel Fire Department maintain necessary personnel levels; and, will elected officials maintain needed budgetary resources?
- Chief David Haboush is a highly visible and well-respected member of the Carmel community.
- Citizens want the Carmel Fire Department to continue to exceed expectations in all phases of operations.

Summary of External Stakeholder Focus Groups

Residential stakeholders focused more of their comments on personal, educational and community needs. They all are impressed with the compassion, care, knowledge, and professionalism of Carmel Fire Department members. The Carmel Fire Department is viewed as a fast responding organization to any emergency. The residential stakeholders asked more questions than suggested changes. The number of

questions indicates a need for additional education to residents. The business/institutional focus group provided many positive suggestions for helping the community in the future as well as the safety for customers, employees, and assets of their organizations.

Internal Stakeholders

The Carmel Fire Department held a Strategic Planning Retreat on August 30, 2017 to discuss the approach to a community-driven strategic plan. During this retreat, the members focused on the mission, values, core programs, and supporting services as well as the department’s strengths, weaknesses, opportunities, and threats.



The members listed below were essential in the creation and development of this Strategic Plan.

Administrative Deputy Chief Orbie Bowles	Executive Division Manager – Jean Junker*
Battalion Chief Gary Brandt	Captain Tony Keaton
Engineer Renee Butts	Fire Marshal – Lieutenant Bruce Knott
Battalion Chief Jeff Capshaw	Captain John Moriarty
Quartermaster Gary Carter*	Administrative Assistant – Lara Mulpagano*
Safety/Training Chief Mark Cromlich	Logistics Chief – Captain Scott Osborne
Safety/ Training Officer – Lieutenant Marc Deitsch	EMS Captain – Firefighter Tom Payne
Ret. Battalion Chief – Accreditation - Gary Dufek*	Captain Craig Phillips
Deputy Fire Marshal – Firefighter Chris Ellison	Engineer – HazMat Coordinator Chuck Plumer
Maintenance Technician – Jason Force*	Deputy Fire Marshal – Firefighter Lucas Ray
Public Education Officer – Firefighter Keith Freer	Firefighter – Honor Guard Coordinator Jason Reecer
Captain Steve Frye	EMS Chief – Firefighter Tom Small
Captain Jeff Fuchs	Accreditation/Budget Manager – Denise Snyder*
Firefighter Tim Griffin	Battalion Chief Jeff Steele
Operations Deputy Chief Mark Gugel	Safety/Training Officer – Lieutenant Kevin Stindle
Fire Chief David Haboush	Firefighter – Union President Sean Sutton
Planning Chief – Captain Adam Harrington	Safety/Training Officer – Lieutenant Jason Wendzel
Billing Administrator – Michelle Harrington*	*denotes Civilian Employee

Mission Statement

Be Courteous, Be Courageous, Be Safe.

Values

The following words describe the values that guide the members of the Carmel Fire Department as they complete the department's mission.

- Honor
- Integrity
- Service
- Excellence
- Tradition



Programs and Services

CORE PROGRAMS	
Fire Suppression	Emergency Medical Services
Fire Prevention	Rescue
Fire Investigations	Hazardous Materials Mitigation
Public Fire/EMS Safety Education	Building Code Enforcement
Ambulance Billing	Administrative Support

SUPPORTING AGENCIES	
Dispatch	Public Works
Human Resources	Police Department
Street Department	City Legal
City Mayor's Office	Clerk/Treasurer Office
Community Relations (City PIO)	Board of Public Works
Carmel City Council	Information Technology (GIS)
Department of Community Services	Hamilton County Emergency Management
City Engineering	Community Service Organizations
Indiana State Fire Marshal's Office	Mutual Aid Organizations
Indiana Department of Homeland Security	Clay Township Trustee and Board
Carmel Clay Schools	

S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) analysis is designed to have an agency candidly identify its positive and less than desirable attributes. The agency participated in this analysis and recognized its strengths and weaknesses as well as the possible opportunities and potential threats.



Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that those strengths are consistent with the issues facing the organization. Often identifying organizational strengths leads to channeling efforts toward primary community needs to match those strengths. The internal stakeholders identified the following strengths for the Carmel Fire Department:

- Our people
 - Can hire quality people/high standards due to pay and benefits
- Community relationships
 - Facilitates cooperation and makes our jobs easier; eagerness to assist CFD
 - SVC, school system, profit organizations like Kroger
- Relationships with other agencies, both in Carmel and surrounding areas
- Support of Elected Officials
- Government agency relationships
 - Indiana State Fire Marshal's office
 - Certification/Standards board
- Strong relationship with Union; labor-management relationship
- Strong PIO group/Media relationships
- Generous funding
- Clay Township
- Facilities/equipment
 - NFPA 1851
 - Strong vendor relationships
 - Ability to hold vendors/contractors accountable
- Strong safety and training program
 - Improve job knowledge/job excellence
- Freedom to do our jobs – lack of micromanagement by city leaders
- Strong maintenance division
- Reputation – local and national
- High quality of service delivered
- City Law Department – has CFD's best interests at heart, asset to department
- Merit Board

Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weakness and how they are confronted. For any organization either to begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats, but rather those day-to-day issues and concerns that may slow or inhibit progress.

- Apparatus response – insufficient number; lack of additional Ladder Company
- Need for additional station(s)
- City not paying for department physicals
- Budget constraints hinder moving forward
- Lack of budgeting for recruit class; overtime
 - Subject to cap that is set for CFD by City
- Communication on day-to-day basis
 - Who is doing what or why are we doing this
 - Needs, wants aren't always clear to all divisions
- Technology – MDCs, radios, transition paper items to online/electronic
 - Interactive live training
 - Inability of “talk” to all stations at one time; two way systems
 - Inability to access all info on phones (like calendar)
 - VDI has too many conflicts and limitations
 - Lack of control/capability to update software
- Training budget limited to first four months of year
- Lack of communication/vision on specialized response (i.e., Hazmat); expectations of CFD
 - Example – Does CFD respond to building collapse? What do we do when we get there?
 - Need long-term and short-term guidelines
 - Station 45 has brunt of responsibility
 - Lack of consistency of knowledge amongst shifts due to bid process
- Lack of minimum training/requirements are setting personnel up for failure
 - Example - Crew on Ladder may not have skills needed for specialized rescue
 - CFD looks bad to other divisions questioning what/why we are training
- Lack of time and human resources – people getting run ragged
 - Difficult to excel and fit everything in 24-hour shift
- Too much sensitivity to feelings when communicating needs to personnel
- City growth makes it difficult to keep up with needs on the firefighter response side and admin
- Professional jealousy
- Succession planning

Opportunities

The opportunities for an organization depend upon the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and

developing new possibilities both inside and beyond the traditional service area. The internal stakeholders identified the following potential opportunities:

- Strategic Planning
- Salaries/benefit packages to support families
- Modernize equipment
- Better relationship with new IT Director; work together to enhance and upgrade systems
- Safety Training Officer (STO) positions
 - Building training from companies on up
- New Emergency Operations Center (EOC) Facility
- Training-Maintenance Facility
 - Used by other agencies and organizations, results in better relationships
- Expanded relationships with other agencies (pooling equipment/resources)
- Training with outside organizations
- Increasing community partnerships
- Continue improving community relations through Public Information Officers (PIOs)
 - Marketing of CFD positive news
- Inventory management systems – cost reduction, currently in EMS, but can be used across department
- Department physicals/WPE allow for a more healthy department
- Relationships with contractors/builders allow for more training
- Grow department size and stations
 - Special census shows increase in population
 - Land reserved for a Station 47
- Camaraderie – Department equipment
- Attend HOA meetings to build relationships
- Community effort to ensure 100% use of smoke detectors
 - Partner with other agencies like Red Cross, CERT
- Historical longevity of department (example – bringing old engine back home to Carmel)
- Improvement for input from membership
- Improve networking with other fire departments
- Auxiliary
- RSU, relationships with retirees
- Examine flood issues and plans for catastrophic weather events

- Involve elected officials, civilian staff
- Member currently working on a SPO-GOG
- Review Disaster Plan
- Many new directors across City make this very possible and timely
- Aging populations – different needs

Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with the risks and challenges must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss. The success of any strategic plan is the understanding that threats are not completely or directly controlled by the organization. The internal stakeholders identified the items below as threats:

- Overtime funding and use
- Reduced staffing
- Regressive budget
- Uncertain economy
- Changes in state and federal laws
 - Code limitations
- Changing national standards
- Attacks on pensions from private industry
- Waning support thanks to historical events
- Failure to enhance/follow policies
- Privatization – ambulance services
- Political climate
- Mutual aid policies in county
- Cancer
- Post-Traumatic Stress Disorder (PTSD)
- Stress and sleep disruption
 - Work schedule
 - Heart issues
- Suicide
- Uniforms – materials, coolant factors
- Legal issues – civil suits against fire personnel

- Opioid epidemic – dangers to personnel
- Political outrage - civil unrest
- Safety issues on scenes
 - Confusion with being identified as police officers when dealing with high-risk runs
 - Involve Police Department more on runs
- Aging population
 - Dementia awareness (in 10-15 years, 3 out of 10 may have)
 - City wants Carmel to be a “place for aging”
- New construction – multi-story/multi-unit buildings
- Insurance companies/marketplace threats to EMS funding

Critical Issues and Service Gaps

After review of the department’s core services, organizational strengths and weaknesses, opportunities and threats, the internal stakeholders identified the critical issues and service gaps that face the Carmel Fire Department. By identifying these issues and gaps, they define the basis for the goals and objectives.

PERSONNEL	
Succession Planning for Staff Positions	Hiring and Recruiting of New Firefighters
Implement Sworn Employee Performance Management System	Plan for Staffing of 2 nd front line ladder
BUDGETING/FINANCE	
Secure Funding for the FF Yearly Physicals	Plan for Staffing of 2 nd front line ladder
Secure Funding for Replacing Reserve Apparatus	Backfilling Safety-Training Officer (STO) positions
Tightening Budget	Overtime Use and Funding
EQUIPMENT PURCHASING	
Specifications for Second Front Line Ladder	Replacement of Self-Contained Breathing Apparatus (SCBA)
Continuing Turn Out Gear Rotation	
SERVICE GAPS	
Facilities and equipment	Dispatch
Road Construction	

Goals and Objectives

In order to achieve the mission of the Carmel Fire Department, realistic goals and objectives must be established. Goals and objectives are imperative to enhance strengths, address identified weaknesses, and provide individual members with clear direction and to address the concerns of the public. The Carmel Fire Department held a “Retreat” with its internal stakeholders to complete this critical phase of the planning process. The internal stakeholders set timelines for completion of the objectives supporting the goals. Leadership of the department has established work groups to meet periodically to review the progress towards these goals and objectives and adjust timelines as needed.

Goal 1

Provide better customer service by expanding upon the department’s firefighting fleet and maintenance equipment. Total projected costs over 5 year period, \$4,020,000.00.

Objectives	Qtr.	Year	Cost
Purchase new SCBA mask for each member of agency. Completed 2 nd Quarter of 2018.	1st	2018	\$46,000
Relocate water rescue equipment boat and trailer to station 344. On-going process – Statistical Review	3rd	2018	\$0
Specification, award bid for new (second) Ladder apparatus.	2nd	2019	\$1,300,000
Replacement ambulance - A344.	3rd	2019	\$300,000
Replace reserve ladder 40 with newer more reliable apparatus). Completed 4 th Quarter of 2018.	3rd	2019	\$350,000
Convert existing truck to utility 44 w/new boat trailer, boat, and motor.	3rd	2019	\$30,000
Purchase Fire Hose.	4th	2019	\$10,000
Replacement Staff Vehicles.	4th	2019	\$90,000
Replace Engine 342 with New Fire Engine Pumper.	4th	2020	\$650,000
Re-chassis Tactical Support Unit TSU apparatus.	2nd	2021	\$230,000
Add water rescue boat to west side of city.	2nd	2021	\$14,000
Replacement ambulance - A345	3rd	2021	\$300,000
Replace Self-Contained Breathing Apparatus - 100 packs and bottles.	1st	2022	\$800,000

Goal 2

Continue to update, build upon, and add to the department's facilities. Total projected costs over 5 year period, \$378,500.00.

Objectives	Qtr.	Year	Cost
Extrication pad – CTC Completed 1 st Quarter of 2018.	1st	2018	\$20,000
Privacy Fence – CTC Moved to 3 rd Quarter of 2019.	1st	2018	\$1,500
Install station alerting boxes at station 345 and 346. Completed 4 th Quarter of 2017.	3rd	2018	\$5,000
Basement props with 6 metal containers – CTC. Moved to 3 rd Quarter of 2019.	3rd	2018	\$35,000
Install security gate main entrance of facility – CTC. Completed 2 nd Quarter of 2018.	3rd	2018	\$25,000
All Station alerting, purchase/install VHF radios, for back up alerting. Completed 1 st Quarter of 2018.	1st	2019	\$5,000
Replace roofing and shingles at station 42.	2nd	2019	\$75,000
Replace concrete at station 46.	2nd	2019	\$100,000
Training Props to the Training Facility - 6 containers – CTC.	2nd	2019	\$35,000
Add rollup door and roadway to training ground – CTC.	2nd	2020	\$25,000
Build Firefighter Confidence Course – CTC.	2nd	2020	\$3,500
Expand parking lot at the CTC.	3rd	2020	\$20,000
Install Standpipe System for Training Props – CTC.	4th	2020	\$28,500

Goal 3

Build upon and improve the relationships between the Carmel Fire Department and the citizens of Carmel. Total projected costs over 5 year period, \$21,000.00.

Objectives	Qtr.	Year	Cost
Strengthen relationships with media partners. This is an on-going process. CFD continues to strengthen relationships.	1st	2018	\$0

Increase CFD's presence at homeowners association meetings, public events, and interaction through Community Liaison position. This is an on-going process. CFD continues increase its presence with its community members.	1st	2018	\$5000
CFD participate in job fairs to recruit diversified workforce. This is an on-going process, participated in DAV Job Fair 4 th Quarter of 2018. CFD also hosted tutoring sessions for those taking the written test in 4 th Quarter of 2018 and 1 st Quarter of 2019. 4 sessions total.	2nd	2018	\$0
Two paramedic response on all EMS runs. On-going process, CFD is gathering data and reviewing process.	2nd	2018	\$0
Two paramedics transport for patients medical / trauma alert criteria. On-going process, CFD is gathering data and reviewing process.	2nd	2018	\$0
Implement new system for ambulance billing to accept electronic checks and credit cards. Completed 4 th Quarter of 2018.	2nd	2018	\$9,000
Plan educational events and opportunities for our aging population and dementia awareness within the community. This is an ongoing process for CFD.	4th	2018	\$1,000
Real time medical consultation using iPad FaceTime. No longer a department goal.	1st	2019	\$6,000
Expand MIHP program to fully develop Hamilton County Drug Court Incarceration Program. Federal Funding not received for this program. The program was restructured to incorporate a Quick Response Team (QRT) model for the Opioid Crisis.	1st	2019	\$0

GOAL 4

To build on the current training programs while striving for excellence in training. Total projected costs over 5 year period, \$474,000.00.

Objectives	Qtr.	Year	Cost
Ladder specification class and perform community needs assessment for second ladder truck in community. Class completed 1 st Quarter of 2018, needs assessment was completed in the 3 rd Quarter of 2018 (IAFF).	1st	2018	\$8,000
Recruit Class. Completed 2 nd Quarter of 2018.	1st	2018	\$10,000

Increase clinical proficiency and operational effectiveness to continually improve functional performance within the EMS division. This is an ongoing process, purchased updated equipment, QA Program Development, Training.	3rd	2018	\$0
Continue to train with and strengthen relationships with city departments and working in the citywide emergency operations Center. Ongoing process – Citywide training completed 3 rd Quarter of 2018. Will continue on in coming years.	3rd	2018	\$0
Conduct NIMS and all-hazard incident management team AHIMt monthly training. Moved to 3 rd Quarter of 2019 due to Recruit Class and Grant Classes.	3rd	2018	\$0
Training and support the PSU peer support unit for agency. Training is scheduled for April 2019.	3rd	2018	\$5,000
Identify and train new accreditation manager for succession planning for 2023 reaccreditation process. Additional members receiving training to determine interest level. Will continue into 2019.	4th	2018	\$3,000
Emergency Vehicle Training Classes. E2, F3 and F4 classes completed 4 th Quarter for the Maintenance Division.	4th	2018	\$1,000
Training for fire investigators. Utilize both internal and external opportunities for classes. Working on 2 classes for 2019.	4th	2018	\$8,000
Track data for return of spontaneous circulation ROSC.	1st	2019	\$0
Train off-duty firefighters to work part-time in the planning section division.	1st	2019	\$19,000
Training educate, develop succession plan for next Communications/Planning Chief.	1st	2019	\$0
Identify and train new members for Prevention and Education positions for succession planning.	1st	2019	\$0
Training of new technicians for a SCBA repairs.	1st	2019	\$5,000
Continue training of company officers regarding current fire codes and burning ordinances.	1st	2019	\$0
EMS run report training, auditing process, and courtroom defense training.	2nd	2019	\$0
Emergency Vehicle Training Classes.	4th	2019	\$1,000

Medic Class for 3 members.	4th	2019	\$90,000
Update protocols and pharmacology for CHF treatment, trauma treatment, a fib treatment, and wound care treatment.	4th	2019	\$10,000
Additional training for fire investigators. Utilize both internal and external opportunities for classes.	4th	2019	\$8,000
Train and mentor next water rescue coordinator through succession planning.	1st	2020	\$0
Train off-duty firefighters to work part-time in the planning section division.	1st	2020	\$19,000
Classroom training for Honor Guard members.	1st	2020	\$15,000
Train members of Station 44 for water rescue certifications.	2nd	2020	\$15,000
Hold Recruit Class.	2nd	2020	\$10,000
Emergency Vehicle Training Classes.	4th	2020	\$1,000
Training for fire investigators. Utilize both internal and external opportunities for classes.	4th	2020	\$8,000
Train members of Station 42 for water rescue certification.	3rd	2021	\$15,000
Emergency Vehicle Training Classes.	4th	2021	\$1,000
Medic Class for 3 members.	4th	2021	\$90,000
Training for fire investigators. Utilize both internal and external opportunities for classes.	4th	2021	\$8,000
Train additional members for Water Rescue Certifications.	3rd	2022	\$15,000
Hold Recruit Class.	3rd	2022	\$10,000
Emergency Vehicle Training Classes.	4th	2022	\$1,000
Training for fire investigators. Utilize both internal and external opportunities for classes.	4th	2022	\$8,000
Medic Class for 3 members.	4th	2023	\$90,000

GOAL 5

Further develop the departmental computer programs with more advanced technology. Total projected costs over 5 year period, \$48,000.00.

Objectives	Qtr.	Year	Cost
Implement performance management system for sworn members of CFD. Began in 4 th Quarter of 2018. On-going process.	2nd	2018	\$8,000

Scan and digitize all current information and documents in Fire Marshal's office for archiving purposes. Scanner purchased, in process, slated for completion 4 th Quarter of 2019.	3rd	2018	\$0
Utilize paperless system for company inspections of businesses. System purchased, training and to be fully implemented for March 2019 Pre-Plans.	3rd	2018	\$10,000
Administrative software application; oneNote/Office 365.	1st	2019	\$10,000
Agency run data reporting system utilize NFORS system.	1st	2019	\$0
Maintenance shop inventory and control management system. Expanded our current program. Still looking at options. Funds in 2019 Budget.	2nd	2018	\$5,000
Upgrade KRONOS/TELESTAFF system.	4th	2019	\$15,000

GOAL 6

Enhance the services relating to inter-department personnel. Total projected costs over 5 year period, \$221,000.00.

Objectives	Qtr.	Year	Cost
Recognize CFD employees at bi-annual awards banquet. Completed 2 nd Quarter of 2018.	2nd	2018	\$16,000
Streamline administrative positions for efficiencies throughout the staff. Ongoing process, tasks are now being tracked in relation to Administrative Assistants.	3rd	2018	\$0
Hire part-time maintenance personnel.	2nd	2019	\$28,000
Backfill of Safety-Training Officers on 24-hour shifts.	1st	2020	\$45,000
Plan/budget for department physicals previously funded by Clay Township government.	1st	2020	\$100,000
Recognize CFD employees at bi-annual awards banquet.	2nd	2020	\$16,000
Recognize CFD employees at bi-annual awards banquet.	2nd	2022	\$16,000

GOAL 7

Hold Strategic Planning Retreat to create the new 2024-2029 Strategic Plan to include Goals and Objectives. Total projected costs over 5 year period, \$0.00.

Objectives	Qtr.	Year	Cost
Update strategic plan, goals, and objectives.	1st	2022	\$0

Performance Measurement

Are you familiar with the concept of Kaizen? Kaizen is a Japanese business practice that came into fruition after World War II. The Toyota Corporation was one of the first big companies to put Kaizen into practice.

Simply translated Kaizen means “change for better” but there is an underlying connotation of the process being continuous or that it is a philosophy of continuous improvement. Kaizen applies to everyone in the organization from the Fire Chief to the newest employee.

The Kaizen Mindset can be described as follows:¹

1. Everything can and should be improved.
2. Not a single day should go by without some kind of improvement being made somewhere in the department.
3. Imagine the ideal customer experience and strive to provide it.
4. Don't criticize, suggest and improvement.
5. Think of how to improve something instead of why it can't be improved.
6. Think beyond common sense; even if something is working, try to find the ways to make it work even better.
7. See problem solving as a cross-functional systemic and collaborative approach.

In our opinion, if we examine the true purpose of the accreditation process it can be condensed down into one word. That word is Kaizen. We say that accreditation means proving that we are who we say that we are and do what we say that we do. However, I believe that the true purpose of the accreditation process is to help drive not only our department, but the fire service as a whole toward continuous change for the better or Kaizen.

Here are some quotes regarding Kaizen:

“Excellent firms don't believe in excellence – only in constant improvement and constant change” - Tom Peters

“Excellence is not a destination; it is a continuous journey that never ends” - Brian Tracy

¹ http://www.1000ventures.com/info/kaizen_mindset_brief.html

“Kaizen and innovation are the two major strategies people use to create change. Where innovation demands shocking and radical reform, all kaizen asks is that you take small, comfortable steps toward improvement’ - Robert D. Maurer

“Quality is never an accident. It is always the result of intelligent effort” - John Ruskin

“In the absence of clearly defined goals, we become strangely loyal to performing daily acts of trivia” - Mary Kay Ash

“A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty” - Sir Winston Churchill

“Whether you think you can, or you think you can’t – you’re right” - Henry Ford

The Success of the Strategic Plan

The Carmel Fire Department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. The agency utilized professional guidance and a community-driven strategic planning process to compile this document. The success of the Carmel Fire Departments Strategic Plan will not depend upon the implementation of the goals and their related objectives, but from the support received from the authority having jurisdiction, the membership of the agency, and the community at-large.

The Carmel Fire Departments Strategic Plan creates a platform for a wide range of beginnings. This plan will come to life by being shared, debated, and implemented in the context of organizational realities.

The final step in the community-driven strategic planning process is to develop organizational and community commitment to the plan. Everyone who has a stake in the present and the future of the Carmel Fire Department also has a role and responsibility to this Strategic Plan.

The Carmel Fire Departments community-driven strategic planning process is dynamic and supported by effective leadership and active participation. It is a considerable opportunity to unify internal and external stakeholders, through a jointly developed understanding of organizational direction. This document illustrates how all vested parties will work together to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.