

SUBJECT: DEPARTMENT GOALS AND OBJECTIVES**SECTION:** 101.03**REVISED:** JANUARY 1, 2011**PAGE(S):** 4

PURPOSE

- A. To promote efficient and effective Fire Department operations through realistic goals and objectives.
- B. To inform all Fire Department members of current departmental goals and objectives.
- C. To establish organizational direction and measurable accomplishment through well defined goals and objectives.

POLICY

- A. To annually review and establish goals and objectives for all subdivisions of the Reading Fire Department in accordance with the department's general organizational goals and mission.
- B. To keep Fire Department members informed as to current goals and objectives of the Fire Department and its sub-units.
- C. To actively pursue, insofar as possible, the accomplishment of established objectives and the regulation of departmental goals.

GENERAL ORGANIZATIONAL GOALS

- A. To provide cost effective, high levels of service in the protection of life and property from fire, panic, and related hazards, and also provide highly skilled services in the fire prevention, building inspection, arson investigation, and educational programs.
- B. To work together with other departments to achieve proper design in planning of new developments so as to insure effective fire-related requirements that will provide reasonable protection against fire and panic.

ADMINISTRATION

- A. Goals
 - 1. Effectively manage departmental resources by establishing reasonable and effective policies and procedures to meet organizational goals.
 - 2. Provide adequate staff and equipment to an alarm location with acceptable response times.
 - 3. Provide public education in fire prevention, rescue, and other city services.
 - 4. Continue to evaluate the department's standards, policies, and procedures.

B. Objectives

1. Total fire costs for Reading (expenditures per \$10,000 of property value plus loss per \$1,000 of property value) shall be below that of other comparable Ohio municipalities.
2. Sick leave for the department shall not exceed an average usage of more than five (5) days per member per year.

FIRE SUPPRESSION AND RESCUE

A. Goals

1. Provide a cost efficient fire fighting force.
2. Serve the public through public safety education, business inspections, pre-fire planning and information referral.

B. Objectives

1. To complete ninety (90) percent of the emergency responses within the City in six (6) minutes or less.
2. Continue to evaluate ways to reduce response times.

TRAINING

A. Goals

1. To administer the departmental training program within the guidelines adopted by the Fire Chief.
2. To establish on-going training programs for the fire department.
3. To maintain training records of all employees on departmental computer system and to maintain a hard copy back-up record for each employee.
4. To provide a structured training program with skill assessment evaluations for all employees.

B. Objectives

1. To periodically evaluate training programs of this department to ensure they are current and relevant.
2. To evaluate basic skills level of personnel through company evolutions and to provide teaching opportunities for non-instructors.
3. To assist departmental personnel in their individual career development and professional certifications, keeping re-certifications current and up-to-date for all department personnel.
4. To provide, through the in-house training program, at least 20 hours of training per month for career personnel.

FIRE PREVENTION

A. Goals

1. To provide public education as it relates to fire safety and protection.
2. To provide high level business and residential inspections to maintain them in a condition meeting current codes and ordinances.
3. To improve the current level of fire protection related to control of hazardous occupancies, processes, and required fire protection systems.
4. To reduce the possibility for fire in all buildings in the community through fire prevention inspections.
5. To reduce the incident of arson and establish cause and origin of fire.
6. To ensure all construction projects meet fire/safety standards.
7. To provide quality enforcement of City Codes.
8. To improve the working relationship of other code enforcement departments (i.e., health, building, property maintenance) and conduct regular joint inspections of properties and targeted concerns.

B. Objectives

1. To conduct annual inspections at the company level of all commercial properties.
2. To conduct semi-annual inspections of all schools.
3. To conduct all required inspections of special occupancies and equipment.
4. To conduct pre-fire planning of target hazards.
5. To investigate origin and cause of all fires.
6. To prevent fires occurring within inspectable properties from exceeding more than ten (10) percent of the total building fires occurring within the City.
7. To conduct regular meetings with other code enforcement agencies (i.e. health, building, property maintenance) and coordinated inspection and educational programs to continually improve the health and safety of the Reading community.

APPARATUS AND EQUIPMENT MAINTENANCE

A. Goals

1. To maintain the Reading Fire Department's assigned vehicles and apparatus at a safe, reliable, and operational level.

B. Objectives

1. To limit failure of motorized apparatus to less than one (1) percent of company runs.
2. To thoroughly service each engine and truck at least every six (6) months and as required by statute and manufacturers recommendations.
3. To service the department's light vehicles at least every 3,000 to 5,000 miles used and/or as suggested by manufacturers recommendations.

PAID-ON-CALL PERSONNEL

A. Goals

1. To maintain a trained group of unclassified personnel who can provide assistance to shift firefighters on fire and medical responses.

B. Objectives

1. To provide strategies for recruiting and retention of paid-on-call members.
2. To provide standard guidelines for protective clothing, behavior, and procedures.
3. To provide training to paid-on-call members and establish the Fire Fighter I level as the minimum qualification for paid-on-call members.
4. To encourage better communication, cooperation, and coordination of efforts among the full-time, part-time and paid-on-call members of the department.
5. To establish a minimum paid-on-call response at ten (10) qualified members.

STRATEGIC PLANS

To integrate the City's Strategic plans into the fire department goals and objectives.

RESPONSIBILITY

It is the responsibility of all Fire Department members to strive for and meet the established departmental goals and objectives.