

Washington Township Fire Department Standard Operating Procedure

Division 100: Administration
Section 101: Purpose & Scope of Fire Department
Subject 101.01: Planning, Goals & Objectives
Supersedes:



Approved By:

Date: May 31, 2005

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PURPOSE:

To establish clear definition and guidance for general goals and objectives that serves the community. To delineate the processes used to implement a strategic plan that identifies measurable goals and objectives that provide organizational direction and attain progress and performance.

RESPONSIBILITY:

Each member will contribute, to the extent of their job responsibility, in identifying and attaining clear, quantifiable goals and objectives as they relate to providing the services of the fire department. Each member shall strive and work towards meeting established goals and objectives. Each member shall be familiar with and use the provisions of this policy, and refresh themselves as necessary to maintain their effectiveness.

PROCEDURES:

The mission statement of the fire department is:

Washington Township Fire Department is a highly motivated, efficient and customer-service oriented team committed to excellence in fire prevention and suppression, rescue, emergency medical service and education.
We shall realize our vision of excellence through safe practices, dedication, professionalism and leadership.

This written statement establishes a large basis for definition of departmental goals and objectives. It serves as a basis for benchmarking not only what services are provided, but also how services are rendered to the community.

A departmental Strategic Plan will be developed and implemented that anticipates long-term issues and solutions. The Strategic Plan may include, but is not limited to:

- The elements of the Township Strategic Plan as they relate to impact or relativity to the fire department.
- The development of goals and objectives that provide for administrative and operational needs on a long-term or multi-year basis.
- The analysis of existing and new risk factors affecting the community and organization.
- The analysis of demographic trends and their impact on the organization.
- The analysis of staffing considerations and their relationship to cost and community needs.
- A plan of capital improvements and equipment needs considering legal mandates, depreciation of existing resources, and actions necessary to maintain and/or improve the quality of service.

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The officer corps of the department will develop written goals and objectives. Each officer shall individually outline such goals and objectives as may be appropriate for their area of responsibility, contribution to the administration or operation of the department, and relationship to the mission of the department. Higher ranking and junior officers are encouraged to communicate with one another while developing tentative goals and objectives. Documents will be submitted in a commonly accepted format used department-wide.

It is recognized that a significant and effective facilitator to achievement is the process of goal setting. This process of “deciding where one wants to go” can clearly state a place in space and time that describes the condition to be achieved, guides one’s actions, and helps in planning for the long and short range. Goals and objectives may include, but are not limited to:

- The implementation of the Strategic Plan issues in a legal, ethical, safe, and professional manner.
- Health, work, and life safety issues.
- Programs of Service for life safety, public education, fire prevention, fire suppression, fire investigation, technical rescue, emergency medical care, hazardous materials, disaster management, and weapons of mass destruction that are consistent with community needs, and the analysis and implementation of any other Program of Service.
- Maintain commitment to nationally recognized standards of excellence in all established Programs of Service.
- Standards of response coverage adequacy and effectiveness.
- Accomplishment of emergency deployment objectives.
- Training and education issues.
- Property and resource conservation.
- Management of the department in a way that continuously improves levels of service to the community and other elements of local government.

For the achievement of each goal, financial data, including both direct and indirect costs, will be listed that delineates funding needed to accomplish, date(s) when funding must be available, and projection of the annual cost assessment. A time-line chart depicting projected start and completion dates and/or times should be included. Supporting documentation showing potential suppliers and cost benefit, or a similar analysis, of the goal should be included. Documents will be submitted by July to serve the upcoming calendar year.

Stated goals will have specific objectives given that can be adopted for implementation. Each objective will be expressed in terms of quantity, quality, and measurability relative to a stated time period. Elements of this planning process will be stated clearly, precisely, and with action plans that specify intended results. Any supporting or substantiating data will also be included. Upon acceptance, organizational goals and objectives will be copied and otherwise published and circulated for members to understand and be cognizant of their content.

The goal setting system of peer review and discussion, supervisory review and discussion, officer corps review and discussion will provide a sorting and processing of the tentative listings. Ultimately

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the Fire Chief will review each submission of goals and objectives with the appropriate command level person and establish budget requirements using guidelines established by the Township Administrator based on Ohio Revised Code requirements.

The Fire Chief and Command Staff will process, organize, and list determined goals and objectives into a document that will be adopted for implementation. The adopted goals and objectives will be distributed and otherwise published departmentally by January of each calendar year.

Throughout the course of business at formal and informal officer meetings, officers will report upon delays, completion, and achievement of stated goals and objectives. Reports will include any exceptions or significant points that have had a positive or negative impact upon achievement. Corrective action(s) will be identified and implemented where possible to maintain time lines, cost considerations, and achievement. Attainment and achievements will be listed in an annual reporting of the department.

Annually, ongoing organizational goals will be reviewed for revisions and re-statement of their objectives so modifications to risk assessment, risk analysis, response coverage, deployment criteria, human and physical resources, legal mandates, demographics, geographical revisions and other important considerations may be included.

References: