



GREENSBURG FIRE DEPARTMENT

STRATEGIC PLAN

MAY 2021
PREPARED BY CHIEF NATHAN STOERMER




— CITY OF —
GREENSBURG
FIRE DEPARTMENT

TABLE OF CONTENTS

Introduction	3
Background	3
Apparatus	4
Mission, Vision and Values	5
The Organization	6
Organizational Chart	7
SWOT Analysis	8
Critical Issues and Service Gaps	9
Goals, Objectives and Critical Task	10
Performance Measurements	13
Conclusion	14

INTRODUCTION & BACKGROUND



Greensburg Fire Department (GFD) provides residents and citizens of Decatur County, Indiana with fire suppression, emergency medical services (basic level), fire prevention, technical rescue services (auto extrication, hazardous materials, technical rescue) and public education. GFD attempts to maintain excellence through a professional, well equipped, and well-trained department. The strategic planning process allows us to develop ourselves while keeping the best interest of the community in the forefront.

On August 17, 1871, the city purchased a hook and ladder and 50 rubber buckets. October 19, 1871 the city had residents place barrels at the downspouts of their homes. It was not until 1874 that GFD was established and was comprised of volunteers and a single hand pulled engine at South Broadway. On August 26, 1874 they requested to purchase a steam pumper, "The Latta", which was horse drawn. October 3, 1874 Arthur Hutchinson was elected and became the first Fire Chief of the Greensburg Fire Department (GFD). October 23, 1874 the first fire company was organized and was called the "Bash Wilson Fire Co. #1". October 27, 1874 Hook and Ladder Co. #1 completed its organization.

December 18, 1874 Alfred Isaacs was employed as first working engineer and lamp lighter. January 24, 1878 fire alarm boxes located through-out the city. In 1922 the first motor powered truck was purchased, and we became a career department. Our second truck was purchased in 1930 and we also began running Washington Township emergencies. In 1949, Washington Township purchased a truck to be stationed at GFD. On April 12, 1951, the "Minear's Fire" that swept the West side of the public square and caused \$600,000 worth of damage, prompted the purchase of our first ladder truck, a 1953 Maxim 55' aerial.

GFD moved into its current location at 528 N. Ireland St. in 1975 from the original location at 109 S. Broadway St. It was named Larry D. Filler Station 1 in honor of our fallen brother who collapsed from a medical incident in the back parking lot while he was on duty on August 5, 1985. In 2018, Fire Station 2 opened at 201 South Broadway Street and was named after Greensburg's other fallen firefighter, Norman D. Stewart.

APPARATUS

The Greensburg Fire Department maintains multiple pieces of apparatus that are utilized for fire suppression, vehicle rescue, and aerial device. Two pieces of apparatus are owned by Washington Township, Decatur County and are utilized under a contract of service with the City and Township.



Ladder 1



Rescue 1



Tanker 1



Brush 1



Car 2



Ladder 11

An organization's mission, vision, and values statements serve as the foundation of behavior and decision making in our department. A mission statement explains its reason for existence, the why. A vision statement describes what an organization strives to be. Vision statements should inspire action in the organization and within individuals, and values serve as the guiding principles that assist the department in decision making. Throughout this process, input was sought from all levels of the Department.

Mission

The Greensburg Fire Department is dedicated to preserving life and property through the promotion of public safety to the citizens and visitors of Greensburg, IN through compassion, dedication, and honorable service.

Vision

"Working Hard to Keep Greensburg Safe."

Values

Compassion

Dedication

Honorable Service



Mission,
Vision, &
VALUES

THE ORGANIZATION



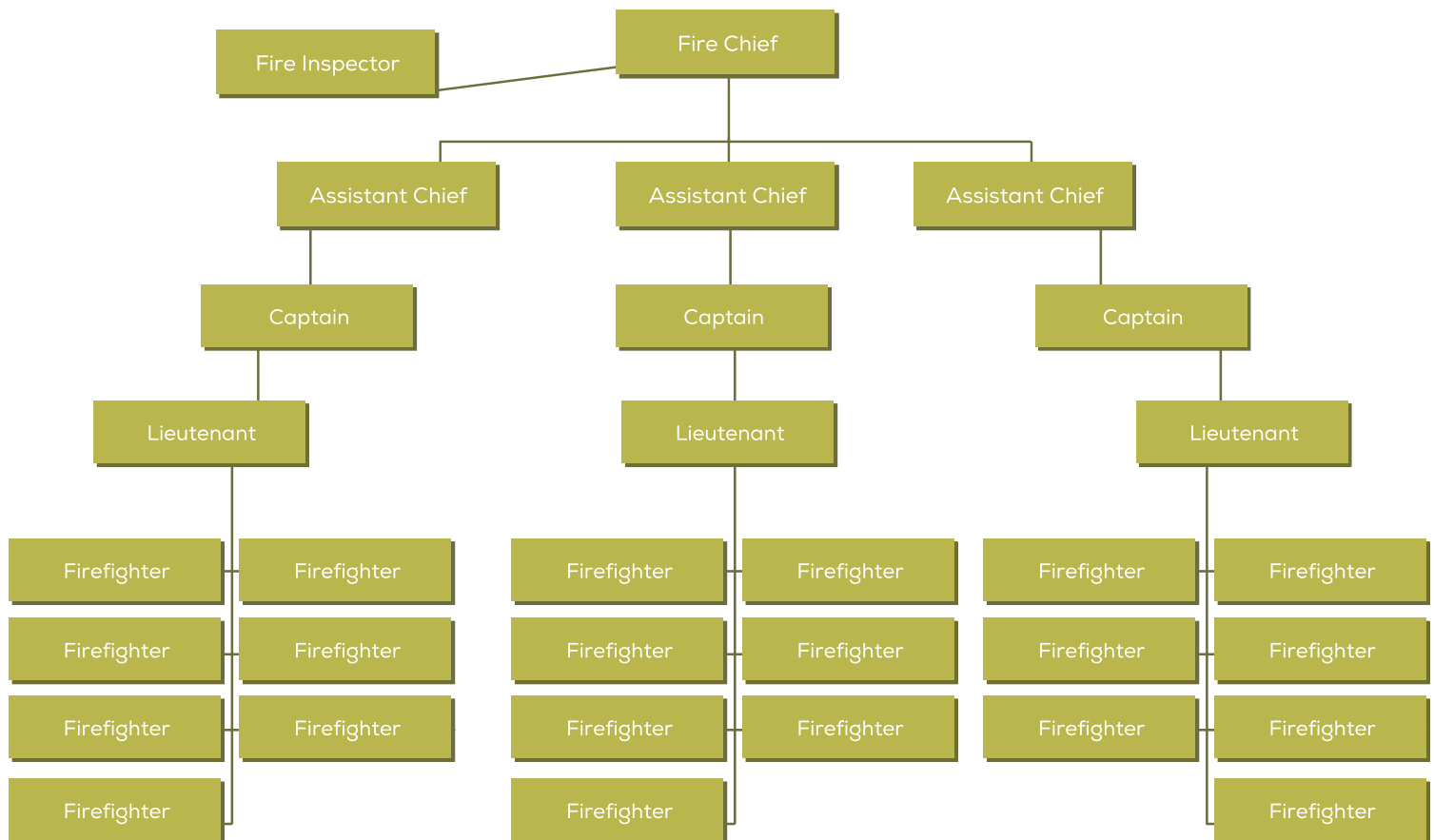
As of January 2021, the department is authorized for 32 employees: 30 full time sworn and two civilian employees. Command Staff includes the Fire Chief, three Assistant Chiefs, three Fire Captains, and three Fire Lieutenants.

The Fire Chief handles executive and administrative duties for the department, which includes budgeting, finance, planning, monitoring performance data, writing policy and procedures, and communications. In addition, the Fire Chief supports department operations by participating on several boards and groups, such as the Local Emergency Planning Committee, City County Joint Dispatch Board, Decatur County Emergency Management Agency Advisory Board, Greensburg School Safety Board, and the Decatur County Fire Chief's Association. The Fire Chief's office is located at Fire Station One.



The other civilian position, Fire Inspector, conducts all fire safety related code enforcement (life safety inspections) and building plans review. The Fire Inspector supports prevention activities by participating in several groups and boards in Greensburg and Decatur County. The Fire inspector's office is in with the City of Greensburg Building, Codes, and Permit Office at City Hall.

Assistant Fire Chiefs, also known as shift commanders, have overall responsibility for their respective shift and emergency operations. Each Assistant Chief has a Captain and Lieutenant to support them on shift. Shifts are composed of a compliment of officers and seven firefighters. Some, if not all firefighters, are cross trained in emergency medical response. All officers serve on various committees that are responsible for, operations, apparatus maintenance, training, health, safety, and wellness, technology, member recognition, and uniform program.



Organizational CHART

SWOT ANALYSIS

The purpose of the Strengths, Weakness, Opportunity, and Threats (SWOT) Analysis is to determine areas where the department excels and should ensure continued strength, as well as identifying areas where the internal/external influences can cause weakness and threats to the organization.

We looked at opportunities and threats through the lens of the external environment while weaknesses and strengths were viewed internally. The results were consolidated and used to formulate goals to either ensure continued success, develop future success, mitigate current weaknesses and to address challenges.



Strengths

- Good equipment
- Our personnel
- Get along with each other
- Auto Extrication
- Department is willing to expand horizons
- Members want to learn
- Friendly
- Community Oriented
- Up to Date equipment

Opportunity

- Succession planning
- Be the 'big dogs' again
- Take advantage of grant opportunities
- Community Risk Reduction Program
- Empowerment
- Training
- Harness technology
- Data collection
- Performance evaluations
- Getting more firefighters motivated
- Physical Fitness Program

Weakness

- Turnover
- Time management
- Leaving comfort zone
- Officer Development Training
- Resist change
- Lack of SOP's
- Training
- Lack of Motivation
- Lack of 'brotherhood'
- Not using available technology that is present
- Social Media presence
- Lack of competitive pay

Threats

- Lack of competitive pay
- Infrastructure
- Community Prospective
- Outside political influence on GFD

Critical Issues & SERVICE GAPS

Through department interviews and the SWOT analysis the departments main programs and auxiliary services were identified. The following critical issues and service gaps were identified.

Training

- Professional Development
- Lack of structure
- Technical Rescue
- Lack of Training Facility

Communications

- Not telling our story to the public
- Public Education Programs
- Community Service

Personnel

- Lack of competitive pay
- No Succession Planning
- Physical Fitness
- Unmotivated employees
- Resisting change

Operations

- Outdated facility
- Lack of plan for apparatus
- Preplanning (fire prevention)
- Physical Fitness Program

Goals, Objectives, & CRITICAL TASK

To achieve the mission set forth by the fire department, goals and objectives must be created to enhance the strengths, address the identified weaknesses from the SWOT analysis, and to address the expectations of the community. The strategic plan provides a clear, consistent organizational message providing the framework for direction of the organization.

Goal 1: Enhance Internal Communications within the Greensburg Fire Department

Objective 1a	Identify opportunities to enhance internal communication
Critical Task	Conduct a survey of communication gaps within the department
	Consider additional meetings or alternative meeting structures to improve flow and information dissemination
	Explore communication processes to provide timely feedback on department initiatives/ideas
	Provide forums to identify how to enhance communication
Objective 1b	Explore use of alternate communication platforms
Critical Task	Survey department on what forms of communication they utilize
	Evaluate programs (SharePoint, Teams, Zoom, Everbridge, etc.)

Goal 2: Enhance the facilities used by the Greensburg Fire Department

Objective 2a	Remodel or Replace Larry Fuller Station 1-Headquarters
Critical Task	Calculate amount necessary to fix current issues in present station
	Identify strategy and timeline for facility replacement
	Develop station funding plan to meet future needs
Objective 2b	Build and outfit a new training facility
Critical Task	Locate and acquire site for new training facility
	Allow facility to accommodate Live Fire, Haz-Mat and Technical Rescue disciplines
	Obtain funding for building costs

Goal 3: Enhance the special operations capabilities provided by the Greensburg Fire Department

Objective 3a	Become Hazardous Materials Technician Team
Critical Task	Provide initial and refresher HMT training to members of the department
	Modify apparatus to become a Hazardous Materials Response Vehicle
	Research funding and grant opportunities to maintain sustainability

Goals, Objectives, & Critical Task contd.

Objective 3b	Increase member participation for each rescue discipline
Critical Task	Determine number of members needed per shift for each discipline
	Audit current members for special rescue certifications
	Decide where we lack in certifications among the membership
	Conduct and/or sponsor training to increase qualified members to predetermined levels
Objective 3c	Form a Special Operation Command (SOC) structure within the chain of command
Critical Task	Formulate SOC leadership structure
	Draft county-wide technical rescue response procedures
	Create a technical rescue training schedule
	Establish priority of apparatus for technical rescue incidents
	Create a phase-in schedule for technical rescue responses

Goal 4: Formalize the knowledge, skills, and abilities of fire department personal through training, professional development, and succession planning.

Objective 4a	Develop and implement annual training plan
Critical Task	Conduct a Department-wide audit annually to verify accurate documentation of each member's training logs, and implement corrective action as needed
	Train all disciplines (medical, fire, rescue, officer development, wildland, support staff, fire marshal, technology classes)
	Provide training to handle low frequency/ high impact incidents
	Supply members with succession guide or road map to success
	Conduct at least one all staff training annually on emerging/existing diversity, equity and inclusion best practices
Objective 4b	Create a Fire Officer (I, II, III, IV) Development Program
Critical Task	Encourage an environment where members are prepared and motivated to promote to the next level
	Assign senior leadership as mentors to assist, including promotion test preparation
	Establish career "road map" for all ranks prior to next promotion process
	Hold Officer Development School in odd years beginning in 2023

Goals, Objectives, & Critical Task contd.

Goal 5: Provide fire safety and risk reduction education to our external stakeholders through a community risk reduction program (CRR).

Objective 5a	Establish community-based initiatives that connect station personnel with homeowner associations, civic associations and other community organizations
Critical Task	Participate in National Night Out kickoff, block parties and other events
	Implement a Fire Warden Program within the school system
	Host a quadrennial Fire Education day for appointed and elected officials
	Explore the interest and feasibility in a citizen's fire academy
	Build a home safety visit program

Objective 5b	Increase public presence by conducting basic health screenings
Critical Task	Explore partnership with local Health Department
	Open station for blood pressure and blood sugar checks on Tuesday and Thursdays

Objective 5c	Improve statistical data of Public Education
Critical Task	Utilize current Records Management System (RMS) to document
	Conduct a Community Risk Assessment
	Provide feedback to Fire Chief and Mayor of PE contacts

Goal 6: Develop a recruitment strategy to create a broader, more diverse and inclusive candidate hiring pool.

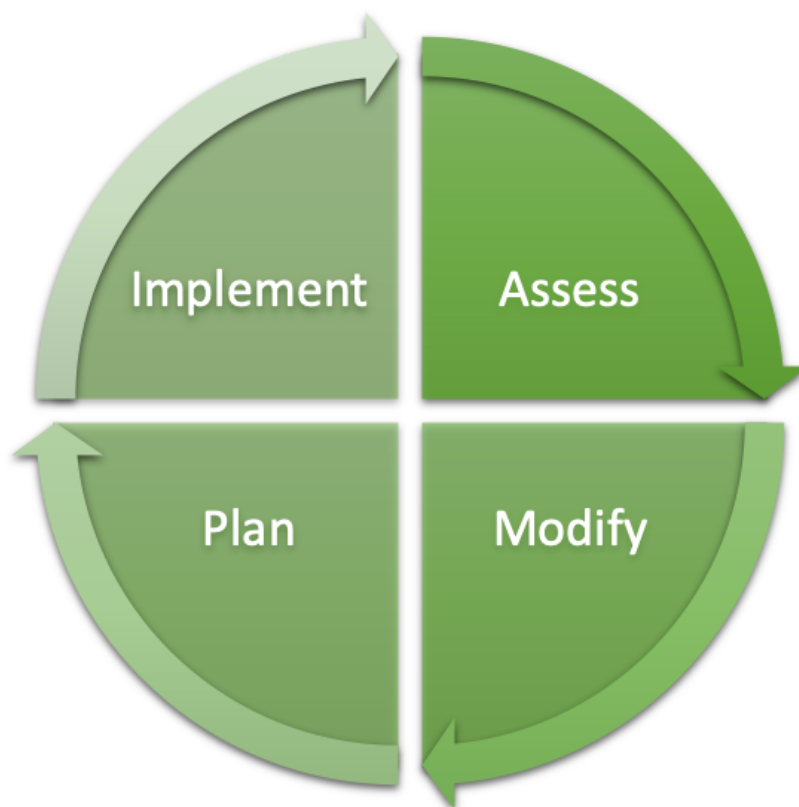
Objective 6a	Recruit a diverse candidate pool
Critical Task	During the interview process, include both the candidate and spouse
	Use focus type marketing materials and firefighter salesmanship to target diverse audience
	Utilize census data to establish a demographic to replicate with hiring practices
	Promote inclusive benefits and perks
	Create a competitive pay system that is equitable.
	Work together with professional organizations for people from underrepresented groups

Goal 7: Maintain and improve interoperability between regional partners, volunteer fire departments and the Greensburg Fire Department.

Objective 7a	Encourage partnerships and regional delivery of services
Critical Task	Evaluate current agency partnerships for effectiveness and increased opportunity
	Create new agency partnerships where a mutually beneficial goal can be identified
	Explore agencies and Organizations proactively that provide beneficial services
	Leverage regional partnerships to enhance the effectiveness and efficiency of all services provided
	Review of the department's capabilities and our region's infrastructure

PERFORMANCE MEASUREMENTS- CONTINUOUS QUALITY IMPROVEMENT

The planning process generates a list of specific measurable objectives to be accountable for. For this reason, monitoring and continually improving is a key component to the success of the organization. Specific strategies, actions, and improvement initiatives need to be incorporated into the operational activities to reach the goals. Measures of performance and strategic indicators will determine the progress the organization is making. One of the most beneficial aspects of performance measurement is the ability to identify problem areas and take corrective action utilizing a planning loop if progress is not being achieved.



The Greensburg Fire Department has implemented this process to be utilized while executing the strategic plan.

- Identifying strategic goals and objectives.
- Determine the resources needed to achieve the goals and objectives.
- Analyze and evaluate performance data to drive continuous improvements.

CONCLUSION

The ultimate goal of the strategic plan is to provide a process to help improve the way we provide services to our community. Through a unified commitment with the men who make up the Greensburg Fire Department, the Greensburg City Council, the Mayor, the Washington Township Trustee, and the community at-large, great progress can be accomplished by our department.

