

Clay Fire Territory
2019 Goals & Objectives Worksheet

Program	Item
---------	------

Category I: Governance & Administration

Governing Body

Goal 1A:	<i>Provide organizational philosophies and direction through the annual review and approval of the Strategic Plan and Standard of Cover</i>
1A1	Facilitate the appraisal of the Strategic Plan by all Participating Units
1A2	Update and revise the Standard of Cover
1A3	Provide the Strategic Plan / Annual Report update to area elected officials

Agency Administration

Goal 1B:	<i>Using the budget and accreditation self-assessment tools, annual evaluate the resources and staffing needed to efficiently and effectively manage the various services provided by Clay Fire.</i>
1B1	Update and review the Standard of Cover
1B2	Update the Clay Fire Self-Assesment Manual

Category II: Assessment & Planning

Documentation of Area Characteristics

Goal 2A:	<i>Monitor area development, census, and demographic information pertinent to Clay fire service demand areas</i>
2A1	Update and revise the Standard of Cover
2A2	Strengthen capabilities with GIS
2A3	Continue involvement with Area Planning Commission

Fire / Non-Fire Risk Assessment & Response Strategies

Goal 2B	<i>Continue risk assessment methods, which link risk to community demographics and mitigation efforts in order to help target resources and programs</i>
2B1	Improve internal data collection and dissemination
2B2	Review ISO program requirement
2B3	Review and update response districts

Strategic Planning

Goal 2-C	<i>Publish and monitor the effectiveness of the adopted Strategic Plan</i>
2C1	Publish annual update of the Strategic Plan on website
2C2	Evaluate quarterly G & O status
2C3	Appraise Strategic Plan with elected officials / participating units

Goal 2-D	Plan for the continuation of the Strategic Planning process
2D1	Conduct G&O work sessions
2D2	Appraise progress on the Strategic Plan
2D3	Monitor quarterly G&O status

Category III: Goals & Objectives

Implementation of Goals & Objectives

Goal 3-A:	Establish and publish annual Goals & Objectives based on the Strategic Plan
3A1	Establish 2019 G&O's
3A2	Publish G&O on website
3A3	Post G&O Report in Stations
3A4	Provide updates to Participating Units

Measurement of Organizational Progress

Goal 3-B	Measure and track the effectiveness of the Goals & Objectives
3B1	Utilize the monthly progress reports
3B2	Complete quarterly G&O Reports
3B3	Review status Monthly at Senior Staff

Category IV: Financial Practices

Financial Planning

Goal 4-A	Continue to provide long-term, multi-year budget plans that address current and projected needs
4A1	Operate within approved budgets
4A2	Continue Strategic Financial Planning process
4A3	Continue CIP process
4A4	Complete Facilities Management Plan

Financial Practices

Goal 4-B	Observe industry best-practices for governmental financial practices
4B1	Continue posting budget documents on website
4B2	Continue to pursue grant programs
4B3	Adhere to DLGF budget schedules
4B4	Adhere to SBA accounting practices
Goal 4-C	Obtain the GFOA Certificate for Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report
4C1	Explore GFOA process
4C2	Review GFOA agencies for best practices

Resource Allocation	
Goal 4-D	Maintain an appropriate cash balance
4D1	Operate within the adopted 5-year Financial Plan
4D2	Continue and update 5-year Financial Plan

Category V: Programs

Community Risk Reduction Program	
Goal 5-A	Improve the efficiency and effectiveness of the fire and life safety inspection program
5A1	Continue to update fire inspection RMS systems
5A2	Complete 100% of plan reviews in the RMS database
5A3	Complete 100% occupancy data base
5A4	Use data to reduce violations by 5%
Goal 5-B	Streamline and institutionalize the preplanning process
5B1	Develop Preplan Systems with Crews
5B2	Update Preplan online programs
5B3	Provide training for Command Staff on use of preplans
5B4	Install Mobile Eyes on all MDTs
5B5	Conduct training on Mobile Eyes
5B6	Develop fire plan program
5B7	Conduct annual inspections and validations on all identified gate & door access codes
5B8	Develop and maintain a master registry of all driveways in excess of 900 feet

Public Education Program	
Goal 5-C	Evaluate data based on call volume, demographics, risks and appropriateness of education opportunities to develop programs designed to contribute to life safety education
5C1	Evaluate and update Fire and EMS RMS data sets to identify public education needs
5C2	Evaluate current public education programs
5C3	Develop standardized training material & tools for personnel to carry out public education programs
5C4	Strengthen relationships with businesses and other agencies to deliver cutting edge information and technologies regarding fire and health safety
5C5	Create and complete and utilize appraisal document(s) for quarterly appraisals
5C6	Develop & implement an EMS public education & outreach program with outside agencies
5C7	Conduct PulsePoint community outreach
Goal 5-D	Deliver Programs designed to meet outlined elements, components, and expectations of the public education programs
5D1	Review and update all CRRD public education guides
5D2	Conduct training for apartment managers in Q2

5D3	Provide training for event planners and vendors in Q1
5D4	Conduct fire and life safety training for hotels / motels in 7 of 13 of the hotels / motels
5D5	Conduct fire and life safety training for 100% of extended care facilities
5D6	Continue to incorporate specific education programs into the Marketing Plan
5D7	Develop a system to monitor and track program effectiveness

Fire Investigation. Origin, and Cause Program

Goal 5-E	<i>Produce operating programs designed to meet the outlined elements, components and expectations of the fire investigation program</i>
5E1	Update and appraise the Shift Investigator program
5E2	Evaluate & standardize PPE and equipment for fire investigators
5E3	Appraise the fire investigator training program
5E4	Conduct Investigation Awareness Training for Responders in Q2
Goal 5-F	<i>Evaluate data required and identify new methods of analyzing and reporting fire investigation</i>
5F1	Evaluate and update RMS data sets to identify fire investigation cause
5F2	Develop data set to identify incident trends utilizing BATS
5F3	Evaluate technology for conducting fire investigations

Domestic Preparedness, Planning and Response

Goal 5-G	<i>Complete the Clay Fire Comprehensive Emergency Management Plan (CEMP)</i>
5G1	Implement and appraise the Clay Fire CEMP
5G2	Annually review and appraise the COOP for Clay Fire
Goal 5-H	<i>Institutionalize the Clay Fire Territory Operations Center</i>
5H1	Develop position specific roles and responsibly in the DOC
5H2	Develop an EOC personnel roster
5H3	Review High Incident operations system
5H4	Develop Command Technicians Program
5H5	Develop a training system / schedule
5H6	Conduct annual DOC training drills
5H7	Conduct quarterly IAP drills

Fire Suppression

Goal 5-I	<i>Operate an appropriate, effective, and efficient fire suppression program</i>
5I1	Continue to utilize and monitor established benchmarks
5I2	Continue to enhance fireground operations and safety
5I3	Conduct FGS Program outreach to MA Partners
5I4	Review and evaluate internal QI/QA processes
5I5	Continue and appraise PIA process

5I6	Review and standardize system-wide equipment
5I7	Define minimum standards and qualifications for response of MA partners
5I8	Review closest unit (GIS-based) dispatching
Goal 5-J	<i>Explore and research new developing processes</i>
5J1	Further incorporate UL/NIST Technologies into fireground operations
5J2	Evaluate fireground equipment technology through internal R&D process

Emergency Medical Services

Goal 5-K	<i>Operate an appropriate, effective, and efficient EMS Program</i>
5K1	Continue to utilize and monitor established benchmarks
5K2	Appraise lead preceptor program
5K3	Identify new trends and technologies in EMS
5K4	Continue to participate in the protocol review process
5K5	Review EMS equipment replacement program
5K6	Review and evaluate MCI capabilities
5K7	Review and evaluate internal QI/QA processes
5K8	Review and update Response to Violent Incidents capabilities
5K9	Continue to participate in the CARES registry and evaluate data
5K10	Appraise effectiveness of mCPR program
5K11	Develop & implement stretcher obstacle course
5K12	Develop EMS CIP Schedule
5K13	Conduct annual HIPAA compliance training to all personnel
5K14	Review closest unit (GIS-based) EMS dispatching
5K15	Complete implementation of PulsePoint
Goal 5-M	<i>Achieve Agency Accreditation by the Commission on Accreditation of Ambulance Services (CAAS)</i>
5M1	Complete & submit CAAS application for accreditation
5M2	Adhere to current CAAS Standards
5M3	Develop clinical performance plan with medical director input & oversight
5M4	Implement ambulance security program in Q1
5M5	Develop & implement EMS performance improvement plan

Technical Rescue Program

Goal 5-N	<i>Further develop our technical rescue capabilities</i>
5N1	Appraise MABAS TRT Strategic Plan
5N2	Update MABAS TRT Governance Document
5N3	Identify job functions of TRT Duty Officer

5N4	Appraise the TRT response program
5N5	Appraise the TRT response SOG's
5N6	Further develop medical specialist program
5N7	Review options for additional Structural Specialists
5N8	Review FEMA Validation Process
5N9	Review & define the current and projected needs of the Haz-Mat component in the TRT
Goal 5-O	<i>Further develop our water rescue capabilities</i>
5O1	Review the Water Response program
5O2	Identify additional Swift Water Technicians
5O3	Identify formal water rescue qualifications
5O4	Review and update the water response training program
5O5	Review and update water response SOG's
Goal 5-P	<i>Participate in multiagency training and exercises</i>
5P1	Participate in County Drills
5P2	Participate in District / Regional Drills
Hazardous Materials Program	
Goal 5-Q	<i>Further develop our hazard mitigation and response capabilities</i>
5Q1	Review and appraise the Haz-Mat program
5Q2	Initiate and participate in the MABAS 201 Haz-Mat Working Group
5Q3	Develop an internal Haz-Mat Working Group
5Q4	Identify Hazmat Duty Officers
5Q5	Review and update Haz-Mat response SOG's
5Q6	Continue involvement in LEPC and identify proxies
5Q7	Review Haz-Mat Risk Assessment Program
5Q8	Coordinate with CRRD to identify and implement Haz-Mat Risk Identification Program during commercial inspections
5Q9	Research and evaluate best practices for Haz-Mat team certification and qualification for MSU
5Q10	Identify and compile list of all SARA Title III occupancies within Clay Fire's response jurisdiction
5Q11	Develop an internal response plan guideline for the Buckeye Petroleum Terminal
5Q12	Develop the Clay Fire Haz-Mat Response Manual
5Q13	Install digital files of Clay Fire Haz-Mat Response Manual in the RMS
5Q14	Identify procedure for reimbursement of hazardous material incidents
Honor Guard Program	
Goal 5-R	<i>Furrther develop our Honor Guard program</i>
5R1	Continue to recruit new honor guard members

5R2	Conduct at least monthly training drills for all honor guard members
5R3	Publish annual training schedule
5R4	Continue to send all new honor guard members to the Goshen Police Department Honor Guard School
5R5	Continue to participate and provide honor guard support at all Clay Fire events
5R6	Assist neighboring agencies with honor guard support at special events and funerals

Category VI: Physical Resources

Physical Resources Plan

Goal 6-A	<i>Develop a comprehensive facilities plan that evaluates space and functionality needs for ongoing maintenance, future construction, remodel, and maintenance projects</i>
6A1	Complete and publish the Facility Management Plan
6A2	Appraise the SCBA Maintenance Room at Station 21
6A3	Perform annual maintenance on SCBA compressors at Station 21 & Station 25 and on both mobile units

Fixed Facilities

Goal 6-B	<i>Develop a comprehensive facilities plan that evaluates space and functionality needs for future construction, remodel and maintenance programs.</i>
6B1	Evaluate property needs for future Station 24 project
6B2	Review existing work spaces
Goal 6-C	<i>Develop and implement energy savings plans for all facilities to reduce the overall usage of utilities</i>
6C1	Identify opportunities to increase energy savings programs

Apparatus and Vehicles

Goal 6-D	<i>Develop a comprehensive apparatus strategy that evaluates current and future apparatus needs</i>
6D1	Continue Strategic Financial Planning process
6D2	Continue CIP Schedule
6D3	Explore opportunities to procure surplus forklift

Apparatus Maintenance

Goal 6-E	<i>Conduct a detailed analysis of fleet service operations to improve service and cost effectiveness</i>
6E1	Evaluate Fleet Services Program
6E2	Review and update Fleet Services SOG's

Tools, Supplies, and Small Equipment

Goal 6-F	<i>Establish a Tools and Small Equipment program to issue, repair and approve accountability of small tools, hose and nozzles</i>
6F1	Implement adopted CIP Schedule
6F2	Appraise the Scott SCBA Program
6F3	Conduct annual SCBA fit testing & annual flow testing
6F4	Appraise Stryker cots / PowerLOAD preventative maintenance program

6F5	Review and appraise the SCBA Maintenance Program
6F6	Develop local parts and service distributor contact list for small engines
6F7	Develop & publish small engines maintenance schedule

Safety Equipment

Goal 6-G	<i>Institutionalize the Clay Fire Research and Development Program.</i>
6G1	Continue to utilize the R&D Division
6G2	Research advancements in TIC technology
6G3	Research advancements in PPE

Human Resources

Human Resources Administration

Goal 7-A	<i>Evaluate the human resource information system to improve capabilities</i>
7A1	Update employee information data base
7A2	Update New Employee worksheet
7A3	Review Human Resource RMS options

Recruitment, Selection, Retention and Promotion

Goal 7-B	<i>Develop and implement a recruitment plan that promotes fairness in attracting and hiring well-qualified and diverse candidates</i>
7B1	Develop a formal Clay Fire Recruitment Strategy
7B2	Review Recruitment media on website
7B3	Complete and distribute Recruitment Card
7B4	Complete a Clay Fire Recruitment Video
Goal 7-C	<i>Institutionalize the Career Development Program</i>
7C1	Update the Clay Fire Career Development Guide (include information regarding credentialing, etc)
7C2	Review position specific requirements
7C3	Explore "ride-up" opportunities
7C4	Continue to provide outside training opportunities
7C5	Complete and publish the Fire Apparatus Operator (FAO) Manual
Goal 7-D	<i>Develop an Employee Retention Program</i>
7D1	Explore additional employee recognition programs
7D2	Develop a draft Employee Retention Program

Personnel Policies and Procedures

Goal 7-E	<i>Annually review and update employee policies</i>
7E1	Review Employee Handbook

7E2	Review position specific requirements
Use of Human Resources	
Goal 7-F	Develop leadership and management skills to proactively recognize human resource issues
7F1	Provide quarterly management & leadership development program
7F2	Continue to utilize the 360 degree evaluation program
Occupational Health, Safety and Risk Management Program	
Goal 7-G	Enhance the Safety Program
7G1	Complete Clay Fire Safety Plan
7G2	Explore and implement Health, Safety, & Risk Management related information via Target Solutions
7G3	Develop and implement cancer prevention policy
7G4	Conduct quarterly meetings of the Safety Committee
7G5	Identify and provide tobacco cessation program
Goal 7-H	Implement improved reporting software for reporting accidents, near misses, safety hazards, workers compensation claims, and after-action reporting
7H1	Review the Near Miss Reporting Program
7H2	Review and implement accident reporting processes
7H3	Review post-accident documentation processes
Goal 7-I	Implement the IAFC-IAFF Wellness-Fitness Initiative (WFI)
7I1	Implement CPAT for new recruits
7I2	Identify and engage the PFT's
7I3	Complete and fully implement PFT job description
7I4	Support PFT continuing education opportunities
7I5	Explore WPE program requirements
7I6	Review the CISM Program
7I7	Review CISM policies
7I8	Continue to participate with the Berrien County CISM Team
7I9	Identify additional members to participate in CISM Basic Training
7I10	Provide advanced CISM Training Classes
7I11	Identify and implement Fire Department Chaplin
7I12	Continue advanced training in Suicide and Peer Support
7I13	Develop and implement exit interview process for departing members
7I14	Provide CISM overview to all recruit classes
7I15	Provide CISM capabilities overview to outside agencies
7I16	Conduct quarterly in-house CISM training for CISM Team Members
7I17	Provide information to the Training Division for the monthly training packet on a quarterly basis

Category VII: Training & Competency

Training & Education Program Requirements	
Goal 8-A	<i>Strengthen training and education opportunities for Clay Fire members</i>
8A1	Appraise the Target Solutions training system
8A2	Publicize external training opportunities
8A3	Expand FTO Program
8A4	Continue to offer various certification classes (FOST; Instructor I; D/O Aerial; Safety Officer; Inspector I/II; FO I/II; FGS Train-the-Assistant)
8A5	Review instructor credentials
8A6	Implement "Mayday Monday" program
8A7	Conduct Leadership/Management Training
8A8	Implement additional quarterly training opportunities
Goal 8-B	<i>Increase training opportunities with neighboring fire agencies</i>
8B1	Explore additional options for MABAS partner trainings
8B2	Continue quarterly MABAS BC meetings
8B3	Share training opportunities with neighboring agencies
8B4	Conduct at least 1 fire suppression related MABAS drill
8B5	Conduct at least 1 FGS related MABAS drill
Goal 8-C	<i>Enhance Command Training</i>
8C1	Provide Command Training every other month
8C2	Conduct additional Blue Card classes
8C3	Explore new ways to publicize Blue Card classes to outside agencies
8C4	Provide NIMS training opportunities
8C5	Develop CV-1 training program
Training & Education Program Performance	
Goal 8-D	<i>Improve department training systems and analytics</i>
8D1	Appraise the Target Solutions training system
8D2	Develop evaluation tool and create policy for obtaining class feedback
8D3	Create instructor evaluation process
8D4	Develop & implement video-based training review process
8D5	Schedule and share training reports with company officers and above on a monthly basis
Training & Education Resources	
Goal 8-E	<i>Enhance training resources</i>
8E1	Enhance training cache

8E2	Continue opportunities for mobile EMS training lab
8E3	Appraise the Station 22 training grounds for TRT
8E4	Obtain additional shipping containers from external contacts
8E5	Identify additional training props
8E6	Update the Clay Fire Task Manual
8E7	Update and implement the Clay Fire Drivers Training Manual
8E8	Review storage options for training equipment at the Clay Fire training grounds
8E9	Enhance video conferencing capabilities
8E10	Increase utilization of Studio 200 by creating a minimum of 6 videos

Category IX: Essential Resources

Water Supply Program

Goal 9-A	<i>Continue to implement the Clay Fire Water Supply Strategy</i>
9A1	Review and update the Water Source Operations Document
9A2	Review and update the Clay Fire Water Source Guide
9A3	Complete Knox Box installation at all water sources
9A4	Pursue additional water / fill sites
9A5	Implement a private hydrant inspection program
9A6	Implement the "Adopt-A-Hydrant" program
9A7	Develop an ISO water shuttle program
9A8	Review and update Tanker Operator Program
9A9	Update the Tanker Operator section of the Driver Manual
9A10	Implement the Tanker Operator Continuing Education process
9A11	Collaborate with the Training Division to develop continuing education of alternative water sources

Communication Systems

Goal 9-B	<i>Improve critical communication technologies and infrastructure</i>
9B1	Continue to review radio platform upgrades
9B2	Review dispatch connectivity options
9B3	Pursue turn-out time technology improvements
9B4	Update MDT software
9B5	Identify required CAD infrastructure requirements for 2020 CAD update
9B6	Conduct annual radio training
Goal 9-C	<i>Enhance coordination and interoperability with SJCCC</i>
9C1	Continue involvement with SJCCC Operations Board

9C2	Continue involvement with Fire Working Group
9C3	Participate on the SJC Radio Advisory Board

Administrative Support Services & Office Systems

Goal 9-D	<i>Establish an IT Replacement Program</i>
9D1	Develop IT Replacement Plan
9D2	Update internet capabilities
9D3	Update system backups
9D4	Upgrade CV-1 technology
9D5	Review IT security options
Goal 9-E	<i>Improve intra-departmental communication systems</i>
9E1	Install additional status boards
9E2	Refine and enhance the utilization of the status boards
9E3	Review options for use of video conferencing
Goal 9-F	<i>Transition towards a paper-less operation</i>
9F1	Digitize archived records
9F2	Minimize paper training records
9F3	Continue implementation of paperless forms and reporting
Goal 9-G	<i>Enhance video conferencing and technology-based methods to enhance internal communications</i>
9G1	Identify classroom capabilities
9G2	Enhance station video conferencing capabilities
9G3	Complete telecom equipment relocation in conference room

Category X: External System Relationships

External Agency Relationships & Agreements

Goal 10-A	<i>Continue to review / update all mutual aid documents</i>
10A1	Continue MAMA-C program
10A2	Review all mutual aid agreements
Goal 10-B	<i>Explore opportunities for regional cooperation, partnerships and consolidated services</i>
10B1	Facilitate further adoption of MABAS Guidelines
10B2	Finalize the equipment loan agreement
10B3	Review service MOU's
Goal 10-D	<i>Develop a program for each station to contribute to community relations</i>
10D1	Identify individual stations role/function in Clay Fire Marketing Plan
10D2	Develop a system to monitor and track program effectiveness
Goal 10-E	<i>Develop a program to communicate information between Clay Fire and the various homeowners associations</i>

10-E-1	Participate as a liason to communication information to the HOAs
10-E-2	Register and develop online presence on the Next Door App