

CLAY FIRE

2019 Goals & Objectives Worksheet - 4th Quarter Update

Goal & Objective Color Key:				
Completed	In-Progress	On-Going	Scheduled	Not Yet Started

Updated: 01/10/2020

Program	Item	Responsibility	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
---------	------	----------------	-----------	-----------	-----------	-----------	-------

Category I: Governance & Administration

Governing Body							
	<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	Schabbel					Completed with Annual Report Presentation
1A2	Update and revise the Standard of Cover	Melser					Completed Feb 28, 2019
1A3	Provide the Strategic Plan / Annual Report update to area elected officials	Schabbel					Completed with Annual Report Presentation
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	Melser					Completed Feb 28, 2019
1B2	Update the Clay Fire Self-Assessment Manual	Melser					Completed March 1, 2019 for Accreditation. Need to do again in Q4

Category II: Assessment & Planning

Documentation of Area Characteristics							
Goal 2A:	<i>demand areas</i>						
2A1	Update and revise the Standard of Cover	Melser					Complete Feb 28, 2019
2A2	Strengthen capabilities with GIS	Melser					Working with SIC GIS to get all data for the territory
2A3	Continue involvement with Area Planning Commission	Cherrone					Project Advisory Team - 10 projects reviewed for 2019
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	Melser					Looking at all data internally and externally
2B2	Review ISO program requirement	Kwieran/Dhoore					Attended ISO Workshop at SBF
2B3	Review and update response districts	Kwieran/Dhoore					completed with P1 CAD
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	Schabbel					Corresponding G&O's published on clayfd.com
2C2	Evaluate quarterly G & O status	Kilian					2019 G&O Report is complete - Will publish to Clayfd.com website in Jan. 2020
2C3	Appraise Strategic Plan with elected officials / participating units	Schabbel					Reviewed Q1 and Q2 G&O Report
Goal 2-D:	<i>Plan for the continuation of the Strategic Planning process</i>						
2D1	Conduct G&O work sessions	Kilian					As scheduled according to 2019 Goals & Objectives Worksheet
2D2	Appraise progress on the Strategic Plan	Schabbel					Q1 G&O Report complete
2D3	Monitor quarterly G&O status	Kilian					2019 G&O Report is complete - Will publish to Clayfd.com website in Jan. 2020

Category III: Goals & Objectives

Implementation of Goals & Objectives							
Goal 3-A:	<i>Establish and publish annual Goals & Objectives based on the Strategic Plan</i>						
3A1	Establish 2019 G&O's	Kilian					As scheduled according to 2019 Goals & Objectives Worksheet
3A2	Publish G&O on website	Kilian					As scheduled according to 2019 Goals & Objectives Worksheet
3A3	Post G&O Report in Stations	Kilian					As scheduled according to 2019 Goals & Objectives Worksheet
3A4	Provide updates to Participating Units	Schabbel					Completed with Annual Report Presentation
Measurement of Organizational Progress							
Goal 3-B:	<i>Measure and track the effectiveness of the Goals & Objectives</i>						
3B1	Utilize the monthly progress reports	Schabbel					Reviewed Q1 and Q2 G&O Report
3B2	Complete quarterly G&O Reports	Kilian					As scheduled according to 2019 Goals & Objectives Worksheet
3B3	Review status Monthly at Senior Staff	Kilian					As scheduled according to 2019 Goals & Objectives Worksheet

Category IV: Financial Practices

Financial Planning							
Goal 4-A:	<i>Continue to provide long-term, multi-year budget plans that address current and projected needs</i>						
4A1	Operate within approved budgets	Schabbel					Q2 completed within 50% budget range
4A2	Continue Strategic Financial Planning process	Schabbel					Scheduled to receive updated 2019-2024 Financial Plan in Q3
4A3	Continue CIP process	Schabbel					2019-2023 Plan Complete

4A4	Complete Facilities Management Plan	Kwieran	In-Progress	In-Progress		On-Going	Facilities Management Plan has been developed. This document is fluid and can be updated as needed.
Financial Practices							
Goal 4-B	Observe industry best-practices for governmental financial practices						
4B1	Continue posting budget documents on website	Schabbel	Completed	Completed	Completed	Completed	2018-2019 budget documents posted. 2020 docs will be posted in Q3
4B2	Continue to pursue grant programs	Cherrone	On-Going	On-Going	On-Going	Completed	Violations reduced; 50% of top 10 in 2018 reduced in 2019
4B3	Adhere to DLGF budget schedules	Ewald	On-Going	On-Going	On-Going	On-Going	
4B4	Adhere to SBA accounting practices	Ewald	On-Going	On-Going	On-Going	On-Going	
Goal 4-C	Obtain the GFOA Certificate for Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report						
4C1	Explore GFOA process	Kilian	In-Progress	Completed	Completed	Completed	Received quote for implementation that exceeded budgetary value for project
4C2	Review GFOA agencies for best practices	Kilian	In-Progress	In-Progress	Completed	Completed	
Resource Allocation							
Goal 4-D	Maintain an appropriate cash balance						
4D1	Operate within the adopted 5-year Financial Plan	Schabbel	In-Progress	On-Going	On-Going	Completed	Q1 (25% of 2019 budget) completed at 21%
4D2	Continue and update 5-year Financial Plan	Schabbel	In-Progress	In-Progress	Completed	Completed	Plan to receive updated 2019-2024 Financial Plan in Q3
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	Melser	On-Going	On-Going		On-Going	On going with CRRD
5A2	Complete 100% of plan reviews in the RMS database	Melser	In-Progress	In-Progress		Completed	Of the 1294 schedule inspections 6 could not be done in 2019
5A3	Complete 100% occupancy data base	Melser	In-Progress	In-Progress		On-Going	On Schedule for the end of the year
5A4	Use data to reduce violations by 5%	Cherrone	In-Progress	Completed	In-Progress	Completed	Violations reduced; 15 of 22 violations 1st qtr. / 20 of 23 violations 2nd qtr
Goal 5-B	Streamline and institutionalize the preplanning process						
5B1	Develop Preplan Systems with Crews	Melser	In-Progress	In-Progress		In-Progress	Lt Hacker met with CRRD and layout symbols and ideas
5B2	Update Preplan online programs	Melser	In-Progress	In-Progress		In-Progress	Lt Hacker is working on this project and is close
5B3	Provide training for Command Staff on use of preplans	Kwieran/Dhoore	Scheduled	In-Progress	In-Progress	In-Progress	Cpt Hacker working on updating preplans. First Arriving screens will have preplan of week
5B4	Install Mobile Eyes on all MDTs	Melser	Completed	Completed		Completed	
5B5	Conduct training on Mobile Eyes	Melser	Scheduled	Completed		Completed	Completed training in May for the Responder Program
5B6	Develop fire plan program	Hacker	In-Progress	In-Progress	In-Progress	In-Progress	Continue R&D on fire plan software compatible with new CAD system.
5B7	Conduct annual inspections and validations on all identified gate & door access codes	Talbot	In-Progress	In-Progress			Validating all gate codes in Q3
5B8	Develop and maintain a master registry of all driveways in excess of 900 feet	Price	In-Progress	In-Progress			Working on property owner database
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	Melser	In-Progress	In-Progress		On-Going	Eng Quimby reviewing EMS Data
5C2	Evaluate current public education programs	Melser	Scheduled	Scheduled		Not Yet Started	Working with FM and Eng Quimby to identify all materials and tools
5C3	Develop standardized training material & tools for personnel to carry out public education programs	Melser	In-Progress	In-Progress		Not Yet Started	Working with FM and Eng Quimby to identify all materials and tools
5C4	Strengthen relationships with businesses and other agencies to deliver cutting edge information and technologies regarding fire and health safety	Melser	Scheduled	Scheduled		Not Yet Started	To start reviewing in the middle of Q3
5C5	Create and complete and utilize appraisal document(s) for quarterly appraisals	Melser	In-Progress	In-Progress		In-Progress	Working on streamlining this process
5C6	Develop & implement an EMS public education & outreach program with outside agencies	Cherrone	In-Progress	In-Progress	In-Progress	Completed	Conducted Stop the Bleed training w/health dept. for 270 people from 62 schools
5C7	Conduct PulsePoint community outreach	Cherrone	In-Progress	Completed	In-Progress	Completed	Provided bag stuffer flyer to Martin's for seven stores. June 28, 29, 30 (6,500)
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	Cherrone	In-Progress	In-Progress	In-Progress	In-Progress	Adding more "guides" in July 2019. Guides and Marketing Plan being combined
5D2	Conduct training for apartment managers in Q2	Cherrone	In-Progress	In-Progress	In-Progress	In-Progress	Will schedule for 4th quarter. Surveyed Apt. managers prefer a program in Spring
5D3	Provide training for event planners and vendors in Q1	Cherrone	Scheduled	In-Progress	In-Progress	Completed	Completed training for 5 event planners/suppliers
5D4	Conduct fire and life safety training for hotels / motels in 7 of 13 of the hotels / motels	Cherrone	On-Going	On-Going	On-Going	On-Going	
5D5	Conduct fire and life safety training for 100% of extended care facilities	Cherrone	In-Progress	In-Progress	In-Progress	Completed	Conducted evacuation training at 5 of 6 extended care facilities for 2019
5D6	Continue to incorporate specific education programs into the Marketing Plan	Cherrone	On-Going	On-Going	On-Going	On-Going	Revised Marketing Plan to be complete by January 2020
5D7	Develop a system to monitor and track program effectiveness	Cherrone	On-Going	On-Going	On-Going	On-Going	Our extended care training was acceptable by Indiana Life Safety Inspector
Fire Investigation. Origin, and Cause Program							
Goal 5-E	Produce operating programs designed to meet the outlined elements, components and expectations of the fire investigation program						
5E1	Update and appraise the Shift Investigator program	Cherrone	In-Progress	In-Progress	In-Progress	In-Progress	Updated all SOGs. Will attempt to recruit more shift investigators for 2020
5E2	Evaluate & standardize PPE and equipment for fire investigators	Cherrone	In-Progress	In-Progress	In-Progress	In-Progress	Will submit purchase request
5E3	Appraise the fire investigator training program	Cherrone	In-Progress	In-Progress	In-Progress	Completed	Monthly investigator training revised for 2020
5E4	Conduct Investigation Awareness Training for Responders in Q2	Cherrone	Scheduled	In-Progress	In-Progress	In-Progress	FM Cherrone will work with DC Huth on selecting a date for all three shifts for training
Goal 5-F	Evaluate data required and identify new methods of analyzing and reporting fire investigation						
5F1	Evaluate and update RMS data sets to identify fire investigation cause	Cherrone	Scheduled	In-Progress	In-Progress	In-Progress	
5F2	Develop data set to identify incident trends utilizing BATS	Cherrone	In-Progress	In-Progress	In-Progress	In-Progress	A glitch in BATS has not allowed for a Heat Map creation as of yet.

501	Review the Water Response program	Dhoore	In-Progress	In-Progress	Completed	Scheduled	Eng. Hester responsible for water rescue program
502	Identify additional Swift Water Technicians	Dhoore	On-Going	On-Going	On-Going	On-Going	New boat purchased and response plans updated
503	Identify formal water rescue qualifications	Dhoore	In-Progress	Completed	Completed	Completed	DC Huth needs to meet with MABAS training group to develop a plan
504	Review and update the water response training program	Dhoore	Scheduled	Scheduled	Scheduled	Completed	Participated Cook Nuclear plume drill
505	Review and update water response SOG's	Dhoore	In-Progress	Completed	Scheduled	Completed	TRT Operations manual updated to reflect water rescue and Lexipol SOG review
Goal 5-P	Participate in multiagency training and exercises						
5P1	Participate in County Drills	Huth/Dhoore	On-Going	Not Yet Started	Not Yet Started	Not Yet Started	DC Huth needs to meet with MABAS training group to develop a plan
5P2	Participate in District / Regional Drills	Huth/Dhoore	On-Going	Scheduled	Completed	Completed	Clay Fire plans on participating in the Cook Nuclear plume drill

Hazardous Materials Program

Goal 5-Q	Further develop our hazard mitigation and response capabilities						
5Q1	Review and appraise the Haz-Mat program	Stopczynski	On-Going	On-Going		On-Going	
5Q2	Initiate and participate in the MABAS 201 Haz-Mat Working Group	Stopczynski	Not Yet Started	Not Yet Started		Not Yet Started	
5Q3	Develop an internal Haz-Mat Working Group	Stopczynski	In-Progress	In-Progress		Completed	Completed Q4 2019
5Q4	Identify Hazmat Duty Officers	Stopczynski	In-Progress	Completed		Completed	BC Stopczynski, Capt Weglowski, and Capt Cullice. Identifying additional officers
5Q5	Review and update Haz-Mat response SOG's	Stopczynski	In-Progress	In-Progress		In-Progress	Foam, Air Monitoring Sogs Updated and submitted
5Q6	Continue involvement in LEPC and identify proxies	Stopczynski	On-Going	On-Going		On-Going	Proxy is Jason Quimby
5Q7	Review Haz-Mat Risk Assessment Program	Stopczynski	In-Progress	In-Progress		In-Progress	
5Q8	Coordinate with CRRD to identify and implement Haz-Mat Risk Identification Program during commercial inspections	Stopczynski	In-Progress	In-Progress		In-Progress	Working with Engineer Quimby to identify avenues to obtain Hazmat information (below reporting quantities)
5Q9	Research and evaluate best practices for Haz-Mat team certification and qualification for MSU	Stopczynski	In-Progress	In-Progress		In-Progress	Reviewing options and Status of the state MSU (team typing) process
5Q10	Identify and compile list of all SARA Title III occupancies within Clay Fire's response jurisdiction	Stopczynski	Scheduled	Completed		Completed	Scheduled for Q3
5Q11	Develop an internal response plan guideline for the Buckeye Petroleum Terminal	Stopczynski	In-Progress	In-Progress		In-Progress	Updating Tank Preplans
5Q12	Develop the Clay Fire Haz-Mat Response Manual	Stopczynski	In-Progress	In-Progress		In-Progress	Task given to Hazmat Work Group
5Q13	Install digital files of Clay Fire Haz-Mat Response Manual in the RMS	Stopczynski	Not Yet Started	Not Yet Started		Not Yet Started	Will consist of the final version
5Q14	Identify procedure for reimbursement of hazardous material incidents	Stopczynski	In-Progress	In-Progress		In-Progress	Requested documentation (SOGs) from agencies for reimbursement procedures

Honor Guard Program

Goal 5-R	Further develop our Honor Guard program						
5R1	Continue to recruit new honor guard members	Grabowski	On-Going	On-Going	On-Going	On-Going	Reviewing two (2) possible candidates
5R2	Conduct at least monthly training drills for all honor guard members	Grabowski	Completed	Completed	Completed	Completed	
5R3	Publish annual training schedule	Reppert	In-Progress	Completed	Completed	Completed	2020 Training schedule published and send to administration and members
5R4	Continue to send all new honor guard members to the Goshen Police Department Honor Guard School	Grabowski	Scheduled	On-Going	On-Going	On-Going	Sending one new member in Fall 2020
5R5	Continue to participate and provide honor guard support at all Clay Fire events	Grabowski	On-Going	On-Going	On-Going	On-Going	Participated at Annual Awards Banquet.
5R6	Assist neighboring agencies with honor guard support at special events and funerals	Grabowski	On-Going	On-Going	On-Going	On-Going	Assisted with funeral of Goshen Honor Guard Commander Kevin Koontz

Category VI: Physical Resources

Physical Resources Plan

Goal 6-A	Develop a comprehensive facilities plan that evaluates space and functionality needs for ongoing maintenance, future construction, remodel, and maintenance projects						
6A1	Complete and publish the Facility Management Plan	Kwieran	In-Progress	In-Progress		In-Progress	Facilities Management Plan has been developed. This document is fluid and can be updated as needed.
6A2	Appraise the SCBA Maintenance Room at Station 21	Kwieran	In-Progress	In-Progress		In-Progress	Work with SCBA Techs to make the room fit their needs.
6A3	Perform annual maintenance on SCBA compressors at Station 21 & Station 25 and on both mobile units	Kwieran	On-Going	On-Going		Completed	Schedule annual maintenance and certifications on the Cascade and Compressor units

Fixed Facilities

Goal 6-B	Develop a comprehensive facilities plan that evaluates space and functionality needs for future construction, remodel and maintenance programs.						
6B1	Evaluate property needs for future Station 24 project	Schabbel	In-Progress	In-Progress	On-Going	On-Going	Station 24 ERF Fund established
6B2	Review existing work spaces	Kilian	On-Going	On-Going	On-Going	On-Going	New office space created for DC Dhoore. Studio 200 has been relocated, needs to be completed.
Goal 6-C	Develop and implement energy savings plans for all facilities to reduce the overall usage of utilities						
6C1	Identify opportunities to increase energy savings programs	Kilian	On-Going	On-Going	On-Going	On-Going	

Apparatus and Vehicles

Goal 6-D	Develop a comprehensive apparatus strategy that evaluates current and future apparatus needs						
6D1	Continue Strategic Financial Planning process	Schabbel	In-Progress	In-Progress	Completed	Completed	Plan to receive updated 2019-2024 Financial Plan in Q3
6D2	Continue CIP Schedule	Schabbel	In-Progress	Completed	Completed	Completed	2019-2024 draft completed
6D3	Explore opportunities to procure surplus forklift	Kwieran	In-Progress	On-Going		On-Going	

Apparatus Maintenance

Goal 6-E	Conduct a detailed analysis of fleet service operations to improve service and cost effectiveness						
6E1	Evaluate Fleet Services Program	Kwieran	Scheduled	In-Progress		In-Progress	Schedule Support Services work group meeting to evaluate the Support Services Program in April.
6E2	Review and update Fleet Services SOG's	Kwieran	Not Yet Started	On-Going		On-Going	Review Support Services SOG's shall be appraised by the Support Services work group.

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	Kwieran	On-Going	On-Going		On-Going	Review CIP Schedule with the Fire Chief
6F2	Appraise the Scott SCBA Program	Kwieran	Not Yet Started	Scheduled		On-Going	Have a meeting with SCBA Coordinator and Techs to appraise the SCBA Program
6F3	Conduct annual SCBA fit testing & annual flow testing	Stowell	Scheduled	Scheduled	Scheduled	Completed	Fit Testing and Flow Testing complete. DC Huth has records of fit testing saved on a thumb drive.)
6F4	Appraise Stryker cots / PowerLOAD preventative maintenance program	Kilian	Scheduled	Scheduled	Completed	Completed	
6F5	Review and appraise the SCBA Maintenance Program	Kwieran	Scheduled	Scheduled		On-Going	Schedule'd for Q2
6F6	Develop local parts and service distributor contact list for small engines	Cultice	In-Progress				
6F7	Develop & publish small engines maintenance schedule	Cultice	In-Progress				
Safety Equipment							
Goal 6-G	<i>Institutionalize the Clay Fire Research and Development Program.</i>						
6G1	Continue to utilize the R&D Division	Kwieran	On-Going	On-Going		On-Going	Evaluate 2 1/2 nozzle flow data to achieve target gpm flow
6G2	Research advancements in TIC technology	Kwieran	In-Progress	In-Progress		Completed	Ordered (5) more MSA TICs to match existing equipment for all front line apparatus. To further standardize equipment and operations
6G3	Research advancements in PPE	Kwieran	On-Going	On-Going		On-Going	Research new technologies in PPE at FDIC in April
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	Kilian	On-Going	On-Going	On-Going	On-Going	Continue to work with Admin Asst. White to update and maintain data base
7A2	Update New Employee worksheet	Kilian	Scheduled	Scheduled	In-Progress	In-Progress	Will be implemented with "Check It" program in 2020.
7A3	Review Human Resource RMS options	Kilian	Scheduled	Scheduled	In-Progress	In-Progress	
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	Kilian	Not Yet Started	Not Yet Started	Not Yet Started	Not Yet Started	
7B2	Review Recruitment media on website	Kilian	Scheduled	Scheduled	Scheduled	In-Progress	
7B3	Complete and distribute Recruitment Card	Schabbel	In-Progress	In-Progress	In-Progress	In-Progress	Scheduled completion in Q3
7B4	Complete a Clay Fire Recruitment Video	Whiteford	Not Yet Started	Not Yet Started	Not Yet Started	Not Yet Started	
Goal 7-C	<i>Institutionalize the Career Development Program</i>						
7C1	Update the Clay Fire Career Development Guide (include information regarding credentialing, etc)	Kilian	Completed	Completed	Completed	Completed	DC Huth completed in Q1
7C2	Review position specific requirements	Kwieran/Dhoore	In-Progress	In-Progress	Scheduled	On-Going	BC VanEs working on job descriptions
7C3	Explore "ride-up" opportunities	Dhoore	Not Yet Started	Not Yet Started	Not Yet Started	Scheduled	scheduled q1 2020
7C4	Continue to provide outside training opportunities	Huth	On-Going	On-Going	On-Going	On-Going	As training opportunities are identified they are emailed to all members
7C5	Complete and publish the Fire Apparatus Operator (FAO) Manual	Huth/Brentlinger	In-Progress	In-Progress	In-Progress	In-Progress	Met on June 7th and discussed plan to complete the Driver Manual
Goal 7-D	<i>Develop an Employee Retention Program</i>						
7D1	Explore additional employee recognition programs	Kilian	Scheduled	Scheduled	Scheduled	In-Progress	
7D2	Develop a draft Employee Retention Program	Kilian	Scheduled	Scheduled	Scheduled	Scheduled	
Personnel Policies and Procedures							
Goal 7-E	<i>Annually review and update employee policies</i>						
7E1	Review Employee Handbook	Kilian	Scheduled	Scheduled	In-Progress	In-Progress	Updated Employee Handbook expected Q1 2020
7E2	Review position specific requirements	Kilian	Scheduled	Scheduled	In-Progress	In-Progress	Updated Employee Handbook expected Q1 2020
Use of Human Resources							
Goal 7-F	<i>Develop leadership and management skills to proactively recognize human resource issues</i>						
7F1	Provide quarterly management & leadership development program	Kilian	Completed	Completed	Completed	Completed	
7F2	Continue to utilize the 360 degree evaluation program	Schabbel	Scheduled	Scheduled	In-Progress	In-Progress	Scheduled completion in Q3
Occupational Health, Safety and Risk Management Program							
Goal 7-G	<i>Enhance the Safety Program</i>						
7G1	Complete Clay Fire Safety Plan	Wetter	In-Progress	In-Progress		In-Progress	now there is a safety committee I would like to work on this with them Q4 2020
7G2	Explore and implement Health, Safety, & Risk Management related information via Target Solutions	Wetter	In-Progress	Not Yet Started		On-Going	we have a format for this in place, but have yet to use it
7G3	Develop and implement cancer prevention policy	Wetter	In-Progress	In-Progress		On-Going	
7G4	Conduct quarterly meetings of the Safety Committee	Wetter	Completed	On-Going		On-Going	
7G5	Identify and provide tobacco cessation program	Wetter	In-Progress	In-Progress		Not Yet Started	Need to develop a timeline for implementing
Goal 7-H	<i>Implement improved reporting software for reporting accidents, near misses, safety hazards, workers compensation claims, and after-action reporting</i>						
7H1	Review the Near Miss Reporting Program	Wetter	On-Going	On-Going		On-Going	Creating a new online form
7H2	Review and implement accident reporting processes	Wetter	In-Progress	In-Progress		On-Going	New format is being finalized
7H3	Review post-accident documentation processes	Wetter	In-Progress	Not Yet Started		Not Yet Started	Will explore new opportunities at FDSOA Conference in Q1 2020
Goal 7-I	<i>Implement the IAFC-IAFF Wellness-Fitness Initiative (WFI)</i>						
7I1	Implement CPAT for new recruits	Wetter	Completed	Completed		Completed	Looking at increasing PFT's, would like to work on this task once new PFT's are in place
7I2	Identify and engage the PFT's	Wetter	In-Progress	In-Progress		In-Progress	Looking at increasing PFT's, would like to work on this task once new PFT's are in place
7I3	Complete and fully implement PFT job description	Wetter	In-Progress	In-Progress		Not Yet Started	Looking at increasing PFT's, would like to work on this task once new PFT's are in place
7I4	Support PFT continuing education opportunities	Wetter	In-Progress	On-Going		On-Going	

715	Explore WPE program requirements	Wetter	Completed	Completed		Completed	
716	Review the CISM Program	Hurley	On-Going	On-Going	On-Going	On-Going	Reviewing best practices and continuing to provide feedback on what is successful
717	Review CISM policies	Hurley	Completed	Completed	Completed	Completed	Policies are followed from Berrien County CISM Team and were updated to meet standard in 2016
718	Continue to participate with the Berrien County CISM Team	Hurley	On-Going	On-Going	On-Going	On-Going	BC Hurley continues his role as a Board Member with the Berrien County CISM Team. Chief Hurley was also appointed to the MCRA Board Starting Jan. 1, 2020. Team Members continue to respond when called upon for Individual or Group Therapy
719	Identify additional members to participate in CISM Basic Training	Hurley	Completed	Completed	Completed	Completed	Starting next quarter we will be evaluating the need to add at least 2 more members to the team.
7110	Provide advanced CISM Training Classes	Hurley	Completed	Completed	Completed	Completed	All four members attended Tustin Michigan in September and complete additional training this year
7111	Identify and implement Fire Department Chaplin	Hurley	Completed	Completed	Completed	Completed	Father Mike was brought on board.
7112	Continue advanced training in Suicide and Peer Support	Hurley	Completed	Completed	Completed	Completed	Members have obtained advanced training in Suicide and PEER support. Members obtained additional training this year in Tustin at the MCRA Conference.
7113	Develop and implement exit interview process for departing members	Hurley	In-Progress	In-Progress	In-Progress	In-Progress	Captain Stowell has turned over sample document to Chief Schabbel
7114	Provide CISM overview to all recruit classes	Hurley	Completed	Completed	Completed	Completed	Lt. Stowell and BC Hurley presented the awareness class and Clay Fires resources to Class 16 in January of this year Q1. Class 17 was also given the same training in December.
7115	Provide CISM capabilities overview to outside agencies	Hurley	On-Going	On-Going	On-Going	On-Going	We have spoken to State FOP and also South Bend Fire to let them know we have four member trained and available to assist.
7116	Conduct quarterly in-house CISM training for CISM Team Members	Hurley	Not Yet Started	Not Yet Started	Not Yet Started	In-Progress	We were able to conduct a team training/meeting in third quarter and attended training conference in Tustin. 4th quarter was extremely busy for us. No 4th quarter training was completed.
7117	Provide information to the Training Division for the monthly training packet on a quarterly basis	Hurley	Completed	Completed	Completed	Completed	4th quarter we did not get a monthly training document out. All other quarters something was posted in each Firehouse.

Category VII: Training & Competency

Training & Education Program Requirements

Goal 8-A	Strengthen training and education opportunities for Clay Fire members						
8A1	Appraise the Target Solutions training system	Huth	Completed	Scheduled	On-Going	On-Going	attended 2 webinars in 4th qtr to better utilize TS system
8A2	Publicize external training opportunities	Huth	On-Going	On-Going	On-Going	On-Going	Outside training list being added within Target Solutions
8A3	Expand FTO Program	Huth	Completed	Scheduled	Completed	Completed	FTO meetings scheduled monthly to develop plans
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)	Huth	In-Progress	In-Progress	On-Going	On-Going	completed FOST, Inst. 1, FO 1 classes
8A5	Review instructor credentials	Huth	Completed	Completed	Completed	Completed	Reviewed on 6/14
8A6	Implement "Mayday Monday" program	Dhoore	Scheduled	Completed	Completed	On-Going	Completed District 24 and 25 District Drills. District 23 scheduled for July 2019
8A7	Conduct Leadership/Management Training	Kilian	On-Going	On-Going	On-Going	On-Going	MABAS BC Meetings scheduled for Q2, Q3 & Q4.
8A8	Implement additional quarterly training opportunities	Huth	In-Progress	Completed	Completed	Completed	Completed District 24 and 25 District Drills. District 23 scheduled for July 2019
Goal 8-B	Increase training opportunities with neighboring fire agencies						
8B1	Explore additional options for MABAS partner trainings	Huth	In-Progress	In-Progress	In-Progress	In-Progress	Need to meet with Chiefs Corthier and Ray to discuss MABAS training plan
8B2	Continue quarterly MABAS BC meetings	Schabbel	Completed	Scheduled	Completed	Completed	Nothing scheduled as of now
8B3	Share training opportunities with neighboring agencies	Huth	On-Going	On-Going	On-Going	On-Going	MABAS BC Meetings scheduled for Q2, Q3 & Q4.
8B4	Conduct at least 1 fire suppression related MABAS drill	Huth	In-Progress	Not Yet Started	Not Yet Started	Not Yet Started	Nothing scheduled as of now
8B5	Conduct at least 1 FGS related MABAS drill	Huth	In-Progress	Not Yet Started	Not Yet Started	Not Yet Started	Nothing scheduled as of now
Goal 8-C	Enhance Command Training						
8C1	Provide Command Training every other month	Huth/Dhoore	Scheduled	Scheduled	On-Going	On-Going	Command training will be held on June 25, 26, and 27 along with 3 days in August (not scheduled yet)
8C2	Conduct additional Blue Card classes	Huth/Dhoore	Completed	Scheduled	In-Progress	In-Progress	Not enough students to host cert lab now
8C3	Explore new ways to publicize Blue Card classes to outside agencies	Huth/Dhoore	In-Progress	In-Progress	In-Progress	In-Progress	Gave Mishawaka CTC in box
8C4	Provide NIMS training opportunities	Huth/Dhoore	Scheduled	Scheduled	Completed	Completed	Members completed NIMS 300/400
8C5	Develop CV-1 training program	Dhoore	Not Yet Started	Not Yet Started	In-Progress	In-Progress	Working with Cpt Roberts on updating tech

Training & Education Program Performance

Goal 8-D	Improve department training systems and analytics						
8D1	Appraise the Target Solutions training system	Huth	Completed	Scheduled	On-Going	On-Going	Attending a TS workgroup on 6/25 to identify additional opportunities to maximize TS
8D2	Develop evaluation tool and create policy for obtaining class feedback	Huth	In-Progress	In-Progress	Completed	Completed	appraisal form being used regularly. Loaded on website
8D3	Create instructor evaluation process	Huth	In-Progress	In-Progress	In-Progress	In-Progress	In development
8D4	Develop & implement video-based training review process	Huth	In-Progress	In-Progress	Completed	Completed	GoPro camers purchased and utilized for training
8D5	Schedule and share training reports with company officers and above on a monthly basis	Huth	Scheduled	Completed	On-Going	On-Going	Weekly reports shared with sr. staff

Training & Education Resources

Goal 8-E	Enhance training resources						
8E1	Enhance training cache	Huth	On-Going	On-Going	On-Going	On-Going	Took delivery of new standpipe prop in June. Flow day schdled for 7/19
8E2	Continue opportunities for mobile EMS training lab	Schmitt	In-Progress	In-Progress	In-Progress	In-Progress	Waiting for information about submitted proposal
8E3	Appraise the Station 22 training grounds for TRT	Dhoore	Completed	Completed	Completed	Completed	reset rubble pile and cleaned up TRT tower
8E4	Obtain additional shipping containers from external contacts	Huth	In-Progress	In-Progress	In-Progress	In-Progress	meeting with vendors currently for tower upgrades
8E5	Identify additional training props	Huth	In-Progress	In-Progress	In-Progress	In-Progress	see above
8E6	Update the Clay Fire Task Manual	Huth	In-Progress	Completed	Completed	In-Progress	updates to take place in 2020. Handlines
8E7	Update and implement the Clay Fire Drivers Training Manual	Huth	In-Progress	In-Progress	In-Progress	In-Progress	will complete q2 2020
8E8	Review storage options for training equipment at the Clay Fire training grounds	Huth	In-Progress	In-Progress	In-Progress	In-Progress	met with vendor december 2019
8E9	Enhance video conferencing capabilities	Whiteford	In-Progress	In-Progress	In-Progress	In-Progress	Chief Kilian ordered Zoom for this

8E10	Increase utilization of Studio 200 by creating a minimum of 6 videos	Whiteford	In-Progress	In-Progress	In-Progress	In-Progress	The training division has completed several videos
------	--	-----------	-------------	-------------	-------------	-------------	--

Category IX: Essential Resources

Water Supply Program							
Goal 9-A	Continue to implement the Clay Fire Water Supply Strategy						
9A1	Review and update the Water Source Operations Document	Brentlinger	Completed	Completed	Completed	Completed	
9A2	Review and update the Clay Fire Water Source Guide	Brentlinger	Completed	Completed	Completed	Completed	
9A3	Complete Knox Box installation at all water sources	Brentlinger	In-Progress	In-Progress	In-Progress	In-Progress	Need to complete installation of Wellington Park water source (waiting on electric)
9A4	Pursue additional water / fill sites	Brentlinger	On-Going	On-Going	On-Going	On-Going	Working with property owners on Industrial Dr. in Granger for additional well site.
9A5	Develop and implement a private hydrant inspection program	Brentlinger	In-Progress	In-Progress	Completed	Completed	Development complete, Capt. Richards to track progress
9A6	Develop and implement the "Adopt-A-Hydrant" program	Brentlinger	In-Progress	In-Progress	Completed	Completed	Development complete, Eng. Goodman to track progress
9A7	Develop an ISO water shuttle program	Brentlinger	Scheduled	Scheduled	Not Yet Started	Not Yet Started	BC Brentlinger to obtain current ISO requirements for water shuttle program in Q3
9A8	Review and update Tanker Operator Program	Brentlinger	Scheduled	Scheduled	Not Yet Started	Not Yet Started	BC Brentlinger to work with AC Kwieran & DC Dhoore to review in Q3
9A9	Update the Tanker Operator section of the Driver Manual	Brentlinger	Completed	Completed	Completed	Completed	BC Brentlinger completed and submitted to DC Huth in Q4 2018
9A10	Implement the Tanker Operator Continuing Education process	Brentlinger	Not Yet Started	Not Yet Started	Not Yet Started	Not Yet Started	
9A11	Collaborate with the Training Division to develop continuing education of alternative water sources	Brentlinger	Scheduled	In-Progress	In-Progress	In-Progress	BC Brentlinger to work with Training Division
9A12	Collaborate with the Training Division to develop training videos on well site operations	Brentlinger	Scheduled	Scheduled	Not Yet Started	Not Yet Started	BC Brentlinger to work with Training Division & Studio 200 to film during Q3

Communication Systems							
Goal 9-B	Improve critical communication technologies and infrastructure						
9B1	Continue to review radio platform upgrades	Kwieran	On-Going	On-Going		On-Going	Attend regular Dispatch meetings and coordinate radio information with the Clay Fire Communications work group.
9B2	Review dispatch connectivity options	Kilian	Scheduled	Scheduled	Scheduled	Completed	Continue participation with Fire Ops Working Group - New CAD went live on 11.12.19
9B3	Pursue turn-out time technology improvements	Melser	In-Progress	In-Progress		In-Progress	Working with vendors to demo software with Chief Kilian
9B4	Update MDT software	Whiteford	On-Going	On-Going	On-Going	On-Going	MDT software updates are installed as needed
9B5	Identify required CAD infrastructure requirements for 2020 CAD update	Whiteford	In-Progress	In-Progress	In-Progress	In-Progress	New Motorola CAD software has been installed
9B6	Conduct annual radio training	Hess/Roberts	Completed	Completed	Completed	Completed	Radio training was delivered to all shifts in March 2019
Goal 9-C	Enhance coordination and interoperability with SICC						
9C1	Continue involvement with SICC Operations Board	Schabbel	On-Going	On-Going	On-Going	Completed	Attended all scheduled meetings
9C2	Continue involvement with Fire Working Group	Kilian/Kwieran	On-Going	On-Going	On-Going	On-Going	Continue participation with Fire Ops Working Group - New CAD went live on 11.12.19
9C3	Participate on the SIC Radio Advisory Board	Hess	On-Going	On-Going	On-Going	On-Going	Continue participation with Radio Advisory Board Meetings

Administrative Support Services & Office Systems							
Goal 9-D	Establish an IT Replacement Program						
9D1	Develop IT Replacement Plan	Whiteford	In-Progress	In-Progress	In-Progress	In-Progress	Met with EdgelT; waiting for response
9D2	Update internet capabilities	Whiteford	On-Going	On-Going	On-Going	On-Going	Met with EdgelT; waiting for response
9D3	Update system backups	Whiteford	On-Going	On-Going	On-Going	On-Going	Met with EdgelT; waiting for response
9D4	Upgrade CV-1 technology	Kwieran	In-Progress	In-Progress		Completed	Coordinate with Capt. Roberts/Capt. Whiteford to continue to upgrade the technology in CV1
9D5	Review IT security options	Whiteford	On-Going	On-Going	On-Going	On-Going	Met with EdgelT; waiting for response
Goal 9-E	Improve intra-departmental communication systems						
9E1	Install additional status boards	Whiteford	Scheduled	Scheduled	Scheduled	Scheduled	Chief Dhoore is working with a vendor on this
9E2	Refine and enhance the utilization of the status boards	Whiteford	In-Progress	In-Progress	In-Progress	In-Progress	Chief Dhoore is working with a vendor on this
9E3	Review options for use of video conferencing	Whiteford	In-Progress	In-Progress	In-Progress	In-Progress	Chief Kilian ordered Zoom for this
Goal 9-F	Transition towards a paper-less operation						
9F1	Digitize archived records	Melser	On-Going	On-Going		On-Going	
9F2	Minimize paper training records	Huth	Completed	Completed	Completed	Completed	Target Solutions has resolved this goal
9F3	Continue implementation of paperless forms and reporting	Melser	On-Going	On-Going		On-Going	
Goal 9-G	Enhance video conferencing and technology-based methods to enhance internal communications						
9G1	Identify classroom capabilities	Whiteford	In-Progress	In-Progress	In-Progress	In-Progress	Chief Kilian ordered Zoom for this
9G2	Enhance station video conferencing capabilities	Whiteford	In-Progress	In-Progress	In-Progress	In-Progress	Chief Kilian ordered Zoom for this
9G3	Complete telecom equipment relocation in conference room	Whiteford	Completed	Completed	Completed	Completed	AC Kilian completed telecom project for all 5 fire stations in March 2019

Category X: External System Relationships

External Agency Relationships & Agreements							
Goal 10-A	Continue to review / update all mutual aid documents						
10A1	Continue MAMA-C program	Schabbel	On-Going	On-Going	On-Going	On-Going	Continued discussion with IN-DHS on State template
10A2	Review all mutual aid agreements	Schabbel	Scheduled	Scheduled	Scheduled	Completed	Scheduled for Q4
Goal 10-B	Explore opportunities for regional cooperation, partnerships and consolidated services						
10B1	Facilitate further adoption of MABAS Guidelines	Schabbel	On-Going	Completed	Completed	Completed	Active Shooter Policscheduleld for adoption at April MABAS meeting
10B2	Finalize the equipment loan agreement	Schabbel	In-Progress	In-Progress	Completed	Completed	S8FD Agreement will be completed in April.
10B3	Review service MOU's	Schabbel	Scheduled	Scheduled	Scheduled	Completed	Scheduled for Q4
Goal 10-D	Develop a program for each station to contribute to community relations						
10D1	Identify individual stations role/function in Clay Fire Marketing Plan	Cherrone	In-Progress	Scheduled	Scheduled	Scheduled	CRR training conducted with all shifts in Q1
10D2	Develop a system to monitor and track program effectiveness	Cherrone	Scheduled	In-Progress	In-Progress	In-Progress	
Goal 10-E	Develop a program to communicate information between Clay Fire and the various homeowners associations						

10-E-1	Participate as a liason to communication information to the HOAs	Futa	Scheduled	On-Going	On-Going	On-Going	Continuing to update/add to contact list
10-E-2	Register and develop online presence on the Next Door App	Futa	Scheduled	Not Yet Started	Completed	Completed	Capt. Futa to work with DC Huth to develop in Q3