

CLAY FIRE

2019 Goals & Objectives Worksheet - 1st Quarter Update

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

Updated: 07/08/2019

Program	Item	Responsibility	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
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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	Schabbel	Completed	Completed			Completed with Annual Report Presentation
1A2	Update and revise the Standard of Cover	Melser	Completed	Completed			Completed Feb 28, 2019
1A3	Provide the Strategic Plan / Annual Report update to area elected officials	Schabbel	Completed	Completed			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	Completed			Completed Feb 28, 2019
1B2	Update the Clay Fire Self-Assessment Manual	Melser	Completed	Completed			Completed March 1, 2019 for Accreditation. Need to do again in Q4

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	Melser	Completed	Completed			Complete Feb 28, 2019
2A2	Strengthen capabilities with GIS	Melser	In-Progress	In-Progress			Working with SIC GIS to get all data for the territory
2A3	Continue involvement with Area Planning Commission	Cherrone	On-Going	On-Going			Project Advisory Team - 3 projects; Sr. Housing, Dollar General, Westwood Knolls
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	In-Progress	In-Progress			Looking at all data internally and externally
2B2	Review ISO program requirement	Kwieran/Dhoore	Scheduled	Not Yet Started			Attended ISO Workshop at SBFD
2B3	Review and update response districts	Kwieran/Dhoore	In-Progress	In-Progress			Reviewing Motorola CAD features
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	Completed	Completed			Corresponding G&O's published on clayfd.com
2C2	Evaluate quarterly G & O status	Kilian	On-Going	On-Going			Q1 & Q2 G&O Report complete
2C3	Appraise Strategic Plan with elected officials / participating units	Schabbel	In-Progress	Completed			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	Completed	Completed			As scheduled according to 2019 Goals & Objectives Worksheet
2D2	Appraise progress on the Strategic Plan	Schabbel	In-Progress	On-Going			Q1 G&O Report complete
2D3	Monitor quarterly G&O status	Kilian	On-Going	On-Going			Q1 & Q2 G&O Report complete

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	Completed	Completed			As scheduled according to 2019 Goals & Objectives Worksheet
3A2	Publish G&O on website	Kilian	Completed	Completed			As scheduled according to 2019 Goals & Objectives Worksheet
3A3	Post G&O Report in Stations	Kilian	Completed	Completed			As scheduled according to 2019 Goals & Objectives Worksheet
3A4	Provide updates to Participating Units	Schabbel	Completed	Completed			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	On-Going	On-Going			Reviewed Q1 and Q2 G&O Report
3B2	Complete quarterly G&O Reports	Kilian	Completed	Completed			As scheduled according to 2019 Goals & Objectives Worksheet
3B3	Review status Monthly at Senior Staff	Kilian	Completed	Completed			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	In-Progress	Completed			Q2 completed within 50% budget range
4A2	Continue Strategic Financial Planning process	Schabbel	In-Progress	In-Progress			Scheduled to receive updated 2019-2024 Financial Plan in Q3

4A3	Continue CIP process	Schabbel	In-Progress	Completed		2019-2023 Plan Complete
4A4	Complete Facilities Management Plan	Kwieran	In-Progress	In-Progress		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		2018-2019 budget documents posted. 2020 docs will be posted in Q3
4B2	Continue to pursue grant programs	Cherrone	On-Going	On-Going		No notifications regarding any grants applied for has been received.
4B3	Adhere to DLGF budget schedules	Ewald	On-Going	On-Going		Q1 & Q2 Complete
4B4	Adhere to SBA accounting practices	Ewald	On-Going	On-Going		Q1 & Q2 Complete
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		Received quote for implementation that exceeded budgetary value for project
4C2	Review GFOA agencies for best practices	Kilian	In-Progress	In-Progress		Continue to explore process and receive quotes for implementation

Resource Allocation

Goal 4-D	Maintain an appropriate cash balance					
4D1	Operate within the adopted 5-year Financial Plan	Schabbel	In-Progress	On-Going		Q1 (25% of 2019 budget) completed at 21%
4D2	Continue and update 5-year Financial Plan	Schabbel	In-Progress	In-Progress		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 with CRRD
5A2	Complete 100% of plan reviews in the RMS database	Melser	In-Progress	In-Progress		On Schedule for the end of the year
5A3	Complete 100% occupancy data base	Melser	In-Progress	In-Progress		On Schedule for the end of the year
5A4	Use data to reduce violations by 5%	Cherrone	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		Lt Hacker met with CRRD and layout symbols and ideas
5B2	Update Preplan online programs	Melser	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		Scheduled for Q2
5B4	Install Mobile Eyes on all MDTs	Melser	Completed	Completed		
5B5	Conduct training on Mobile Eyes	Melser	Scheduled	Completed		Completed training in May for the Responder Program
5B6	Develop fire plan program	Hacker	In-Progress	In-Progress		Designing beta fire pre-plan w/ proposed icons after mtg w/ Cherrone, Kwieran, Melser
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		Eng Quimby reviewing EMS Data
5C2	Evaluate current public education programs	Melser	Scheduled	Scheduled		To start reviewing in the middle of Q3
5C3	Develop standardized training material & tools for personnel to carry out public education programs	Melser	In-Progress	In-Progress		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		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		Working on streamlining this process
5C6	Develop & implement an EMS public education & outreach program with outside agencies	Cherrone	In-Progress	In-Progress		Conducted Stop the Bleed training for New Prairie School Corp. nurses in May
5C7	Conduct PulsePoint community outreach	Cherrone	In-Progress	Completed		Provided bag stuffer flyer to Martin's for seven stores. June 28, 29, 30
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		Adding additional "guides" in July 2019
5D2	Conduct training for apartment managers in Q2	Cherrone	In-Progress	In-Progress		Will schedule for 4th quarter
5D3	Provide training for event planners and vendors in Q1	Cherrone	Scheduled	In-Progress		Will do 1 on 1 visits during quarter 3
5D4	Conduct fire and life safety training for hotels / motels in 7 of 13 of the hotels / motels	Cherrone	On-Going	On-Going		
5D5	Conduct fire and life safety training for 100% of extended care facilities	Cherrone	In-Progress	In-Progress		Conducted evacuation training at 1 medical facility in June
5D6	Continue to incorporate specific education programs into the Marketing Plan	Cherrone	On-Going	On-Going		Revised Marketing Plan in March 2019
5D7	Develop a system to monitor and track program effectiveness	Cherrone	On-Going	On-Going		

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		Updated all SOGs
5E2	Evaluate & standardize PPE and equipment for fire investigators	Cherrone	In-Progress	In-Progress		Will submit purchase request before end of April 2019
5E3	Appraise the fire investigator training program	Cherrone	In-Progress	In-Progress		Will survey shift investigators. Approaching Eng. Cooper regarding monthly training
5E4	Conduct Investigation Awareness Training for Responders in Q2	Cherrone	Scheduled	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		Will be developed in Q3
5F2	Develop data set to identify incident trends utilizing BATS	Cherrone	In-Progress	In-Progress		A glitch in BATS has not allowed for a Heat Map creation as of yet.

5F3	Evaluate technology for conducting fire investigations	Cherrone	On-Going	On-Going		Applied for grant for (2) 3D scanners to assist with fire and explosion investigations
Domestic Preparedness, Planning and Response						
Goal 5-G	Complete the Clay Fire Comprehensive Emergency Management Plan (CEMP)					
5G1	Implement and appraise the Clay Fire CEMP	Dhoore	Scheduled	Scheduled		Scheduled for Q3
5G2	Annually review and appraise the COOP for Clay Fire	Schabbel	Scheduled	Scheduled		Scheduled for Q4
Goal 5-H	Institutionalize the Clay Fire Territory Operations Center					
5H1	Develop position specific roles and responsibly in the DOC	Dhoore	In-Progress	In-Progress		Reviewing Clay Fire Ops Manual
5H2	Develop an EOC personnel roster	Dhoore	In-Progress	Not Yet Started		
5H3	Review High Incident operations system	Dhoore	In-Progress	Completed		Hazardous Weather plan completed Q2
5H4	Develop Command Technicians Program	Dhoore	In-Progress	Scheduled		Scheduled for Q3
5H5	Develop a training system / schedule	Dhoore	In-Progress	Scheduled		Scheduled for Q2
5H6	Conduct annual DOC training drills	Dhoore	Scheduled	Scheduled		Scheduled for Q3
5H7	Conduct quarterly IAP drills	Dhoore	Not Yet Started	Not Yet Started		
Fire Suppression						
Goal 5-I	Operate an appropriate, effective, and efficient fire suppression program					
5I1	Continue to utilize and monitor established benchmarks	Kwieran	On-Going	On-Going		Continue to utilize battalion reports to monitor times
5I2	Continue to enhance fireground operations and safety	Dhoore	On-Going	On-Going		R&D Conducted in Hose loads, Extrication, Basement Fires
5I3	Conduct FGS Program outreach to MA Partners	Dhoore	In-Progress	In-Progress		Presenting to MABAS Operations group
5I4	Review and evaluate internal QI/QA processes	Kwieran	On-Going	On-Going		Working with MABAS 201 Chiefs' to define and implement minimum quals. & standards
5I5	Continue and appraise PIA process	Kwieran	On-Going	In-Progress		Continue to receive feedback to improve the PIA process
5I6	Review and standardize system-wide equipment	Kwieran	On-Going	In-Progress		Continue to focus on standardizing equipment on apparatus
5I7	Define minimum standards and qualifications for response of MA partners	Kwieran/Dhoore	In-Progress	In-Progress		Working with MABAS 201 Chiefs' to define and implement minimum quals. & standards
5I8	Review closest unit (GIS-based) dispatching	Kilian	In-Progress	In-Progress		Working with MABAS 201 Chiefs' on deployment strategy and implementation
Goal 5-J	Explore and research new developing processes					
5J1	Further incorporate UL/NIST Technologies into fireground operations	Kwieran	In-Progress	In-Progress		Encorporate flow path and door control into training program to operate safely and more efficiently
5J2	Evaluate fireground equipment technology through internal R&D process	Kwieran	In-Progress	In-Progress		Apparising new 2 1/2" nozzle data to achieve support target gpm flow
Emergency Medical Services						
Goal 5-K	Operate an appropriate, effective, and efficient EMS Program					
5K1	Continue to utilize and monitor established benchmarks	Schmitt	On-Going	On-Going		
5K2	Appraise lead preceptor program	Schmitt	In-Progress	In-Progress		
5K3	Identify new trends and technologies in EMS	Schmitt	On-Going	On-Going		
5K4	Continue to participate in the protocol review process	Schmitt	On-Going	On-Going		Participated at ALS Committee meetings
5K5	Review EMS equipment replacement program	Schmitt	In-Progress	In-Progress		
5K6	Review and evaluate MCI capabilities	Mueller	In-Progress	In-Progress		Working to develop county wide (MABAS) guideline. Also, proposal for colored cones for treatment area has been placed and committee for MABAS MCI guideline review formed.
5K7	Review and evaluate internal QI/QA processes	Schmitt	On-Going	On-Going		
5K8	Review and update Response to Violent Incidents capabilities	Mueller	In-Progress	Completed		MABAS RTF policy adopted and in place, with all Clay RTF gear placed on apparatus and trained on.
5K9	Continue to participate in the CARES registry and evaluate data	Schmitt	On-Going	On-Going		
5K10	Appraise effectiveness of mCPR program	Schmitt	On-Going	On-Going		
5K11	Develop & implement stretcher obstacle course	Kraft	Scheduled	Scheduled		A master course plan is being developed. Training will be delivered in Fall 2019.
5K12	Develop EMS CIP Schedule	Brown	Scheduled	In-Progress		Expected to be completed by end of Q3
5K13	Conduct annual HIPAA compliance training to all personnel	Kilian	Scheduled	Completed		Annual HIPAA compliance training was delivered early Q2 via PWW videos on TS
5K14	Review closest unit (GIS-based) EMS dispatching	Kilian	In-Progress	In-Progress		Working with MABAS 201 Chiefs' on deployment strategy and implementation
5K15	Complete implementation of PulsePoint	Kilian	In-Progress	Completed		Implemented and rolled out in June 2019
Goal 5-M	Achieve Agency Accreditation by the Commission on Accreditation of Ambulance Services (CAAS)					
5M1	Complete & submit CAAS application for accreditation	Kraft	In-Progress	In-Progress		The CAAS application is currently being revised to follow the CFAI application. Most exhibits are completed. Plan to submit app to CAAS by end of Q3.
5M2	Adhere to current CAAS Standards	Kraft	In-Progress	In-Progress		Updated EMS SOGs are in place as of June 2019
5M3	Develop clinical performance plan with medical director input & oversight	EMS Officers	In-Progress	In-Progress		Developed with CAAS application - MDs to review and approve in Q3
5M4	Implement ambulance security program in Q1	EMS Officers	In-Progress	In-Progress		Mechanic Sellers working with Horton Ambulance to complete installation of fobs
5M5	Develop & implement EMS performance improvement plan	EMS Officers	In-Progress	In-Progress		Developed with CAAS application - MDs to review and approve in Q3
Technical Rescue Program						
Goal 5-N	Further develop our technical rescue capabilities					
5N1	Appraise MABAS TRT Strategic Plan	Dhoore	Completed	Completed		Completed in Q1
5N2	Update MABAS TRT Governance Document	Dhoore	In-Progress	In-Progress		Ops/Admin manual completed
5N3	Identify job functions of TRT Duty Officer	Dhoore	In-Progress	In-Progress		Working with Capt Gluchowski
5N4	Appraise the TRT response program	Dhoore	Completed	Completed		Completed in Q1
5N5	Appraise the TRT response SOG's	Dhoore	Completed	Completed		Completed in Q1
5N6	Further develop medical specialist program	Schmitt	Not Yet Started	Not Yet Started		
5N7	Review options for additional Structural Specialists	Dhoore	On-Going	On-Going		Div Chief Melsner attended STS refresher, continue to work with Eng. Bowden
5N8	Review FEMA Validation Process	Dhoore	On-Going	On-Going		Updating all TRT documents. Looking at Q2020 to start phase 1 EMAP accreditation
5N9	Review & define the current and projected needs of the Haz-Mat component in the TRT	Stopczynski	Not Yet Started	Not Yet Started		

Goal 5-O	Further develop our water rescue capabilities					
501	Review the Water Response program	Dhoore	In-Progress	In-Progress		Lt. Grandin delivering water rescue training in July 2019
502	Identify additional Swift Water Technicians	Dhoore	On-Going	On-Going		Capt. Mueller attended River Rescue Ops Program
503	Identify formal water rescue qualifications	Dhoore	In-Progress	Completed		JRRS school
504	Review and update the water response training program	Dhoore	Scheduled	Scheduled		Working with Capt Gluchowski and Lt. Grandin to develop
505	Review and update water response SOG's	Dhoore	In-Progress	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		DC Huth needs to meet with MABAS training group to develop a plan
5P2	Participate in District / Regional Drills	Huth/Dhoore	On-Going	Scheduled		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		
5Q2	Initiate and participate in the MABAS 201 Haz-Mat Working Group	Stopczynski	Not Yet Started	Not Yet Started		
5Q3	Develop an internal Haz-Mat Working Group	Stopczynski	In-Progress	In-Progress		Scheduled for Q2
5Q4	Identify Hazmat Duty Officers	Stopczynski	In-Progress	Completed		BC Stopczynski, Capt Weglowski, and Capt Cultice. Identifying additional officers
5Q5	Review and update Haz-Mat response SOG's	Stopczynski	In-Progress	In-Progress		Foam, Air Monitoring Sogs Updated and submitted
5Q6	Continue involvement in LEPC and identify proxies	Stopczynski	On-Going	On-Going		Proxies not identified yet
5Q7	Review Haz-Mat Risk Assessment Program	Stopczynski	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		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		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		Scheduled for Q3
5Q11	Develop an internal response plan guideline for the Buckeye Petroleum Terminal	Stopczynski	In-Progress	In-Progress		Updating Tank Preplans
5Q12	Develop the Clay Fire Haz-Mat Response Manual	Stopczynski	In-Progress	In-Progress		Hazmat Duty Officers are developing draft outline
5Q13	Install digital files of Clay Fire Haz-Mat Response Manual in the RMS	Stopczynski	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		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			Reviewing two (2) possible candidates
5R2	Conduct at least monthly training drills for all honor guard members	Grabowski	Completed			
5R3	Publish annual training schedule	Reppert	In-Progress	Completed		
5R4	Continue to send all new honor guard members to the Goshen Police Department Honor Guard School	Grabowski	Scheduled			Scheduled for Q3
5R5	Continue to participate and provide honor guard support at all Clay Fire events	Grabowski	On-Going			Participated at Annual Awards Banquet.
5R6	Assist neighboring agencies with honor guard support at special events and funerals	Grabowski	On-Going			Assisted at SBFJ funeral

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		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		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		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		Station 24 ERF Fund established
6B2	Review existing work spaces	Kilian	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		

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		Plan to receive updated 2019-2024 Financial Plan in Q3
6D2	Continue CIP Schedule	Schabbel	In-Progress	Completed		2019-2024 draft completed
6D3	Explore opportunities to procure surplus forklift	Kwieran	In-Progress	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		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		Review Support Services SOG's shall be appraised by the Support Services work group.

Tools, Supplies, and Small Equipment						
Goal 6-F	Establish a Tools and Small Equipment program to issue, repair and approve accountability of small tools, hose and nozzles					
6F1	Implement adopted CIP Schedule	Kwieran	On-Going	On-Going		Review CIP Schedule with the Fire Chief
6F2	Appraise the Scott SCBA Program	Kwieran	Not Yet Started	Scheduled		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 for completion in Q4
6F4	Appraise Stryker cots / PowerLOAD preventative maintenance program	Kilian	Scheduled	Scheduled		Scheduled for review in Q3
6F5	Review and appraise the SCBA Maintenance Program	Kwieran	Scheduled	Scheduled		Scheduled 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	Institutionalize the Clay Fire Research and Development Program.					
6G1	Continue to utilize the R&D Division	Kwieran	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		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		Research new technologies in PPE at FDIC in April
Human Resources						
Human Resources Administration						
Goal 7-A	Evaluate the human resource information system to improve capabilities					
7A1	Update employee information data base	Kilian	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		Scheduled for review in Q3
7A3	Review Human Resource RMS options	Kilian	Scheduled	Scheduled		Scheduled for review in Q3
Recruitment, Selection, Retention and Promotion						
Goal 7-B	Develop and implement a recruitment plan that promotes fairness in attracting and hiring well-qualified and diverse candidates					
7B1	Develop a formal Clay Fire Recruitment Strategy	Kilian	Not Yet Started	Not Yet Started		
7B2	Review Recruitment media on website	Kilian	Scheduled	Scheduled		Scheduled for review in Q3
7B3	Complete and distribute Recruitment Card	Schabbel	In-Progress	In-Progress		Scheduled completion in Q3
7B4	Complete a Clay Fire Recruitment Video	Whiteford	Not Yet Started	Not Yet Started		
Goal 7-C	Institutionalize the Career Development Program					
7C1	Update the Clay Fire Career Development Guide (include information regarding credentialing, etc)	Kilian	Completed	Completed		DC Huth completed in Q1
7C2	Review position specific requirements	Kwieran/Dhoore	In-Progress	In-Progress		Scheduled completion in Q3
7C3	Explore "ride-up" opportunities	Dhoore	Not Yet Started	Not Yet Started		
7C4	Continue to provide outside training opportunities	Huth	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		Met on June 7th and discussed plan to complete the Driver Manual
Goal 7-D	Develop an Employee Retention Program					
7D1	Explore additional employee recognition programs	Kilian	Scheduled	Scheduled		Scheduled for development in Q3
7D2	Develop a draft Employee Retention Program	Kilian	Scheduled	Scheduled		Scheduled for development in Q3
Personnel Policies and Procedures						
Goal 7-E	Annually review and update employee policies					
7E1	Review Employee Handbook	Kilian	Scheduled	Scheduled		Scheduled for development in Q3
7E2	Review position specific requirements	Kilian	Scheduled	Scheduled		Scheduled for development in Q3
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	Kilian	Completed	Completed		James Rowan workshops were held on March 27, 28, and 29, 2019
7F2	Continue to utilize the 360 degree evaluation program	Schabbel	Scheduled	Scheduled		Scheduled completion in Q3
Occupational Health, Safety and Risk Management Program						
Goal 7-G	Enhance the Safety Program					
7G1	Complete Clay Fire Safety Plan	Wetter	In-Progress	In-Progress		Scheduled completion in Q4
7G2	Explore and implement Health, Safety, & Risk Management related information via Target Solutions	Wetter	In-Progress	Not Yet Started		Scheduled completion in Q4
7G3	Develop and implement cancer prevention policy	Wetter	In-Progress	In-Progress		Scheduled completion in Q3
7G4	Conduct quarterly meetings of the Safety Committee	Wetter	Completed	On-Going		
7G5	Identify and provide tobacco cessation program	Wetter	In-Progress	In-Progress		Scheduled completion in Q3
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	Wetter	On-Going	On-Going		Creating a new online form
7H2	Review and implement accident reporting processes	Wetter	In-Progress	In-Progress		Scheduled completion in Q3
7H3	Review post-accident documentation processes	Wetter	In-Progress	Not Yet Started		
Goal 7-I	Implement the IAFC-IAFF Wellness-Fitness Initiative (WFI)					
7I1	Implement CPAT for new recruits	Wetter	Completed	Completed		
7I2	Identify and engage the PFT's	Wetter	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		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		Looking to increase the number of PFT's
7I5	Explore WPE program requirements	Wetter	Completed	Completed		Purchasing WPE Equipment

716	Review the CISM Program	Hurley	On-Going	On-Going		No updates due to several members not being able to attend the last few months board meetings.
717	Review CISM policies	Hurley	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		BC Hurley continues his role as a Board Member with the Berrien County CISM Team. Team Members continue to respond when call upon for Individual or Group Therapy
719	Identify additional members to participate in CISM Basic Training	Hurley	Completed	Completed		Per our first quarter meeting, we as a team have decided to continue to provide services with the four members we currently have assigned to the team. No need for additional members at this time.
7110	Provide advanced CISM Training Classes	Hurley	Completed	Completed		Member will obtain advanced training once again this year in the 3rd Quarter at the conference in Tustin Michigan
7111	Identify and implement Fire Department Chaplin	Hurley	Completed	Completed		Father Mike was brought on board
7112	Continue advanced training in Suicide and Peer Support	Hurley	Completed	Completed		Members have obtained advanced training in Suicide and PEER support. Will continue to monitor best practices and get feed back in third quarter while at the conference
7113	Develop and implement exit interview process for departing members	Hurley	In-Progress	In-Progress		Steve Stowell and Terry Schmidt have both been working on a program for exit interviews. We spoke at our quarterly meeting, and the document has been drafted. Lt. Stowell to speak with Chief Schabbel and present the document.
7114	Provide CISM overview to all recruit classes	Hurley	Completed	Completed		Lt. Stowell and BC Hurley presented the awareness class and Clay Fires resources to Class 16 in January of this year Q1
7115	Provide CISM capabilities overview to outside agencies	Hurley	On-Going	On-Going		This has been presented to outside agencies upon their request. So far we have presented to Madison Twp. We have not received any other calls from departments asking for an overview of our program, however several outside agencies and personnel have requested our teams assistance.
7116	Conduct quarterly in-house CISM training for CISM Team Members	Hurley	Not Yet Started	Not Yet Started		Need to put together a quarterly training program this year. Usually we hit one quarterly training with the Berrien County Team. I would like to implement hitting the other three quarters each year. My plan is by the end of the second quarter to have some training established for the remainder of the year and going forward.
7117	Provide information to the Training Division for the monthly training packet on a quarterly basis	Hurley	Completed	Completed		CISM Information was added to the Quarter 1 training packet in March.

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		Attending a TS workgroup on 6/25 to identify additional opportunities to maximize TS
8A2	Publicize external training opportunities	Huth	On-Going	On-Going		Outside training list being added within Target Solutions
8A3	Expand FTO Program	Huth	Completed	Scheduled		FTO meeting scheduled for 6/24 to discuss additions to FTO cadre
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		Have completed FOST, Instructor and waiting on scheduling the other three quarters each, looking to schedule Officer I and II during 3rd quarter
8A5	Review instructor credentials	Huth	Completed	Completed		Reviewed on 6/14
8A6	Implement "Mayday Monday" program	Dhoore	Scheduled	Completed		implemented mayday Monday drills on target solutions
8A7	Conduct Leadership/Management Training	Kilian	On-Going	On-Going		Exploring additional Leadership/Management Training Opportunities with outside vendors
8A8	Implement additional quarterly training opportunities	Huth	In-Progress	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		MABAS BC Meetings scheduled for Q2, Q3 & Q4.
8B2	Continue quarterly MABAS BC meetings	Schabbel	Completed	Scheduled		Attended all scheduled meetings
8B3	Share training opportunities with neighboring agencies	Huth	On-Going	On-Going		Need to meet with Chiefs Corthier and Ray to discuss MABAS training plan
8B4	Conduct at least 1 fire suppression related MABAS drill	Huth	In-Progress	Not Yet Started		Nothing scheduled as of now
8B5	Conduct at least 1 FGS related MABAS drill	Huth	In-Progress	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		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		Will send an email out to dept. regarding members who wish to obtain Blue Card
8C3	Explore new ways to publicize Blue Card classes to outside agencies	Huth/Dhoore	In-Progress	In-Progress		Working with Mishawaka to conduct refresher training with their agency
8C4	Provide NIMS training opportunities	Huth/Dhoore	Scheduled	Scheduled		ICS/NIMS 300 training to be held in Elkhart County on June 19th and 20th
8C5	Develop CV-1 training program	Dhoore	Not Yet Started	Not Yet Started		
Training & Education Program Performance						
Goal 8-D	Improve department training systems and analytics					
8D1	Appraise the Target Solutions training system	Huth	Completed	Scheduled		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		In development
8D3	Create instructor evaluation process	Huth	In-Progress	In-Progress		In development
8D4	Develop & implement video-based training review process	Huth	In-Progress	In-Progress		Looking at webcam/video options for training evolutions
8D5	Schedule and share training reports with company officers and above on a monthly basis	Huth	Scheduled	Completed		Reports sent out on 6/17/19
Training & Education Resources						
Goal 8-E	Enhance training resources					
8E1	Enhance training cache	Huth	On-Going	On-Going		Took delivery of new standpipe prop in June. Flow day scheduled for 7/19
8E2	Continue opportunities for mobile EMS training lab	Schmitt	In-Progress	In-Progress		Working with the state on this project. More to follow in Q3
8E3	Appraise the Station 22 training grounds for TRT	Dhoore	Completed	Completed		reset rubble pile and cleaned up TRT tower
8E4	Obtain additional shipping containers from external contacts	Huth	In-Progress	In-Progress		Working with the state on this project. More to follow in Q3
8E5	Identify additional training props	Huth	In-Progress	In-Progress		Took delivery of new standpipe prop in June. Flow day scheduled for 7/19
8E6	Update the Clay Fire Task Manual	Huth	In-Progress	Completed		New manual released in May 2019

8E7	Update and implement the Clay Fire Drivers Training Manual	Huth	In-Progress	In-Progress		This is a work in progress but will be done in Q2
8E8	Review storage options for training equipment at the Clay Fire training grounds	Huth	In-Progress	In-Progress		Met on June 7th and discussed plan to complete the Driver Manual
8E9	Enhance video conferencing capabilities	Whiteford	In-Progress	In-Progress		Met with EdgeIT; waiting for response
8E10	Increase utilization of Studio 200 by creating a minimum of 6 videos	Whiteford	In-Progress	In-Progress		Have not heard from the Training Division on what videos to make

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		
9A2	Review and update the Clay Fire Water Source Guide	Brentlinger	Completed	Completed		
9A3	Complete Knox Box installation at all water sources	Brentlinger	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		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		Development complete, Capt. Richards to track progress
9A6	Develop and implement the "Adopt-A-Hydrant" program	Brentlinger	In-Progress	In-Progress		Development complete, Eng. Goodman to track progress
9A7	Develop an ISO water shuttle program	Brentlinger	Scheduled	Scheduled		BC Brentlinger to obtain current ISO requirements for water shuttle program in Q3
9A8	Review and update Tanker Operator Program	Brentlinger	Scheduled	Scheduled		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		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		
9A11	Collaborate with the Training Division to develop continuing education of alternative water sources	Brentlinger	Scheduled	In-Progress		BC Brentling to work with Training Division to implement in Q3
9A12	Collaborate with the Training Division to develop training videos on well site operations	Brentlinger	Scheduled	Scheduled		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		Attend regular Dispatch meetings and coordinate radio information with the Clay Fire Communications work group.
9B2	Review dispatch connectivity options	Kilian	Scheduled	Scheduled		Continue participation with Fire Ops Working Group - New CAD in early Q4
9B3	Pursue turn-out time technology improvements	Melser	In-Progress	In-Progress		Working with vendors to demo software with Chief Kilian
9B4	Update MDT software	Whiteford	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		Have not seen any requirements for 2020 CAD Update
9B6	Conduct annual radio training	Hess/Roberts	Completed	Completed		Radio training was delivered to all shifts in March 2019
Goal 9-C	Enhance coordination and interoperability with SJCCC					
9C1	Continue involvement with SJCCC Operations Board	Schabbel	On-Going	On-Going		Attended all scheduled meetings
9C2	Continue involvement with Fire Working Group	Kilian/Kwieran	On-Going	On-Going		Continue participation with Fire Ops Working Group - New CAD in early Q4
9C3	Participate on the SJ Radio Advisory Board	Hess	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		Met with EdgeIT; waiting for response
9D2	Update internet capabilities	Whiteford	On-Going	On-Going		Met with EdgeIT; waiting for response
9D3	Update system backups	Whiteford	On-Going	On-Going		Met with EdgeIT; waiting for response
9D4	Upgrade CV-1 technology	Kwieran	In-Progress	In-Progress		Coordinate with Capt. Roberts/Capt. Whiteford to continue to upgrade the technology in CV1
9D5	Review IT security options	Whiteford	On-Going	On-Going		Met with EdgeIT; waiting for response
Goal 9-E	Improve intra-departmental communication systems					
9E1	Install additional status boards	Whiteford	Scheduled	Scheduled		Scheduled completion in Q3
9E2	Refine and enhance the utilization of the status boards	Whiteford	In-Progress	In-Progress		reviewing Motorola CAD features
9E3	Review options for use of video conferencing	Whiteford	In-Progress	In-Progress		Met with EdgeIT; waiting for response
Goal 9-F	Transition towards a paper-less operation					
9F1	Digitize archived records	Melser	On-Going	On-Going		
9F2	Minimize paper training records	Huth	Completed	Completed		Target Solutions has resolved this goal
9F3	Continue implementation of paperless forms and reporting	Melser	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		Met with EdgeIT; waiting for response
9G2	Enhance station video conferencing capabilities	Whiteford	In-Progress	In-Progress		Met with EdgeIT; waiting for response
9G3	Complete telecom equipment relocation in conference room	Whiteford	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		Continued discussion with IN-DHS on State template
10A2	Review all mutual aid agreements	Schabbel	Scheduled	Scheduled		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		Active Shooter Policy scheduled for adoption at April MABAS meeting
10B2	Finalize the equipment loan agreement	Schabbel	In-Progress	In-Progress		SBFD Agreement will be completed in April.
10B3	Review service MOU's	Schabbel	Scheduled	Scheduled		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		CRR training conducted with all shifts in Q1

10D2	Develop a system to monitor and track program effectiveness	Cherrone	Scheduled	In-Progress		Will be developed in Q3
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	Futa	Scheduled	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		Capt. Futa to work with DC Huth to develop in Q3