

Clay Fire Territory
2014 Goals & Objectives Worksheet

Updated: 1/21/2014

Program	Item	Responsibility	Status
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Administration

Goal: Create a long-term course of action for the Territory that will facilitate planning and help refine operational effectiveness			
Strategy IA-1:	Maintain a Strategic Planning Process designed to guide the department		
IA-1a	Utilize the Strategic Plan to identify Goals & Objectives	Schabbel	
IA-1b	Continue quarterly evaluations of the Goals & Objectives by Senior Staff	Schabbel	
IA-1c	Distribute Strategic Plan, including Goals & Objectives	Schabbel	
Strategy IA-2:	Continue to support an effective means of maintaining information collected and used by the department.		
IA-2a	Continue to utilize Firehouse Software and Remote Access for data collection	Whiteford	
IA-2b	Transition from Accumed to ESO Solutions	Kilian	
IA-2c	Continue quality control of data collection	Whiteford	
IA-2d	Continue to explore new technologies for data collection & distribution	Whiteford	
IA-2e	Continue to explore IT infra-structure / cloud upgrades & improvements	Whiteford	
IA-2f	Improve the Request for Repair (RFR) System	Whiteford	
IA-2g	Develop an IT / Data Security Plan	Whiteford	
Strategy IA-3:	Continue to enhance relationships with neighboring jurisdictions and agencies.		
IA-3a	Review all Mutual Aid Agreements and Memorandums of Understanding	Schabbel	
IA-3b	Review ALS Intercept Agreements	Kilian	
IA-3c	Train quarterly with neighboring jurisdictions	Huth	
IA-3d	Continue to promote, support, and expand MABAS	Schabbel	
IA-3e	Formalized MAMA-C agreements	Schabbel	
IA-3f	Maintain a presence and provide input at regional, state and local decision-making forums	Staff	
Strategy I-4:	Continue department-wide improvement utilizing the CFAI Accreditation Process.		
IA-4a	Complete the re-accreditation process	Staff	
IA-4b	Update the SOC – Risk Hazard Analysis	Melser	

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IA-4c	Continue to support CFAI Peer Assessor Program	Staff	
IA-4d	Continue to collect and maintain current exhibit documents	Melser	
Goal: Be responsible “stewards” of public resources			
Strategy IB-1:	Demonstrate sound fiscal management		
IB-1a	Operate within the approved budget	Schabbel	
IB-1b	Maintain a five year financial plan	Schabbel	
IB-1c	Monitor and maximize funding streams	Schabbel	
IB-1d	Continue to explore alternative means of funding (i.e. grants).	Staff	
IB-1e	Maintain and review our station consumables program	Hurley	
IB-1f	Participate group purchasing opportunities	Kwieran	
IB-1h	Review energy savings opportunities	Wood	
Strategy IB-2:	Provide service that exceeds Customer Expectations.		
IB-2a	Continue the Post-Incident Survey program	Konieczny	
IB-2b	Continue to provide Occupant Services Officer training	Huth	
IB-2c	Formalize Customer Recovery Program (24/7 policy)	Wetter	
IB-2d	Research & Develop a customer relations training program	Kilian	
IB-2e	Review and continue the Community Services Division survey process	Cherrone	
Strategy IB-3:	Marketing the department to promote community awareness and support		
IB-3a	Create an external newsletter	Martin	
IB-3b	Develop the “Friends of the Fire Department” program	Schabbel	
IB-3c	Continue to utilize social media	Staff	
IB-3d	Maintain a strong presence at community events	Staff	
IB-3e	Utilize media outlets to market the department	Staff	
IB-3f	Review and enhance our website	Whiteford	
IB-3g	Develop a Clay Fire promotional video	Whiteford	
IB-3h	Develop and foster relationships with Homeowners Associations (HOA's)	Staff	
IB-3i	Update marketing material displays at station entrances	Martin	
IB-3j	Provide an annual department open house	Cherrone	

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IB-3k	Maintain branding across the department	Staff	
IB-3l	Conduct an Annual Media Academy	Cherrone	
IB-3m	Conduct an Annual Citizian Academy	Cherrone	
	Finalize the marketing backdrop	Melser	
IB-3n	Review marketing material (Trading Cards, stickers ect.)	Melser	
Goal: Recruit, develop, and support our people to promote a safe, efficient and effective customer service orientated team			
Strategy IC-1: <i>Continue to develop an aggressive recruitment and retention program.</i>			
IC-1a	Continue a Recruitment Program	Huth	
IC-1b	Continue to promote and expand the Clay Fire Recruit Academy	Huth	
IC-1c	Maintain a competitive benefits package	Schabbel	
IC-1d	Formalize Career development path for all ranks	Hurley	
IC-1e	Advertise quarterly for add'l part-time personnel	Futa	
Strategy IC-2: <i>Improve internal organizational effectiveness</i>			
IC-2a	Institute the MAP program	Schabbel	
IC-2b	Enhance the Daily Battle Plan	Kwieran	
IC-2c	Review the Chaplain's program	Kwieran	
IC-2d	Review the Family Support Program	Kwieran	
IC-2e	Continue the Employee Recognition Program	Schabbel	
IC-2f	Provide annual harassment prevention training	Kilian	
IC-2g	Continue to implement video conferencing	Kilian	
Strategy IC-3: <i>Explore alternative non-traditional support programs</i>			
IC-3a	Continue to participate in area school Career programs	Cherrone	
IC-3b	Implement the Tanker Driver Program	Kwieran	
IC-3c	Review the Fire Photographer Program	Kwieran	
Goal: Provide a Focused Risk Management program at all levels			
Strategy ID-1: <i>Support and expand the role of the Safety Committee</i>			
ID-1a	Expand the role of the Safety Committee	Wetter	

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Program	Item	Responsibility	Status
ID-1b	Expand the role of the Wellness Committee	Gerndt	
ID-1c	Review NIOSH Reports and identify opportunities for lessons learned.	Wetter	
ID-1d	Review and revise the Rehab Policy	Mueller	
ID-1e	Continue to review accident, injury and near-miss reports and provide safety recommendations and Safety Briefing	Wetter	
ID-1f	Conduct semi-annual PPE Inspections	Kwieran	
ID-1g	Conduct annual fit-testing	Huth	
ID-1h	Review Exposure Control Program	VanEs	
ID-1i	Conduct annual Blood Borne Pathogens Training	Schmitt	
ID-1j	Review the Hearing Conservation program	Wetter	
ID-1k	Review annual OSHA Training	Wetter	
ID-1l	Review fire ground & post fire exposure hazard best practices	Wetter	
ID-1m	Review Ergonomics Programs	Wetter	
Strategy ID-2:	<i>Support and expand a comprehensive health and wellness program for all members of the organization</i>		
ID-2a	Identify the responsibilities of the Peer Fitness Trainers	Gerndt	
ID-2b	Implement a Tobacco Cessation Program	Gerndt	
ID-2c	Continue annual medical and physical evaluations	Schabbel	
ID-2d	Continue the Employee Assistance Program	Schabbel	
ID-2e	Explore external wellness and fitness opportunities	Gerndt	
ID-2f	Review inoculations programs	VanEs	
ID-2g	Review access and implementation of CISD	Kilian	
ID-2h	Explore / Institute CPAT	Mueller	
ID-2i	Implement the Wellness Fitness Initiative (WFI)	Gerndt	
ID-2j	Review our Occupational Wellness program	Kilian	
ID-2k	Implement random drug testing	Kilian	

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Operations

Goal: Continue to provide safe and effective firefighting operations while protecting the lives and property of our community

Strategy IIA-1:	Continue to improve our current level of service		
IIA-1a	Continue to utilize established benchmarks	Kwieran	
IIA-1b	Continue to enhance our Command capabilities	Kwieran	
IIA-1c	Continue to enhance fireground operations and safety	Kwieran	
IIA-1d	Explore and implement new technologies	Kwieran	
Strategy IIA-2:	Develop a formal Firefighting Water Supply Strategy.		
IIA-2a	Develop an ISO Water Shuttle Evaluation program	Brentlinger	
IIA-2b	Update the Well Operations Manual	Brentlinger	
IIA-2c	Implement a formal Water Supply Strategy	Schabbel	
IIA-2d	Review water supply apparatus deployment plans	Brentlinger	
IIA-de	Continue testing and inspection of water supplies	Brentlinger	
IIA-df	Continue Review non-traditional water sources	Brentlinger	
Strategy IIA-3:	Enhance our response program for the Petroleum Terminal		
IIA-3a	Review and update the formal Terminal Response Plan	Stopczynski	
IIA-3b	Replace Foam 4	Stopczynski	
IIA-3c	Continue to explore training opportunities related to petroleum incidents	Stopczynski	
IIA-3d	Review and identify needed foam capabilities and resources	Stopczynski	
IIA-3e	Conduct an annual exercise at the Terminal	Stopczynski	
IIA-3f	Continue to explore water supply options for the Terminal	Brentlinger	
Strategy IIA-4:	Enhance our Haz-Mat Response Program		
IIA-4a	Increase internal Haz-Mat capability	Stopczynski	
IIA-4b	Review options for Haz-Mat team participation	Schabbel	
IIA-4c	Continue our interaction with Regional Haz-Mat teams	Stopczynski	
IIA-4d	Review Haz-Mat annual training requirements	Huth	

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Program	Item	Responsibility	Status
IIA-4e	Continue MSDS program	Nyerges	
IIA-4f	Implement a formal Air Monitoring Equipment Program	Stopczynski	
IIA-4g	Continue to develop HAZ-MAT 25	Stopczynski	
IIA-4h	Continue to improve decontamination capabilities	Stopczynski	
Goal: Continue to provide pre-hospital care needs of the community			
Strategy IIB-1:	Continue to improve our current level of service		
IIB-1a	Continue to utilize established benchmarks	Kilian	
IIB-1b	Review & developing additional EMS SOGs	Kilian	
IIB-1c	Begin CAAS Accreditation	Kilian	
IIB-1d	Define roles of EMS Division Officers	Kilian	
IIB-1e	Review internal EMS training equipment and capability	Schmitt	
IIB-1f	Monitor EMS billing performance	Kilian	
IIB-1g	Review our reserve Ambo program	Kilian	
IIB-1h	Maintain EMS stock and re-stock program	Brown	
IIB-1i	Explore safety innovations and technology in EMS	EMS Captains	
IIB-1j	Explore BLS transport options	Kilian	
IIB-1k	Develop an EMS Special Events Plan and capability	Kilian	
IIB-1l	Continue EMS instruction and QI/QA	EMS Captains	
IIB-1m	Review alternate response programs	EMS Captains	
IIB-1n	Review our EMS deployment model	Kilian	
Strategy IIB-2:	Enhance our multi/mass casualty (MCI) capabilities		
IIB-2a	Review MCI capabilities and equipment	Gerndt	
IIB-2b	Train on MABAS EMS Plans	Schmitt	
IIB-2c	Review Mass Transportation capabilities and MOU	Gerndt	
IIB-2d	Review MCI best practices	Gerndt	
IIB-2e	Review command capabilities for MCI	Kwieran	
IIB-2f	Review and implement "Triage Tuesdays"	Kilian	
IIB-2g	Participate in District 2 Ambo Strike Team Task Force	Staff	

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IIB-2h	Conduct MCI trainings	Schmitt	
Goal: Continue to provide safe and diverse training opportunities that focus on individual, departmental and community needs			
Strategy IIC-1:	<i>Provide realistic, authentic and relevant training experiences for our members.</i>		
IIC-1a	Continue to utilize established training standards	Huth	
IIC-1b	Continue to improve training resources and facilities	Huth	
IIC-1c	Train quarterly with neighboring jurisdictions	Huth	
IIC-1d	Continue to provide and improve the Recruit Firefighter Academy	Huth	
IIC-1e	Formalize and provide quarterly Mini-Academy	Huth	
IIC-1f	Continue to encourage participation in outside classes	Staff	
IIC-1g	Provide leadership training opportunities	Staff	
IIC-1h	Review and Implement Engineer Training Program	Futa	
IIC-1i	Expand Fireground Survival Program (FGS)	Huth	
IIC-1j	Review and update the Training Records Management System	Huth	
IIC-1k	Define the Truck Officer / Truck/Squad Op's program	Kwieran	
IIC-1l	Complete the Clay Fire Task Manual	Huth	
IIC-1m	Construct a new internal training website	Whiteford	
IIC-1n	Continue to utilize in house video productions for training opportunities	Whiteford	
Strategy IIC-2:	<i>Maintain and expand the Career Development Program</i>		
IIC-2a	Review and build relationships with higher learning institutions	Hurley	
IIC-2b	Review and update the Career Development Manual	Hurley	
IIC-2c	Encourage professional credentialing	Staff	
IIC-2d	Encourage national training program attendance	Staff	
Strategy IIC-3:	<i>Enhance our Command Training & Capabilities</i>		
IIC-3a	Continue to utilize the Command Training Center	Wood	
IIC-3b	Provide quarterly Blue Card training to outside agencies	Wood	
IIC-3c	Ensure all personnel comply with appropriate NIMS requirements	Huth	
IIC-3d	Develop a CV-1 Training Program	Kwieran	

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IIC-3e	Continue to improve technology in the Command Training Center	Whiteford	
IIC-3f	Support the Blue Card Hazard Zone Management Conference	Staff	
IIC-3g	Continue to participate in quartely MABAS Battalion Chief Trainings	Staff	
IIC-3h	Maintain & upgrade CTC Building	Wood	
IIC-3i	Participate in District 2 IMT	Staff	
IIC-3j	Develop our internal EOC	Wood	
IIC-3k	Implement quarterly Blue Card CE Program	Huth	
IIC-3l	Develop our internal IMT capabilities	Kweran	
Goal: Explore opportunities to provide additional emergency services to the community			
Strategy IID-1:	<i>Continue to address community non-fire risks, including emergency and disaster planning.</i>		
IID-1a	Continue to participate in Homeland Security planning efforts	Staff	
IID-1b	Participate in local EOC/ESF programs	Staff	
IID-1c	Explore the development of an internal Emergency Operations Plan	Kilian	
IID-1d	Continue to support County LEPC	Stopczynski	
IID-1e	Implement "windshield" survey program	Dhoore	
IID-1f	Continue to increase capabilities within CV-1	Kwieran	
IID-1g	Maintain Sand Bag areas at Stations 22 & 24	Wood	
Strategy IID-2:	<i>Continue to develop our rescue and hazard mitigation capabilities</i>		
IID-2a	Continue to utilize established benchmarks	Dhoore	
IID-2b	Continue to support MABAS 201 TRT	Staff	
IID-2c	Continue state and regional involvement with TRT capabilities	Dhoore	
IID-2d	Review TRT equipment needs	Miller	
IID-2e	Review and upgrade TRT Training props	Dhoore	
IID-2f	Review and upgrade TRT response policy	Kwieran	
IID-2g	Review and Formalize "Clay 210" Program	Kwieran	
IID-2h	Review our current Water Response Program	Kwieran	
IID-2i	Review and enhance our Extrication Program	Jeff Williams	

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IID-2j	Update MABAS Division 201 Governance Structure	Schabbel	
IID-2k	Continue to seek alternative funding for additional equipment and training	Staff	

Community Services

Provide the community with high-quality, innovative and educational experiences that address safety issues

Strategy IIIA-1:	<i>Continue to provide fire and injury prevention and community wellness education services</i>		
IIIA-1a	implement the "Adopt a School" program	Cherrone	
IIIA-1b	Review the Child Passenger Safety Seat program	Melser	
IIIA-1c	Review and expand the CPR program	Price Sr.	
IIIA-1d	Continue the Fire Camp program	Stopczynski	
IIIA-1e	Review the Smoke Detector program	Cherrone	
IIIA-1f	Review all public education resources	Frost	
IIIA-1g	Continue explore opportunities for alternative funding and training	Staff	
Strategy IIIA-2:	<i>Explore new programs that would enhance the quality of life in our community.</i>		
IIIA-2a	Continue to conduct Fire Watch training	Cherrone	
IIIA-2b	Review and continue to hold an annual flu clinic	VanEs	
IIIA-2c	Provide & support Disaster Preparedness programs	Cherrone	
IIIA-2d	Continue a Fire Extinguisher Training program	Cherrone	
IIIA-2e	Continue explore opportunities for community partnerships	Cherrone	

Goal: Promote the necessity for risk prevention and life safety for our community

Strategy IIIB-1:	<i>Continue to improve the pre-incident inspection program</i>		
IIIB-1a	Achieve 100% completion level of commercial inspections	Melser	
IIIB-1b	Continue to update pre-plans and building information	Melser	
IIIB-1c	Formalize an Inspection Continuing Education program	Melser	
IIIB-1d	Continue an Inspection QI/QA program	Melser	
IIIB-1e	Continue to distribute the post-inspection surveys	Melser	
IIIB-2f	Review and enhance the Part-time Inspectors Program	Melser	

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IIIB-2g	Continue to digitize Occupancy Records	Melser	
IIIB-2h	Instute a Knox Box Maintaince program	Roberts	
IIIB-2i	review monthly Inspector training	Cherrone	
IIIB-2j	Continue the Commercial Self-Inspection program	Melser	
Strategy IIIB-2:	Continue to provide construction plan and process review.		
IIIB-2a	Conduct plan review on all commercial construction projects	Cherrone	
IIIB-2b	Continue participation in weekly County plan review sessions	Cherrone	
IIIB-2c	Continue participation in monthly Area Planning Commission process	Cherrone	
IIIB-2d	Continue ICC Certification process for Plan Reviewers	Melser	
IIIB-2e	Provide new construction "walk through"	Huth	
IIIB-2f	Develop survey on Plan Review / Construction Review	Cherrone	
IIIB-2g	Explore gated-community Knox Box policy	Kwieran	
IIIB-2h	Develop and Distribute a Monthly Construction Update	Melser	
IIIB-2i	Distribute the Builders/Developers Handbook	Cherrone	
Strategy IIIB-3:	Identify potential community hazards		
IIIB-3a	Update the DBL & HLH Program	Melser	
IIIB-3b	Develop County Ordinance on Abandon and Vacant Buildings	Cherrone	
IIIB-3c	Update the Vacant and Abandoned Building list	Melser	
IIIB-3d	Update the Risk / Hazard Plan	Melser	
IIIB-3e	Continue to participate on School Safety Committees	Cherrone	
Goal: Provide quality and competent post-incident investigations			
Strategy IIIC-1:	Continue to develop the post-incident investigation process		
IIIC-1a	Review the Fire Investigation Program	Cherrone	
IIIC-1b	Provide QA/QI for Investigations	Grabowski	
IIIC-1c	Provide investigation training for department members	Grabowski	
IIIC-1d	Formalize the Post-Incident Investigation (PITT) Report process	Cherrone	
IIIC-1e	Complete requirements for CFEI Certifications	Grabowski	
III-1f	Incorpate awareness training with law enforcement	Grabowski	

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III-1g	Review post-fire incident exposure hazards	Wetter	
III-1h	Review Investigation resources	Hacker	
IIIC-1i	Review Investigator PPE	Hacker	
IIIC-1j	Review Investigation SOG's and policies	Cherrone	

Support Services

Goal: Continue to provide & maintain safe & appropriate physical resources designed to meet the needs of the community			
Strategy IV-A1:	Provide fire apparatus and equipment consistent with department benchmarks		
IV-A1a	Continue the Research & Development (R&D) Program	Martin	
IV-A1b	Continue to ensure compliance with NFPA 1901	Hummell	
IV-A1c	Complete DOT Inspections on all apparatus	Sellers	
IV-A1d	Review policies relating to inspection of apparatus and equipment	Hummell	
IV-A1e	Finalize a Rolling Stock Report	Hummell	
IV-A1f	Standardize our apparatus and equipment	Kwieran	
IV-A1g	Maintain all apparatus and equipment service records	Hummell	
IV-A1h	Review and enhance the inventory control process	Hummell	
IV-A1i	Conduct annual pump testing	Sellers	
IV-A1j	Conduct annual SCBA testing	Hummell	
IV-A1k	Conduct annual hose testing	Hummell	
IV-A1l	Conduct annual ladder testing	Hummell	
Strategy IV-A2:	Support and maintain our buildings and grounds		
IV-A2a	Develop and publish a Station Improvement Plan for all buildings and grounds	Wood	
IV-A2b	Conduct monthly station inspections	Wood	
IV-A2c	Evaluate storage options	Wood	
IV-A2d	Evaluate and upgrade the vehicle exhaust systems	Wood	
IV-A2e	Survey and purge surplus equipment	Wood	
IV-A2f	Continue to ensure that physical properties meet neighborhood standards	Wood	

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Strategy IV-A3:	Establish a Critical Infrastructure Protection Plan for all facilities		
IV-A3a	Update the Station Security Plan	Wood	
IV-A3b	Develop a formal Infrastructure Protection Plan	Schabbel	
IV-A3c	Review and update the Station Emergency Assistance system	Wood	
Strategy IV-A4:	Provide communications consistent with department needs		
IV-A3a	Review and improve current infrusture	Roberts	
IV-A3b	Develop long-term Communication Equipment Replacement plan	Hess	
IV-A3c	Maintain internal communication support	Roberts	
IV-A3d	Review and maintain software contracts & agreements	Roberts	

Goal: Provide a highly effective Communications Center			
Strategy V-A1:	Continue to improve our current level of service		
V-A1a	Utilize and measure established service benchmarks	Kilian	
V-A1b	Review automated Dispatch to apparatus	Kilian	
V-A1c	Obtain Dispatch fire accreditation	SJCFD	
V-A1d	Review the existing training programs	Kilian	
V-A1e	Continue participation in MDRC	Kilian	
V-A1f	Review operational policies & procedures	Kilian	
Strategy V-A2:	Enhance relationships with agencies we service		
V-A2a	Formalize a customer concern/complaint procedure	Kilian	
V-A2b	Provide customer service training	Kilian	
V-A2c	Continue the Post-Incident Analysis following "significant events"	Kilian	
Strategy V-A3:	Evaluate the current communication systems, opportunities and legislation		
V-A3a	Evaluate improved station alerting options	Hess	
V-A3b	Continue the use of the Hoosier SAFE-T 800Mhz radio systems	Hess	
V-A3c	Participate in Dispatch Consolidation process.	Staff	