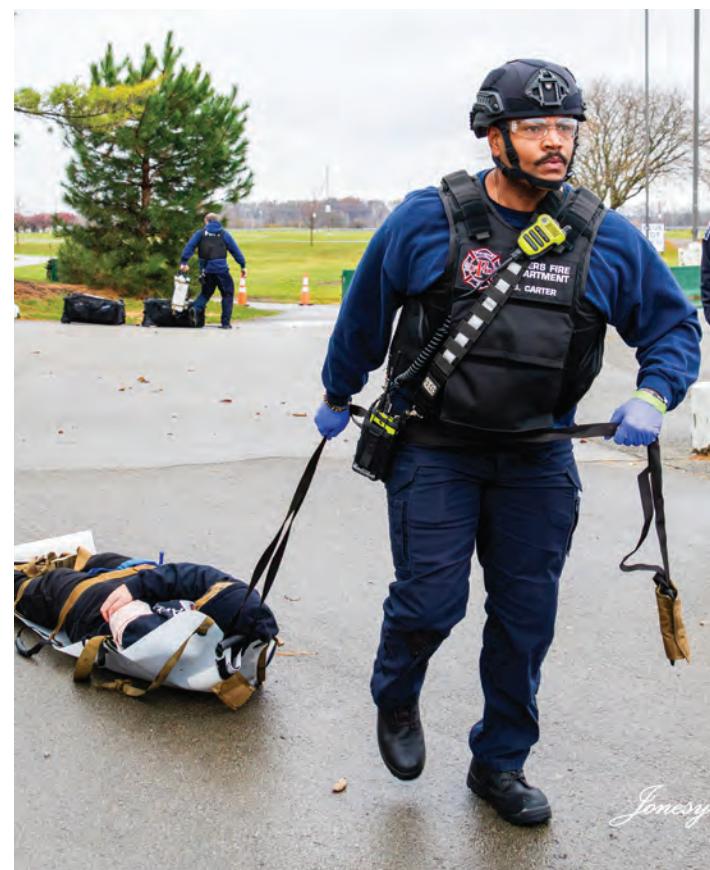




# FISHERS FIRE DEPARTMENT

## 2026 - 2027 STRATEGIC PLAN







**FISHERS FIRE  
DEPARTMENT**  
**STRATEGIC PLAN**  
**2026 - 2027**



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# LETTER FROM THE CHIEF



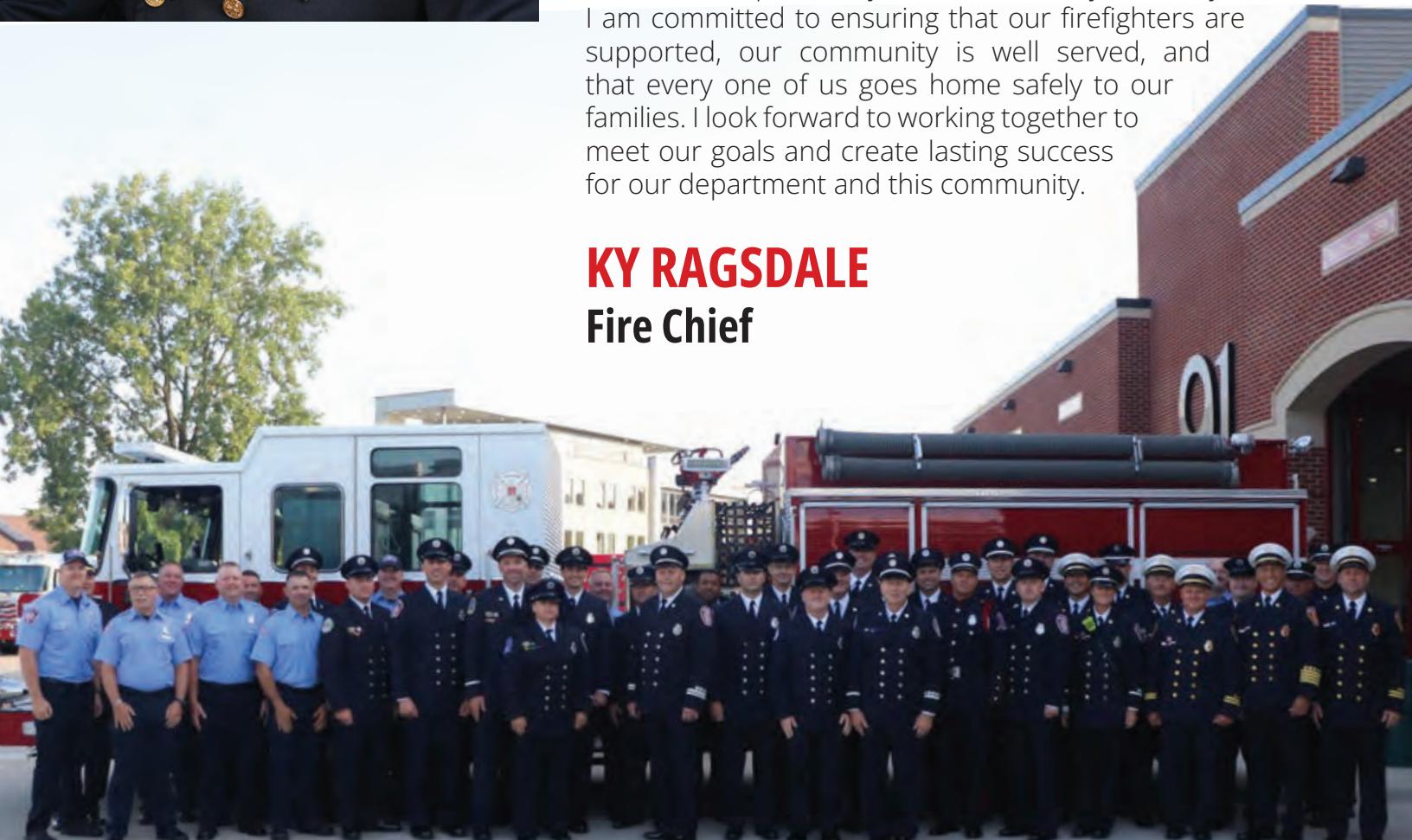
It is a profound honor to serve as the Fire Chief, and I am grateful for the opportunity to lead our companies in carrying out our mission of service to the community. Over the past year, I have been proud to stand alongside you and witness the outstanding work you have accomplished.

This strategic plan outlines our department's priorities for the next two years. Its purpose is to give all of us a clear picture of our direction. It is about setting goals that will strengthen our organization, support our members, and ultimately enhance the service we provide. It also represents our first step toward longer-range, three-to-five-year planning for our department.

This plan reflects the input of our firefighters, the hard work of a strategic planning group, and thoughtful review from every division. It is not only my vision, but the collective voice of our people. It outlines goals for success, but more importantly, it defines how we strengthen our culture and achieve our highest potential. Holding ourselves accountable, while remaining flexible to respond to new challenges, safeguards our path to success.

I take the responsibility for this role very seriously and I am committed to ensuring that our firefighters are supported, our community is well served, and that every one of us goes home safely to our families. I look forward to working together to meet our goals and create lasting success for our department and this community.

**KY RAGSDALE**  
**Fire Chief**





The Fishers Fire Department 2026 – 2027 Strategic plan was developed with input from multiple members of the organization. Personnel assigned to shift operations and administrative roles worked together to collaborate and develop a framework that will help prioritize work for the organization over the next two years. The goals and objectives identified in this document reflect the department's commitment to refine and deliver exceptional service to the public while focusing on the development of our organization from within.

## **GOAL 1**

ESTABLISH A COMMAND STAFF  
STRUCTURE AND DEVELOP DIVISIONS TO  
SUPPORT THE DEPARTMENT'S GROWTH

## **GOAL 2**

PROVIDE EXCEPTIONAL EMERGENCY  
RESPONSE TO INCIDENTS

## **GOAL 3**

ESTABLISH A PROFESSIONAL  
DEVELOPMENT PROGRAM FOR CAREER  
ENHANCEMENT AT ALL RANKS

## **GOAL 4**

ADVANCE WORKPLACE CULTURE

## **GOAL 5**

RETHINK RECRUITMENT AND  
HIRING PRACTICES

## **GOAL 6**

ENSURE APPARATUS, EQUIPMENT,  
AND SUPPORT SYSTEMS ARE READY  
FOR THE FUTURE

## **GOAL 7**

ADVANCE PROGRAMS THAT PROMOTE  
COMMUNITY ENGAGEMENT AND  
PARTNERSHIPS

## **GOAL 8**

DEFINE AND STRENGTHEN THE ROLE  
OF THE EMS DUTY OFFICER (EDO)

# CITY OF FISHERS

## OVERVIEW

The Fishers Fire Department is proud to serve the growing Fishers community. With nearly 107,000 residents, Fishers is the fourth largest city in Indiana and home to corporate headquarters, nationally recognized schools, and top-rated dining and entertainment. Fishers is consistently ranked as one of the best places to live in the country, receiving high ratings in safety and quality of life. Under the leadership of Mayor Scott Fadness, Fishers is known as a smart, vibrant, and entrepreneurial city through its neighborhood development, dedication to supporting high-growth companies, and innovative city processes.

The City's diverse parks and trails system includes unique assets like an urban farm, waterfront park, and pedestrian trail that offers opportunities for walking, running, and bicycling along a 40+ mile loop around Indianapolis. Along with amenities like the Fishers Event Center, the largest mid-size arena in the region; Fishers Community Center; and Fishers Art Center, the community offers a small-town feel with access to world-class amenities.



**#4**  
**SAFEST CITY  
IN AMERICA**

MONEYGEEK, 2025

**#2**  
**BEST STATE  
TO START  
A BUSINESS**

FORBES, 2024



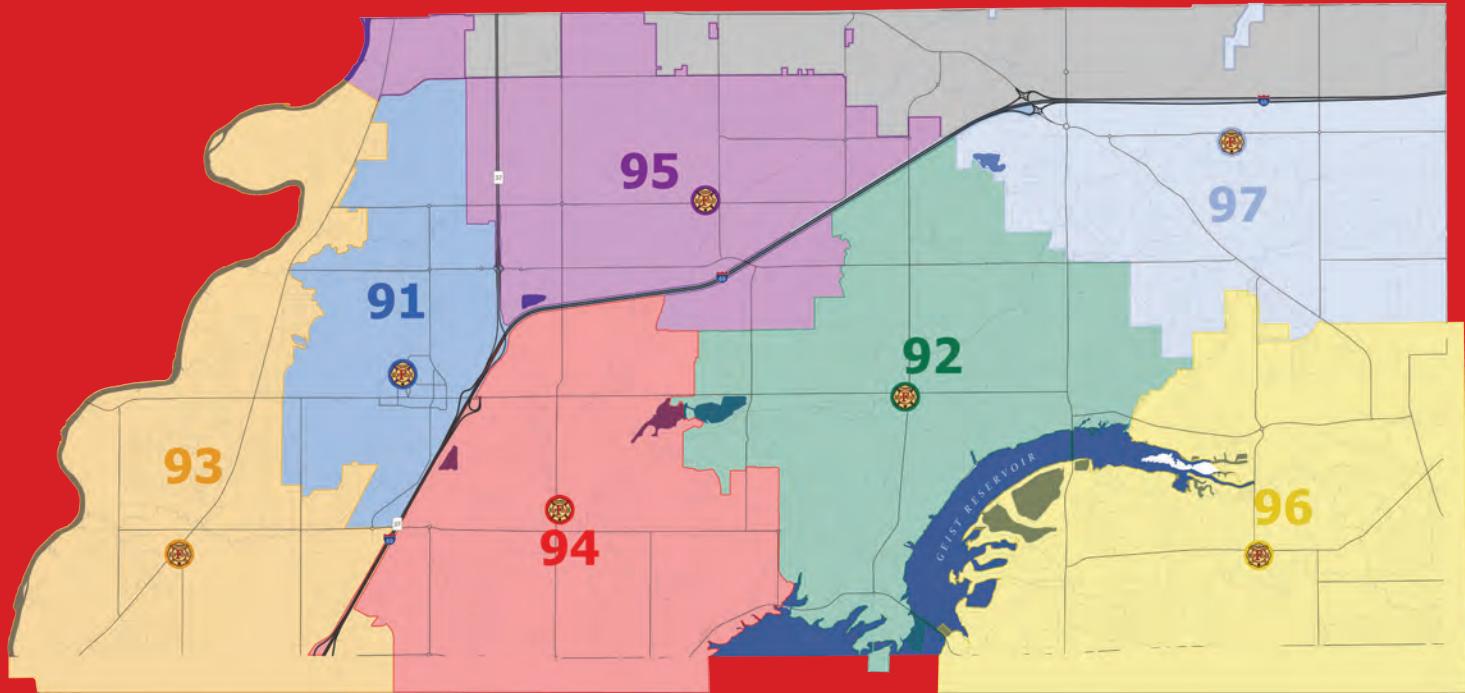
**#4**  
**BEST CITY  
IN THE  
MIDWEST**  
USA TODAY, 2024

**#2**  
**BEST PLACE TO  
LIVE IN  
THE MIDWEST**  
LIVABILITY, 2024

# FISHERS FIRE DEPARTMENT

## OVERVIEW





7

FIRE STATIONS

107,000

RESIDENTS

\$24.8 million

2025 BUDGET

40.5

SQUARE MILES

7,818

CALLS FOR SERVICE IN 2024

155 sworn | 4 civilian

2025 AUTHORIZED PERSONNEL



## CORE VALUES

### Courage:

the resolve to face fear and uncertainty with strength and purpose.

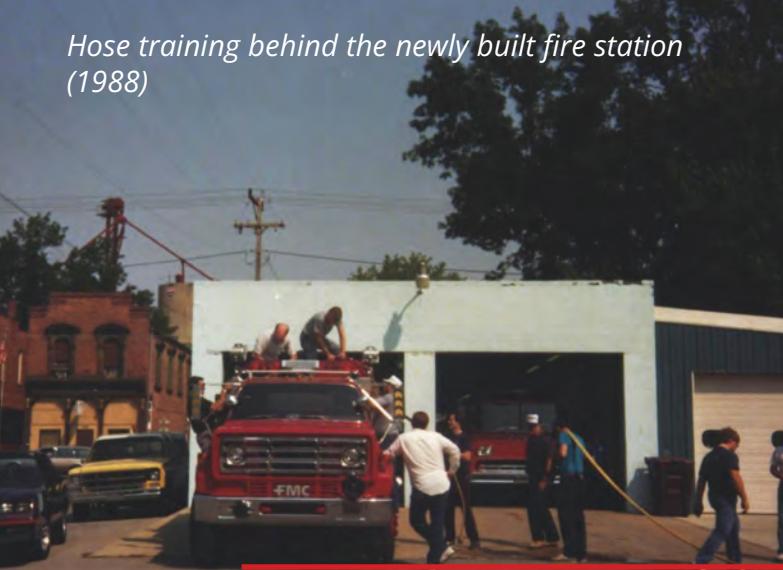
### Integrity:

the unwavering commitment to honesty, ethics, and doing what is right.

### Perseverance:

the determination to overcome challenges and achieve the mission.

*Hose training behind the newly built fire station (1988)*



# DEPARTMENT HISTORY

## FROM BUCKET BRIGADE ROOTS TO MODERN READINESS: The Evolution of the Fishers Fire Department

The story of the Fishers Fire Department mirrors the transformation of its city. What began as a small, all-volunteer effort in a railroad town has evolved into one of Indiana's premier career fire agencies—recognized nationally for its service, specialty capabilities, and community integration.

### HUMBLE BEGINNINGS (1955–1988)

For much of its early history, Fishers, Indiana, was a quiet rural community with a few hundred residents and little municipal infrastructure. Fire protection was informal at best until 1955, when residents formally organized the Fishers Community Volunteer Fire Department. From its first modest station on Main Street (116th Street), local volunteers staffed a single engine and responded to barn fires, chimney flare-ups, grass fires, and the occasional structure blaze.

In these decades, firefighting was the sole focus. Emergency medical care was not yet a municipal service—ambulance transport often came from funeral homes or neighboring towns. Equipment was basic, manpower was limited, and response



*Training session behind the station (1979)*

times depended on volunteers leaving their farms or jobs when the alarm sounded. Yet those early decades established the culture of neighbors serving neighbors, a hallmark that still resonates today.



*Fire crew at airport opening (1962)*

### TRANSITION TO A PROFESSIONAL FORCE (1989–1990s)

By the late 1980s, Fishers was no longer just a farm town—it was a fast-growing suburb on the northeast edge of Indianapolis. Subdivisions, shopping centers, and a swelling population demanded more reliable protection. In 1989, the department began its transformation from volunteer to career, hiring its first full-time firefighters. This shift also marked the expansion of services. With new staffing and training came emergency medical response. Fishers Fire began offering advanced life support (ALS), adding paramedics and ambulances so residents would not have to rely on outside providers in emergencies. At the same time, the department trained in vehicle extrication, responding to an increasing number of crashes on I-69 and arterial roads.



*Crew showcasing equipment and rescue capabilities (1990s)*

## **EXPANSION WITH THE CITY (2000s-2010s)**

As Fishers exploded into one of Indiana's fastest-growing communities, the fire department grew alongside it. Additional stations were built across the city, each adding new capabilities. The expansion of the Technical Rescue Team developed expertise in rope, trench, confined space, and structural collapse rescue—skills vital to a city with booming construction and industry. The expansion of the dive team formalized response to Geist Reservoir and the city's growing number of retention ponds, ensuring year-round preparedness for drowning and ice emergencies. A Fire Prevention Bureau was established, reflecting the need to not only respond to emergencies but also prevent them through code enforcement, inspections, and school programs.

By this era, the department's workforce had grown to over a hundred career firefighters and paramedics, spread across multiple stations, covering more than 50 square miles.



*Construction of Station 94 (2000)*

## **MODERN ACHIEVEMENTS (2010s-PRESENT)**

Today's Fishers Fire Department is a career, full-service agency with seven stations, more than 140 firefighters/EMTs/paramedics, and a fleet of advanced engines, ladders, medic units, and rescue apparatus. Every engine and ladder company is ALS-equipped, ensuring the fastest

possible medical care. The department's quality has been recognized nationally. In 2017, Fishers earned an ISO Class 2 rating, placing it among the top fire agencies in the United States for readiness and effectiveness. In 2020, the city opened a new Station 91 and fire headquarters at the Thomas A. Weaver Municipal Complex. That same year, Station 93 was rebuilt to meet the demands of a growing population. In February 2023, Station 397 opened in the northeast portion of the city.

## **THE ROOTS THAT STILL SHAPE THE DEPARTMENT**

Though Fishers Fire now boasts sophisticated specialty teams, modern apparatus, and national recognition, its foundation remains the same as in 1955: a community-driven mission. The original volunteers who grabbed hoses and raced to barns and homes in the 1950s set a cultural tone of service, adaptability, and local pride. That tradition of neighbors protecting neighbors continues in a modern form today—whether it's paramedics stabilizing a patient en route to the hospital, divers searching icy waters, or firefighters teaching fire safety in schools. Each specialty added over the decades traces back to the department's historical roots: a small town determined to protect its people.



*B-shift post-training (2000s)*

The Fishers Fire Department's journey from a one-engine volunteer company to a multi-station professional agency reflects not only the growth of a city but also the persistence of its values. Built on humble beginnings, shaped by the demands of a growing community, and strengthened by a spirit of service, Fishers Fire stands today as both a guardian of public safety and a reminder that even the most modern departments are grounded in history.

# FISHERS FIRE DEPARTMENT

## ABOUT



The Fishers Fire Department is an all-hazards agency dedicated to protecting the lives, property, and well-being of the Fishers community. Our personnel deliver fire suppression, emergency medical services, technical rescue, hazardous materials response, and community risk reduction. Through collaboration, professionalism, and unwavering dedication, we proudly serve Fishers and remain committed to meeting the community's evolving needs.

## APPARATUS & PERSONNEL

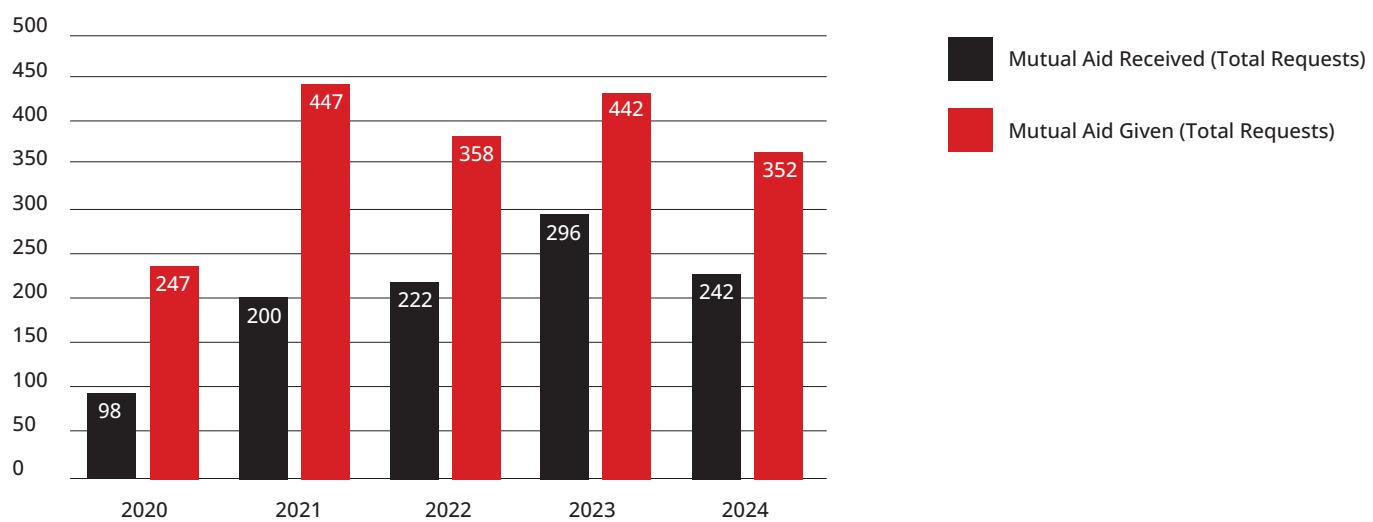
UNIT	IN-SERVICE	MIN. STAFFING/UNIT
BATTALION CHIEFS	2	1
EMS DUTY OFFICER	1	1
LADDERS	3	3
ENGINES	7	3
MEDICS	3	2
TACTICAL - HEAVY RESCUE*	1	3
TACTICAL - TECHNICAL RESCUE*	1	3
TACTICAL - SUPPORT UNIT*	1	3

\* Cross staffed with an engine or ladder

## FIVE-YEAR INCIDENT DATA

	2020	2021	2022	2023	2024	Total 2020 - 2024
Fires	140	145	157	146	156	744
EMS	3,922	4,861	5,582	5,731	5,456	25,552
Others	1,806	2,001	2,328	2,099	2,206	10,440
Total	<b>5,868</b>	<b>7,007</b>	<b>8,067</b>	<b>7,976</b>	<b>7,818</b>	<b>36,736</b>

## MUTUAL AID

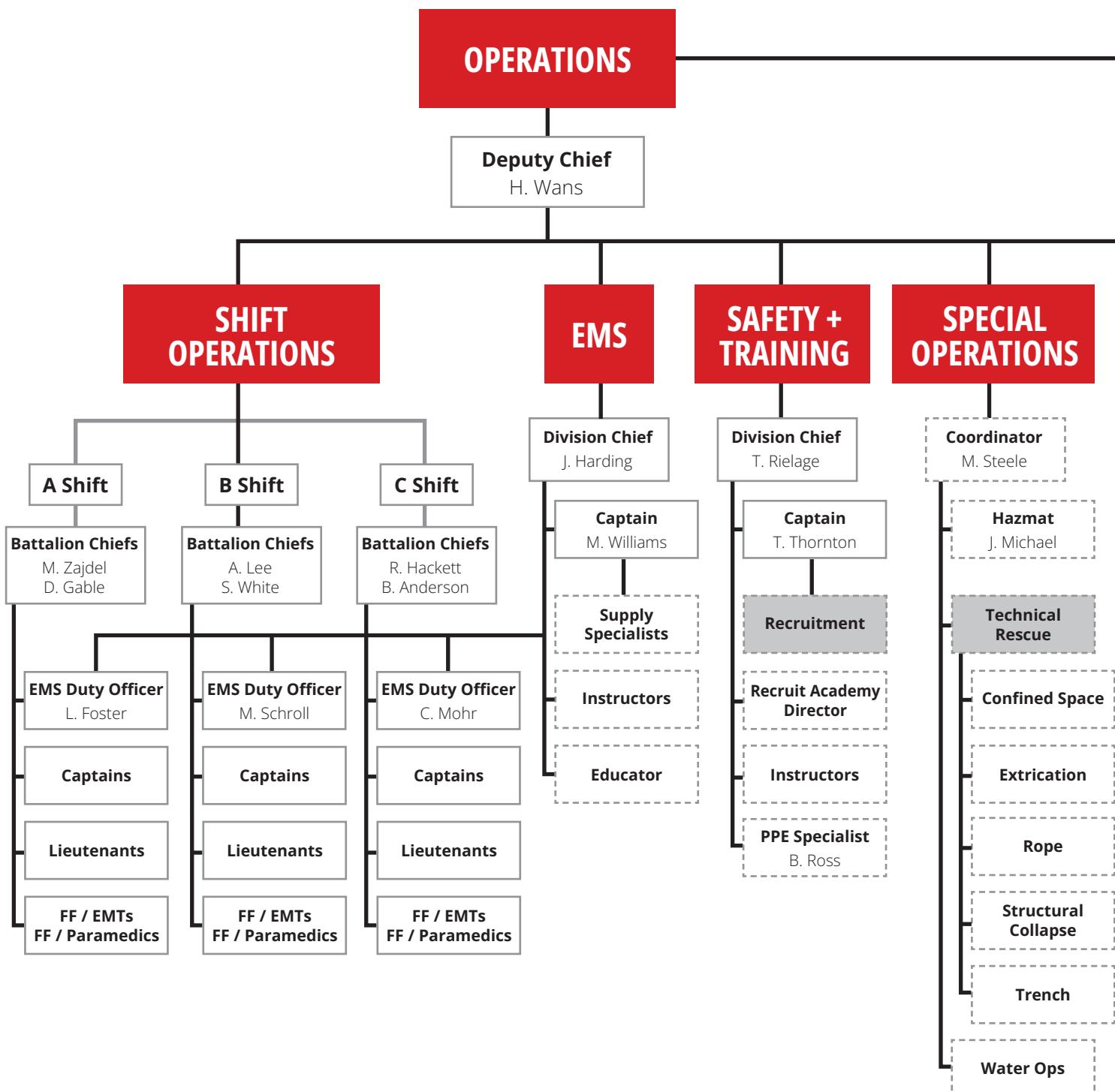


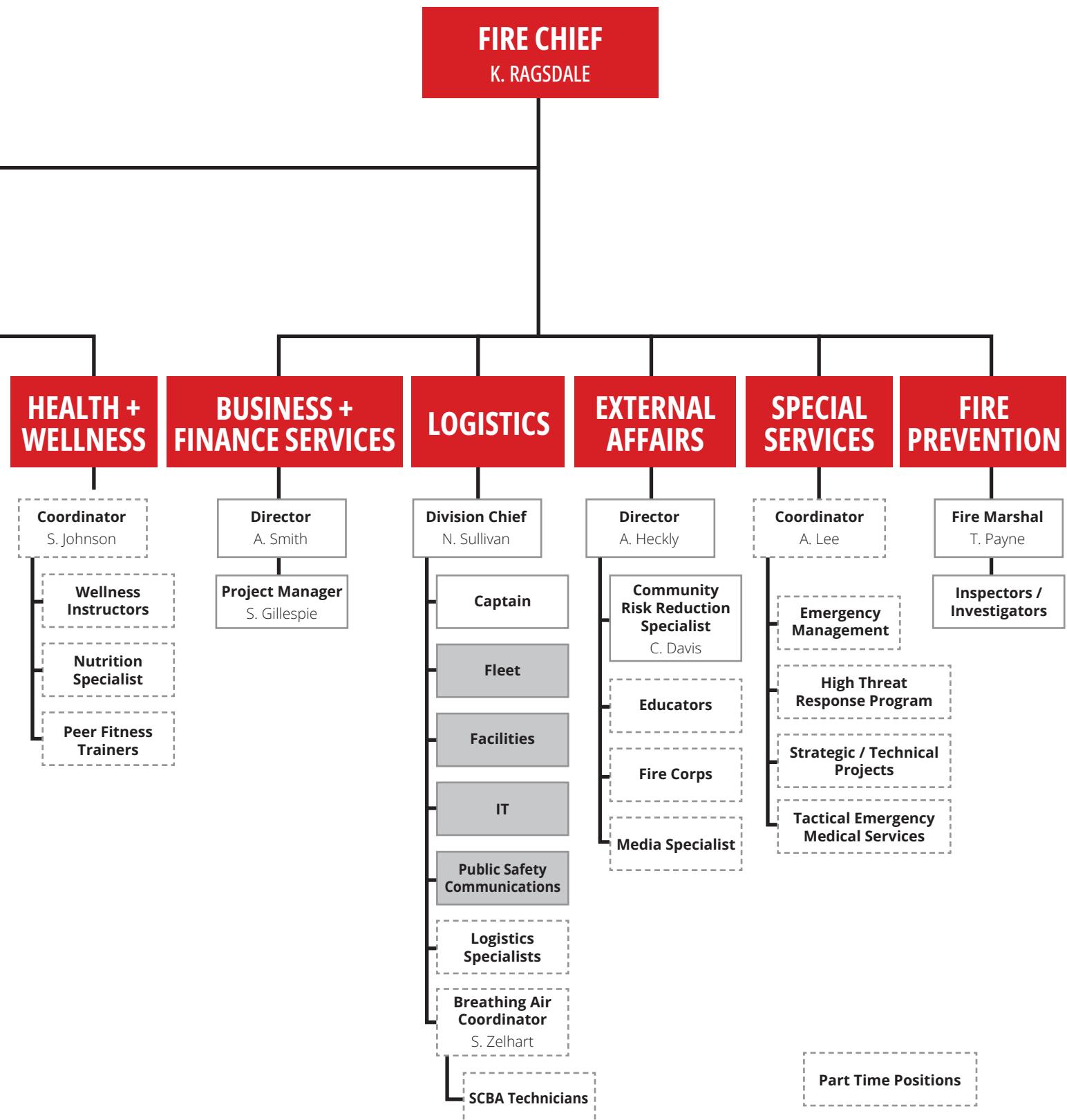
2024 AVG.  
RESPONSE TIME  
**00:04:08**  
(all runs in district and out)  
FOR THE FIRST  
ARRIVING  
APPARATUS



# FISHERS FIRE DEPARTMENT

## 2026 ORGANIZATIONAL CHART







## GOAL 1

ESTABLISH A COMMAND STAFF STRUCTURE AND DEVELOP DIVISIONS TO SUPPORT THE DEPARTMENT'S GROWTH

### Objectives:

1. Design an organizational structure that aligns with the evolving needs of the department and the growing community.
2. Create positions and programs that enhance departmental operations, improve communication, and support the growing needs of the community.

## GOAL 2

PROVIDE EXCEPTIONAL EMERGENCY RESPONSE TO INCIDENTS

### Objectives:

1. Review and update operational tactics, techniques, and procedures to ensure EMS, fire, and special operations maintain the highest level of performance.
2. Foster opportunities to collaborate and engage neighboring public safety agencies to improve interagency training and emergency response.
3. Improve critical incident operations and collaboration within the City of Fishers.
4. Enhance the Public Safety Preplan Program.
5. Make data-informed operational and organizational decisions.
6. Develop department standards and best practices for all disciplines to ensure consistency and operational excellence.
7. Institute a training strategy supportive of the department's all-hazards response to emergencies.
8. Evaluate and enhance the performance standards for paramedic students.



## GOAL 3

### ESTABLISH A PROFESSIONAL DEVELOPMENT PROGRAM FOR CAREER ENHANCEMENT AT ALL RANKS

#### Objectives:

1. Design and develop a career handbook that promotes opportunities for growth and development among all ranks.
2. Design and implement a comprehensive professional development program.

## GOAL 4

### ADVANCE WORKPLACE CULTURE

#### Objectives:

1. Strengthen department identity and culture.
2. Evaluate and align compensation.
3. Recognize accomplishments and build community.

## GOAL 5

### RETHINK RECRUITMENT AND HIRING PRACTICES

#### Objectives:

1. Review and improve hiring practices.
2. Develop and sustain a targeted recruitment strategy.
3. Educate and engage prospective candidates.

## GOAL 6

### ENSURE APPARATUS, EQUIPMENT, AND SUPPORT SYSTEMS ARE READY FOR THE FUTURE

#### Objectives:

1. Develop a training and support facility.
2. Optimize resource response times.
3. Review and improve fire stations.
4. Update aging EMS equipment.
5. Enhance CAD performance and capabilities.
6. Optimize fleet operations.
7. Improve support functions.
8. Strengthen cancer prevention and mitigation practices.
9. Expand health and wellness programs.

## GOAL 7

### ADVANCE PROGRAMS THAT PROMOTE COMMUNITY ENGAGEMENT AND PARTNERSHIPS

#### Objectives:

1. Enhance the Citizen's Fire Academy.
2. Strengthen engagement, education, and communication with community partners.

## GOAL 8

### DEFINE AND STRENGTHEN THE ROLE OF THE EMS DUTY OFFICER (EDO)

#### Objectives:

1. Ensure EDO roles and responsibilities meet operational needs.
2. Foster innovation and program development.
3. Support a culture of continuous learning.

# GOAL 1

## ESTABLISH A COMMAND STAFF STRUCTURE AND DEVELOP DIVISIONS TO SUPPORT THE DEPARTMENT'S GROWTH



### OBJECTIVE 1

**Design an organizational structure that aligns with the evolving needs of the department and the growing community.**

1. Define responsibilities for all administrative and staff positions (full-time and part-time).
2. Align personnel and resources, both inter-departmentally and cross-departmentally, to maximize operational effectiveness.
3. Evaluate staffing levels to align with evolving service needs and increasing community activity.

### OBJECTIVE 2

**Create positions and programs that enhance departmental operations, improve communication, and support the growing needs of the community.**

1. Reassess the Fire Marshal position to build a more unified approach between the Fire Marshal's office, department personnel, and Permitting and Zoning.
2. Explore opportunities to establish a media and marketing program that enhances digital design and video production capabilities for social media outreach, community education, and internal training.
3. Develop and staff a part-time EMS Educator position, leveraging support and resources from IU Health to facilitate the role.



# SPECIAL OPERATIONS

## OVERVIEW

The Special Operations Division represents our commitment to preparedness and response, extending our capabilities far beyond the scope of traditional fire and EMS response. The division is committed to coordinating specialized training and support to mitigate high-risk, low-frequency incidents throughout our service area.

The division is organized around three major sections including Hazardous Materials (Hazmat), Technical Rescue, and Water Operations. The Technical Rescue section includes five unique areas of focus, including Confined Space, Extrication, Rope, Structural Collapse and Trench Rescue. The Water Operations section includes subsurface rescue and recovery, swift water rescue, flood response, ice rescue, and boat operations.

Special Operations resources are strategically housed and deployed from Stations 391, 392, and 393. Personnel assigned to these stations receive advanced training annually with opportunities to pursue NFPA Technician level certifications across multiple disciplines. Typical staffing at Stations 391 and 392 includes two Public Safety Divers at each station per shift to ensure continuous response capability.





## GOAL 2

### PROVIDE EXCEPTIONAL EMERGENCY RESPONSE TO INCIDENTS

#### OBJECTIVE 1

**Review and update operational tactics, techniques, and procedures to ensure EMS, fire, and special operations maintain the highest level of performance.**

1. Implement improvements that enhance operational performance and outcomes across all disciplines.
2. Update current high-rise operations by developing a plan to implement enhanced equipment, training, and operational practices.

#### OBJECTIVE 2

**Foster opportunities to collaborate and engage neighboring public safety agencies to improve interagency training and emergency response.**

1. Maintain partnerships with Hamilton County Public Safety Communications and Hamilton County Emergency Management to advance countywide initiatives.



2. Strengthen relationships with neighboring fire departments to improve collaboration and alignment in training and operations across all disciplines.

## OBJECTIVE 3

**Improve critical incident operations and collaboration within the City of Fishers.**

1. Develop a comprehensive citywide crisis communications plan.
2. Assess and select personnel to strengthen the staffing and effectiveness of the Tactical EMS (TEMS) Unit.



## OBJECTIVE 4

**Enhance the Public Safety Preplan Program.**

1. Identify internal opportunities to improve efficiency and consistency within the Preplan process.
2. Leverage external resources and partnerships to ensure new targeted occupancies have Preplans completed at the time of initial occupancy.

## OBJECTIVE 5

**Make data-informed operational and organizational decisions.**

1. Evaluate the deployment and placement of on-duty resources to ensure effective response coverage across the city.
2. Implement a fourth transporting medic unit; in the absence of a 24/7 medic unit, staff the unit during peak demand periods.

## OBJECTIVE 6

**Develop department standards and best practices for all disciplines to ensure consistency and operational excellence.**

1. Launch the use of internal training videos as sustainable training resources across all divisions.
2. Develop training and performance expectations for Special Operations personnel based on station assignments.

## OBJECTIVE 7

**Institute a training strategy supportive of the department's all-hazards response to emergencies.**

1. Enhance opportunities to deliver training and education in multiple formats.
2. Expand opportunities for external education and training through classes, workshops, and professional conferences.
3. Develop a recurring schedule to offer state-certified classes that support promotional growth within the agency.



## OBJECTIVE 8

**Evaluate and enhance the performance standards for paramedic students.**

1. Partner with the School of EMS to explore opportunities to increase clinical hours within the Paramedic Education Program.

# GOAL 3

## ESTABLISH A PROFESSIONAL DEVELOPMENT PROGRAM FOR CAREER ENHANCEMENT AT ALL RANKS

### OBJECTIVE 1

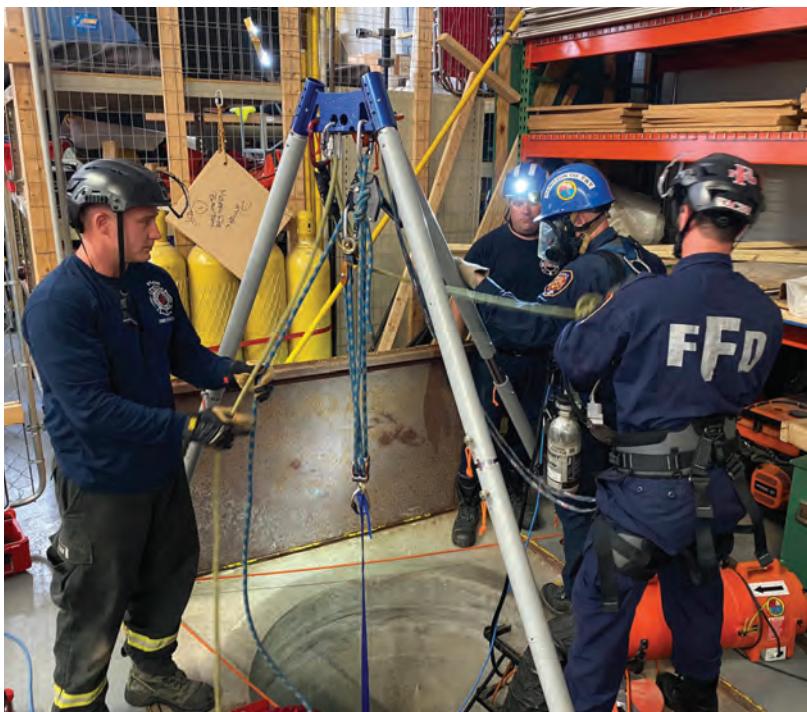
Design and develop a career handbook that promotes opportunities for growth and development among all ranks.

1. Include all full-time and part-time positions within the career handbook.
2. Ensure all prerequisites for promotional ranks and specialty positions are clearly defined.

### OBJECTIVE 2

Design and implement a comprehensive professional development program.

1. Provide training on leadership, conflict management, and communication practices for personnel at all ranks, using a diverse range of instructors and models from both within and outside the fire service.
2. Build and implement a 16-hour Officer Ride Out Program.
3. Develop an academy program for newly promoted lieutenants and captains.



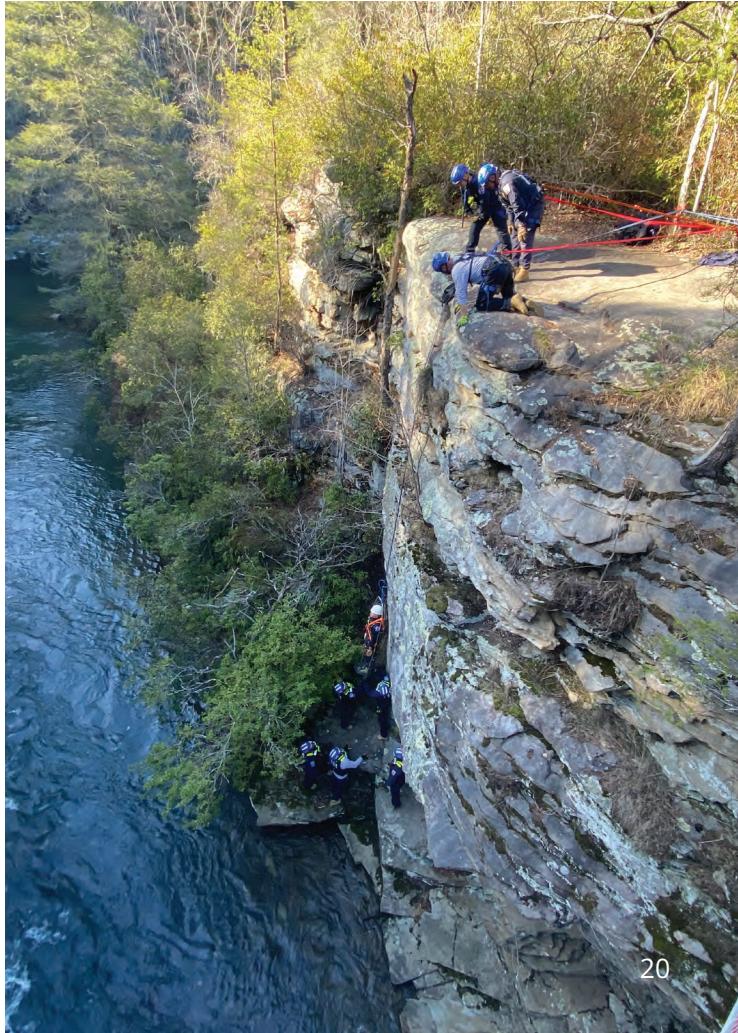


# INDIANA TASK FORCE ONE (IN-TF1)

## PARTICIPATING AGENCY

Indiana Task Force One (IN-TF1) is one of 28 Federal Emergency Management Agency (FEMA) sponsored Urban Search and Rescue (USAR) teams in the United States. The team is comprised of medical professionals, engineers, civilians and public safety personnel from around the state of Indiana. This highly specialized team is trained in advanced search and rescue techniques designed to mitigate major disasters from terror events to hurricanes, building collapses, earthquakes, and many other types of major catastrophes.

The FFD currently supports IN-TF1 with seven firefighters. Each FFD firefighter assigned to IN-TF1 receives advanced training based on their role with the team and is placed on a rotating deployment roster throughout the year. Deployments are typically 10 – 14 days but can be extended based on the scope and scale of the incident. Each deployment provides an opportunity for our department to assist others in need as well as an opportunity to gain operational experience that can be brought back to our department.





## GOAL 4

### ADVANCE WORKPLACE CULTURE

#### OBJECTIVE 1

##### **Strengthen department identity and culture.**

1. Reinforce a culture of performance and accountability.
2. Establish a visual identity for the department with a brand kit that unifies our name, logo, colors, fonts, and messaging.
3. Promote a resilient workforce by fostering health and wellness at every stage of employment.

#### OBJECTIVE 2

##### **Evaluate and align compensation.**

1. Evaluate paramedic incentive pay and implement adjustments to align with the Central Indiana market.
2. Assess current Off-Duty Employment pay rate and structure.





## OBJECTIVE 3

**Recognize accomplishments and build community.**

1. Transform the annual awards ceremony to strengthen connection and recognition across the department.
2. Invite patients and community members to share their stories and highlight the department's impact.
3. Support opportunities for employees to connect and build relationships through department-sponsored social events.



## GOAL 5

### RETHINK RECRUITMENT AND HIRING PRACTICES



#### OBJECTIVE 1

**Review and improve hiring practices.**

1. Evaluate opportunities to add in-person screening components and FFD-specific testing to the hiring process.

#### OBJECTIVE 2

**Develop and sustain a targeted recruitment strategy.**

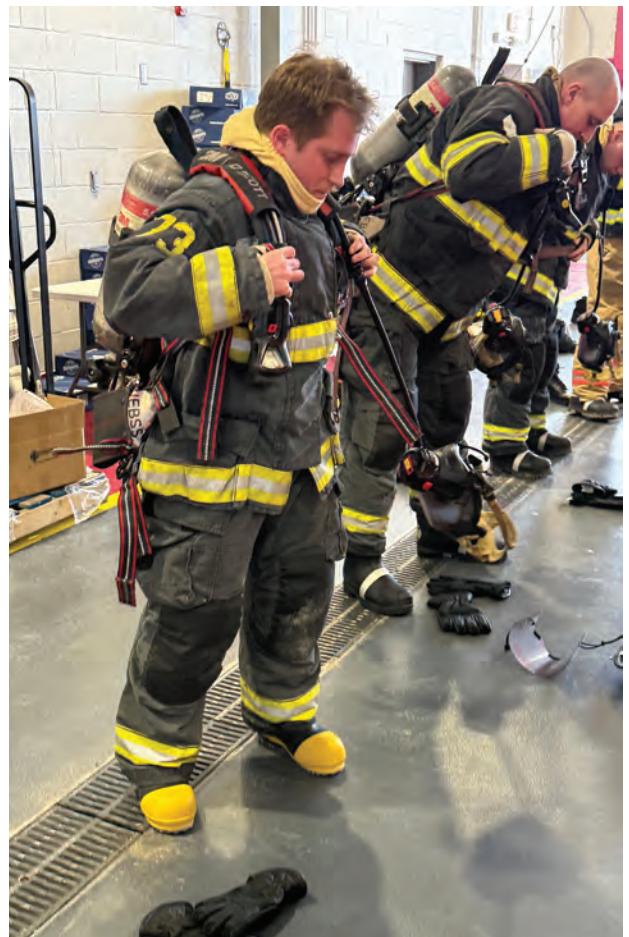
1. Highlight HR, health, and wellness benefits unique to the City of Fishers during recruitment.
2. Expand recruitment efforts to regional and national audiences through new strategies.
3. Engage college programs, vocational schools, military personnel, and EMS educational programs.



## OBJECTIVE 3

### **Educate and engage prospective candidates.**

1. Develop an “open house” program showcasing all aspects of the department.
2. Create a candidate-focused newsletter with updates, recruitment information, and relevant topics.
3. Leverage social media to highlight department work, culture, and career opportunities.





## GOAL 6

### ENSURE APPARATUS, EQUIPMENT, AND SUPPORT SYSTEMS ARE READY FOR THE FUTURE

#### OBJECTIVE 1

##### Develop a training and support facility.

1. Identify a location within the City of Fishers to serve as a support hub for critical department functions.
2. Create a comprehensive plan that incorporates both training and support needs.

#### OBJECTIVE 2

##### Optimize resource response times.

1. Use data-driven analysis to determine the most effective locations for front-line units.

#### OBJECTIVE 3

##### Review and improve fire stations.

1. Collaborate with Facilities Maintenance to develop a capital improvement plan.
2. Incorporate features in construction or renovation projects that promote health and wellness, including decontamination, sleep, hygiene, and physical fitness.

#### OBJECTIVE 4

##### Update aging EMS equipment.

1. Develop a plan to procure cardiac monitors, stair chairs, and other critical EMS equipment.

#### OBJECTIVE 5

##### Enhance CAD performance and capabilities.

1. Partner with Hamilton County Public Safety Communications to evaluate Automatic Vehicle Location (AVL) for incident dispatching and improvements to Field Fire Mobile.

## OBJECTIVE 6

### Optimize fleet operations.

1. Analyze the current fleet and establish a replacement schedule.
2. Transition future apparatus from clean cab seating to SCBA-equipped seats.
3. Improve communication on apparatus and equipment repair status and maintenance.
4. Collaborate with Fleet Management to train Engineers and Ride-Out Engineers on apparatus components and mechanical issue identification.

## OBJECTIVE 7

### Improve support functions.

1. Evaluate equipment procurement, service, support, and storage processes to identify opportunities for centralization and efficiency.
2. Consolidate reporting and tracking systems to improve equipment repair accountability.
3. Partner with City of Fishers Inventory Control to enhance supply ordering and delivery.

## OBJECTIVE 8

### Strengthen cancer prevention and mitigation practices.

1. Work with partners to provide advanced cancer screenings.
2. Evaluate single-layer Personal Protective Equipment (PPE) as an option for non-fire responses.

## OBJECTIVE 9

### Expand health and wellness programs.

1. Evaluate Public Safety Medical's programs and services related to annual comprehensive physicals.
2. Enhance mental health support and awareness.
3. Improve access to nutrition and wellness resources throughout all phases of employment.





## GOAL 7

### ADVANCE PROGRAMS THAT PROMOTE COMMUNITY ENGAGEMENT AND PARTNERSHIPS

#### OBJECTIVE 1

##### **Enhance the Citizen's Fire Academy.**

1. Promote the academy to a diverse population, including prospective candidates.
2. Update academy content to ensure consistency across all divisions.
3. Create a planning group to assess and enhance the academy based on department input, participant feedback, and collaborative planning.

#### OBJECTIVE 2

##### **Strengthen engagement, education, and communication with community partners.**

1. Launch an annual community service initiative to build partnerships and increase visibility.
2. Work with the Fishers Health Department to identify opportunities to expand social services through programs like WeCare.
3. Review and enhance community safety education programs—such as water safety—to ensure accessibility, relevance, and consistent scheduling.
4. Increase public access to AEDs and CPR education, while exploring partnerships with the Fishers Health Department.
5. Collaborate with the Fishers Community Center and other organizations to expand adult and senior education initiatives.



## GOAL 8

### DEFINE AND STRENGTHEN THE ROLE OF THE EMS DUTY OFFICER (EDO)

#### OBJECTIVE 1

##### **Ensure EDO roles and responsibilities meet operational needs.**

1. Review incident responses to define the EDO's role and responsibilities on every call.
2. Deploy the EDO as an experienced medical provider and line supervisor on high-acuity or complex calls.
3. Develop the EDO as a strategic leader who aligns shift operations with organizational goals.

#### OBJECTIVE 2

##### **Foster innovation and program development.**

1. Research and evaluate EMS technologies, treatments, and operational tools to improve service delivery.
2. Identify pilot programs and partnerships with vendors, hospitals, universities, and regional EMS systems to strengthen collaboration and preparedness.
3. Recommend new practices and equipment for field testing and potential implementation.

#### OBJECTIVE 3

##### **Support a culture of continuous learning.**

1. Identify skill gaps and training needs specific to operational staff.
2. Encourage engagement in EMS innovation, research, and knowledge-sharing.
3. Promote professional development in leadership, education, and specialty EMS care.

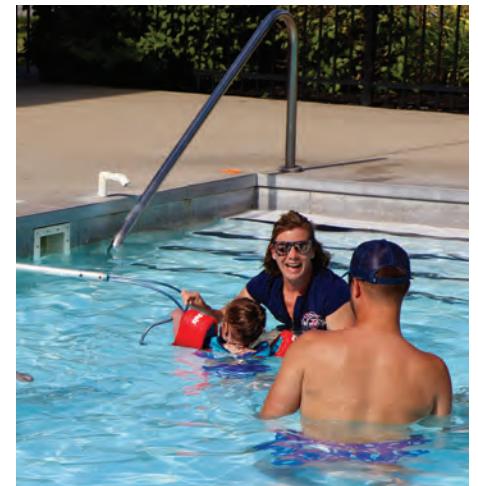
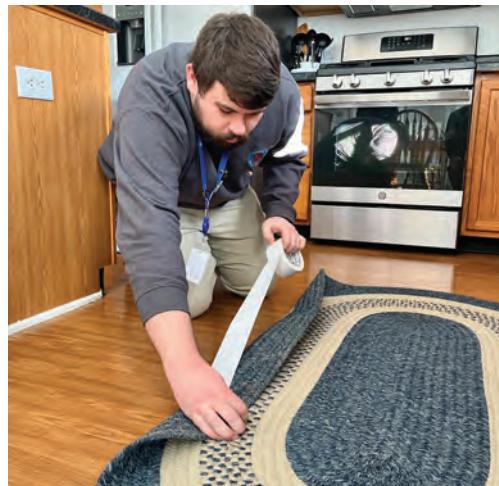


# COMMUNITY RISK REDUCTION

## OVERVIEW

Community Risk Reduction (CRR) reflects our commitment to prevention, education, and proactive engagement throughout the Fishers community. CRR initiatives include delivering an all-hazards safety curriculum to Pre-K through 6th grade students, providing monthly CPR and AED training, offering smoke alarm installations and home safety education, and sharing ongoing safety messaging. Seasonal and signature programs such as summer water safety lessons, the Citizens Fire Academy, and the annual Safety Day event further strengthen community outreach.

Through the Mobile Integrated Health (MIH) program, the WeCare team, which includes a Licensed Clinical Social Worker, two Community Health Advocates, and a Paramedic, partners with the Fishers Health Department to support crisis follow-up, behavioral and mental health needs, and fall-prevention services. These combined efforts help build a safer, healthier, and more resilient Fishers.





## ACKNOWLEDGMENTS

### STRATEGIC PLANNING WORK GROUP

David Bohmeier, Lieutenant  
Steve Feckete, Lieutenant  
Kurt Globerger, Lieutenant  
Seth Johnson, Lieutenant  
John Hinton, Lieutenant  
Adam Lee, Battalion Chief  
Shane Weiler, Lieutenant

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### FFD REPRESENTATIVES

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Mark Carman,	Captain
Claire Davis,	Community Risk Reduction Specialist
Samantha Gillespie,	Project Manager
Joe Harding,	Division Chief
Ashley Heckly,	External Affairs Officer
Will Ortiz,	Captain
Ky Ragsdale,	Fire Chief
Ann Smith,	Admin/Finance Manager
Matt Steele,	Lieutenant
Todd Thornton,	Captain
Hugo Wans,	Deputy Chief
Mike Williams,	Captain

# FISHERS FIRE DEPARTMENT

2 Municipal Drive  
Fishers, IN 46038



 (317) 595 - 3200 (non-emergency)

 [fire.fishersin.gov](http://fire.fishersin.gov)

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