

# CLAY FIRE TERRITORY



## 2008 Goals and Objectives

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Administration (IA-1)

**Goal:** Create a long-term course of action for the Territory that will facilitate planning and help refine operational effectiveness.

**Strategy:** Maintain a Strategic Planning Process designed to guide the department.

### Action Plan

- a. Utilize the Strategic Plan to identify Goals & Objectives.
- b. Continue quarterly evaluations of the Goals & Objectives.
- c. Distribute Strategic Plan, including Goals & Objectives.

### Comments

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Administration (IA-2)

**Goal:** Create a long-term course of action for the Territory that will facilitate planning and help refine operational effectiveness.

**Strategy:** Continue to support an effective means of maintaining information collected and used by the department.

### Action Plan

- a. Continue to utilize Firehouse Software and Remote Access for data collection.
- b. Provide quarterly training for data collection.
- c. Continue quality control of data collection.
- d. Explore new technologies for data collection.
- e. Explore IT infrastructure upgrades & improvements.
- f. Develop an IT / Data Security Plan.

### Comments

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Administration (IA-3)

**Goal:** Create a long-term course of action for the Territory that will facilitate planning and help refine operational effectiveness.

**Strategy:** Continue to enhance relationships with neighboring jurisdictions and agencies.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Continue to explore opportunities for consolidation.</li> <li>b. Review all mutual aid agreements and Memorandums of Understanding.</li> <li>c. Train quarterly with neighboring jurisdictions.</li> <li>d. Continue to promote, support, and expand M.A.B.A.S.</li> <li>e. Continue to network with outside agencies to improve relationships.</li> <li>f. Maintain a presence and continue to provide input at regional, state and local decision-making forums.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Administration (IA-4)

**Goal:** Create a long-term course of action for the Territory that will facilitate planning and help refine operational effectiveness.

**Strategy:** Continue department-wide improvement utilizing the CFAI Accreditation Process.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Continue to review the Standards of Response Coverage quarterly.</li> <li>b. Update Risk/Hazard Analysis.</li> <li>c. Continue to comply with site visit recommendations.</li> <li>d. Continue to submit Annual Compliance Report.</li> <li>e. Continue to support CFAI Peer Assessor Program.</li> <li>f. Continue to collect and maintain current exhibit documents.</li> <li>g. Prepare for 2009 CFAI site visit.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Administration (IB-1)

**Goal:** Be responsible “stewards” of public resources.

**Strategy:** Demonstrate sound fiscal management.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Operate within the approved budget.</li><li>b. Improve financial efficiency.</li><li>c. Continue to explore alternative means of funding (i.e. grants).</li><li>d. Comply with recommendations from State Board of Accounts audit.</li><li>e. Continue to establish and utilize Equipment Replacement Plan.</li><li>f. Review the current Purchasing Policy.</li><li>g. Review our Station Consumables program.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Administration (IB-2)

**Goal:** Be responsible “stewards” of public resources.

**Strategy:** Provide service that exceeds Customer Expectations.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Improve the Post-Incident Survey.</li><li>b. Continue to distribute Post-Incident Survey and evaluate feedback.</li><li>c. Define the role of the Customer Relations Officer.</li><li>d. Review the duties of the Occupant Services Officer.</li><li>e. Continue to utilize the 48/7 policy.</li><li>f. Institute customer relations training program.</li><li>g. Increase utilization of press releases.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Administration (IB-3)

**Goal:** Be responsible “stewards” of public resources.

**Strategy:** Marketing the department to promote community awareness and support.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Distribute external newsletter at least semi-annually.</li><li>b. Provide an annual open house.</li><li>c. Design additional brochures.</li><li>d. Institute a New Homeowner/Resident program.</li><li>e. Identify and meet with our Homeowners Associations.</li><li>f. Maintain a one week rotation period for sign messages.</li><li>g. Continue to maintain a professional “Clay Fire” image.</li><li>h. Recreate and revise the clayfd.com website.</li><li>i. Create a public events information display system.</li><li>j. Establish an Honor Guard for public events.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Administration (IC-1)

**Goal:** Recruit, develop, and support our people to promote a safe, efficient and effective customer service orientated team.

**Strategy:** Continue to develop an aggressive recruitment and retention program.

<b>Action Plan</b>	<b>Comments</b>
a. Review hiring policy and procedures.	
b. Continue to promote and expand the Clay Fire Recruit Academy.	
c. Examine the recruitment/retention programs of other agencies.	
d. Maintain a competitive benefits package.	
e. Review the Employee Recognition Program.	
f. Establish a department Mentor Program.	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Administration (IC-2)

**Goal:** Recruit, develop, and support our people to promote a safe, efficient and effective customer service orientated team.

**Strategy:** Improve internal organizational effectiveness.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Establish a formal employee review program.</li><li>b. Continue internal newsletter.</li><li>c. Continue quarterly department meetings.</li><li>d. Continue to utilize and review the use of the e-mail system with paper memo supplement.</li><li>e. Continue the daily roll-call procedure.</li><li>f. Complete the use of an assignment/task boards.</li><li>g. Explore the creation of an "intra-net" page.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Administration (ID-1)

**Goal:** Provide a Focused Risk Management program at all levels.

**Strategy:** Continue to support and expand the role of the Safety Committee.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Enhance the “Near-Miss” reporting program.</li><li>b. Continue to utilize the Safety Investigation Report.</li><li>c. Utilize the Safety Committee recommendations when purchasing new equipment.</li><li>d. Develop a distribution system for safety updates and initiatives.</li><li>e. Review NIOSH Reports and identify opportunities for “lessons learned”.</li><li>f. Integrate risk management with incident management.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Administration (ID-2)

**Goal:** Provide a Focused Risk Management program at all levels.

**Strategy:** Continue to provide a comprehensive wellness program for all members of the organization.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Utilize national standards to evaluate strengths &amp; weaknesses of the department wellness program.</li><li>b. Continue annual in-depth medical and physical evaluations.</li><li>c. Continue to provide an employee assistance program.</li><li>d. Continue to research disease prevention and inoculation programs.</li><li>e. Continue to encourage and provide physical fitness programs.</li><li>f. Continue to explore alternative means of funding for fitness programs and equipment.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Operations (IIA-1)

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

**Strategy:** Continue to improve our current level of service.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Continue to utilize established benchmarks.</li><li>b. Continue to enhance Command Capabilities.</li><li>c. Continue to enhance fireground operations &amp; safety.</li><li>d. Continue to explore new technologies.</li><li>e. Continue to expand M.A.B.A.S. network.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Operations (IIB-1)

**Goal:** Continue to provide pre-hospital care needs of the community.

**Strategy:** Continue to improve our current level of service.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Continue to utilize established benchmarks.</li><li>b. Continue to improve and expand our EMS program.</li><li>c. Continue to explore EMS transport and billing.</li><li>d. Expand mass and multi-casualty capabilities.</li><li>e. Implement new EMS technology and equipment.</li><li>f. Improve EMS instruction, training and QI/QA programs.</li><li>g. Review the patient care reporting process.</li><li>h. Develop a continued education scheduled for CPR, PALS, ACLS, etc.</li><li>i. Standardize EMS equipment on apparatus.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Operations (IIC-1)

**Goal:** Continue to provide safe and diverse training opportunities that focus on individual, departmental and community needs.

**Strategy:** Continue to improve our current level of service.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Continue to utilize established benchmarks.</li><li>b. Continue to improve training resources and facilities.</li><li>c. Train quarterly with neighboring jurisdictions.</li><li>d. Continue to provide and improve the recruit firefighter academy.</li><li>e. Explore additional opportunities to expand the training academy.</li><li>f. Continue to encourage participation in outside classes.</li><li>g. Continue to enhance the company level training program.</li><li>h. Enhance Firefighter Survival / Rescue training programs.</li><li>i. Utilize Studio 200 for training opportunities.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Operations (IIC-2)

**Goal:** Continue to provide safe and diverse training opportunities that focus on individual, departmental and community needs.

**Strategy:** Maintain and expand the Career Development Program.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Continue to provide opportunities to satisfy current position requirements.</li><li>b. Continue the Officer Academy.</li><li>c. Enhance the Career Development Program.</li><li>d. Review and update all position requirements.</li><li>e. Encourage members to pursue and complete opportunities for higher education.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Operations (IIC-3)

**Goal:** Continue to provide safe and diverse training opportunities that focus on individual, departmental and community needs.

**Strategy:** Enhance our Command Training & Capabilities.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Continue to utilize the Command Training Center.</li><li>b. Provide additional opportunities for Command Training.</li><li>c. Ensure all personnel comply with appropriate NIMS requirements.</li><li>d. Develop a CV-1 Training Program.</li><li>e. Develop an Incident Management Team (IMT) program.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Operations (IID-1)

**Goal:** Explore opportunities to provide additional emergency services to the community.

**Strategy:** Continue to survey community non-fire risks.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Review the Risk / Hazard Plan.</li> <li>b. Participate in local EOC/ESF programs.</li> <li>c. Create an internal Emergency Operations Plan.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Operations (IID-2)

**Goal:** Explore opportunities to provide additional emergency services to the community.

**Strategy:** Continue to develop our rescue and hazard mitigation capabilities.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Continue to utilize established benchmarks.</li><li>b. Continue to support MABAS 201 TRT.</li><li>c. Continue state level involvement with regional TRT capabilities.</li><li>d. Continue to seek alternative funding for additional equipment and training.</li><li>e. Continue to improve decontamination capabilities.</li><li>f. Continue our interaction with Regional Haz-Mat teams.</li><li>g. Explore new technologies and equipment.</li><li>h. Continue to participate in Homeland Security Planning efforts.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Prevention (IIIA-1)

**Goal:** Provide the community with high-quality, innovative and educational experiences that effectively address safety issues.

**Strategy:** Provide fire safety education.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"> <li>a. Continue the “Message of the Month” program.</li> <li>b. Continue to promote involvement of department personnel.</li> <li>c. Continue the residential smoke detector program.</li> <li>d. Continue to provide and track educational programs.</li> <li>e. Provide emergency response planning and training for high-risk facilities.</li> <li>f. Continue partnerships for public education.</li> <li>g. Utilize Fire Sprinkler Demonstration Trailer.</li> <li>h. Explore opportunities for alternative funding and training.</li> <li>i. Create &amp; distribute an Emergency Planning Guideline.</li> <li>j. Utilize the clayfd.com webpage for public education programs.</li> </ul>	Empty space for comments

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Prevention (IIIA-2)

**Goal:** Provide the community with high-quality, innovative and educational experiences that effectively address safety issues.

**Strategy:** Provide injury prevention and community wellness education education.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Continue to provide and track Child Passenger Seat program.</li><li>b. Continue to explore means of alternative funding sources for programs.</li><li>c. Continue to provide and track monthly community CPR training.</li><li>d. Continue to provide Child Safety Bike Helmet program.</li><li>e. Promote safe driving programs.</li><li>f. Continue to hold annual flu clinic.</li><li>g. Continue to establish partnerships for injury prevention and community wellness education.</li><li>h. Establish a Citizens Firefighter Academy.</li><li>i. Participate in Community Events.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Prevention (IIIB-1)

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

**Strategy:** Continue to improve the pre-incident inspection program.

### Action Plan

- a. Achieve 100% completion level of commercial inspections.
- b. Continue to provide quarterly inspection training.
- c. Institute a Knox Box and Knox Key Maintenance Program.
- d. Continue to update pre-plans and building information.
- e. Continue relationship with SFMO.
- f. Establish an Inspection QI/QA program
- g. Develop and distribute a post-inspection survey program.
- h. Continue the Hydrant Inspection program.

### Comments

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Prevention (IIIB-2)

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

**Strategy:** Continue to provide construction plan review.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Conduct and track plan review on all commercial construction projects.</li><li>b. Continue to promote fire and life safety features in new occupancies.</li><li>c. Continue partnership with building department and other code enforcement officials.</li><li>d. Provide new construction “walk through” for fire personnel.</li><li>e. Explore ICC Certification for Plan Reviewers.</li><li>f. Formalize &amp; distribute the Builders/Developers Handbook.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Prevention (IIB-3)

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

**Strategy:** Identify potential community hazards.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Continue the DBL Program.</li><li>b. Institute a HLH program.</li><li>c. Provide assistance with fire &amp; evacuation planning at DBL and HLH occupancies.</li><li>d. Expand the vacant and abandoned building inspection program</li><li>e. Continue to maintain Risk / Hazard Plan.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Prevention (IIC-1)

**Goal:** Provide quality and competent post-incident investigations.

**Strategy:** Continue to support the Investigation Team.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Provide bi-monthly trainings and QI/QA for department investigators.</li><li>b. Provide investigation training for department members.</li><li>c. Continue to foster relationships with external agencies.</li><li>d. All Fire Investigators to complete requirements for CFEI Certification.</li><li>e. Encourage additional Shift Investigators.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Communications (IV-A1)

**Goal:** Provide a highly effective communications center.

**Strategy:** Continue to improve our current level of service.

### Action Plan

- a. Utilize established service benchmarks.
- b. Review and implement new technologies.
- c. Review training program.
- d. Review operational policies & procedures.

### Comments

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Communications (IV-A2)

**Goal:** Provide a highly effective Communications Center.

**Strategy:** Enhance relationships with agencies we service.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Continue relationship with County Fire Chiefs.</li><li>b. Explore creation of a survey system for local departments.</li><li>c. Explore the creation of a customer concern/complaint procedure.</li><li>d. Create an observer program for local fire departments.</li><li>e. Host quarterly communication meetings with local fire chiefs.</li><li>f. Establish a Post-Incident Analysis following "significant events".</li><li>g. Enhance relationships with outside agencies.</li></ul>	

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Support Services (V-A1)

**Goal:** Continue to provide and maintain safe and appropriate physical resources designed to meet the needs of the community.

**Strategy:** Provide fire apparatus and equipment consistent with department benchmarks.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"> <li>a. Continue to ensure compliance with NFPA 1901.</li>   <li>b. Continue to inspect apparatus and equipment in accordance with departmental policies.</li>   <li>c. Continue to explore new equipment and technologies.</li>   <li>d. Continue to provide preventative maintenance and repairs consistent with appropriate standards.</li>   <li>e. Continue to promote department involvement in the development of apparatus and equipment specifications.</li>   <li>f. Develop guidelines for apparatus in-service / out-of-service.</li> </ul>	Empty space for comments

# Clay Fire Territory

## 2008 GOALS & OBJECTIVES

**Section:** Support Services (V-A2)

**Goal:** Continue to provide and maintain safe and appropriate physical resources designed to meet the needs of the community.

**Strategy:** Maintain existing buildings and grounds.

<b>Action Plan</b>	<b>Comments</b>
<ul style="list-style-type: none"><li>a. Develop a schedule for maintaining buildings and grounds.</li> <li>b. Develop a building and grounds maintenance policy.</li> <li>c. Evaluate excess inventory.</li> <li>d. Explore and identify future resource needs.</li></ul>	