Our strategy to ensure your safety and protect your quality of life

CLAY FIRE

FIRE & EMERGENCY SERVICES STRATEGIC PLAN

CLAY
COMMITTED TO EXCELLENCE
2-3-4
FIRE

OUR MISSION:
"TO HELP OTHERS"

CLAY FIRE

FIRE & EMERGENCY SERVICES STRATEGIC PLAN 2016 - 2020

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Letter From The Fire Chief

Your Clay Fire Territory is proud to be providing service to our community. Since the formal inception of our department, there have been a multitude of changes to the fire service and our community. The fire service today is faced with increasing demands for service and limited resources to meet those demands. Planning is essential for fire departments, or any organization, to make the best use of the limited resources available. Strategic Planning considers both internal and external forces that impact an organization and its ability to provide services. Strategic planning helps make the best use of these limited resources in order to meet the demands and challenges of the present and future. This is why our Agency has always placed a high value on planning strategically and working from our plans.

Chief Timm Schabbel

The Clay Fire Territory completed this five-year Strategic Plan designed to guide our decisions and actions through fiscal year 2020. The purpose of this Strategic Plan is to focus on the efforts that will enhance the level of service to the communities we serve. Its design is to ensure the future success of the organization by strategically plotting a roadmap for the combination of resource allocations with identifiable community and department needs. The goal of the Strategic Plan is to provide a medium for the development and implementation of visionary programs and projects to meet and exceed the expectations of our citizens in fulfilling the mission of the organization.

Over the course of these next five years, our department members will strive to accomplish the action items that support each of the goals identified within the plan. In the end, our department will be a stronger, more vibrant organization that is well connected to our community. I would like to emphasize that our Strategic Plan will continue to be a living document, subject to change under ever-changing circumstances. In this light, I urge everyone to continue to think about how we can make our service to the community even better than it is today.

In closing, I want to thank the dedicated members of the Department, our elected officials, and our stakeholders for their continued support of this great organization. We look forward to continuing to serve our community each and every day!

Respectfully,

Timothy L. Schabbel
Fire Chief

A BRIEF HISTORY

The "New" Clay Fire Territory

January 1, 2010 was a historical day for the Clay Fire Territory. On this day, the "new" Clay Fire Territory began serving our five (5) key St. Joseph County communities:

Clay Township
German Township
Harris Township
Town of Indian Village
Town of Roseland

The "New" Clay Fire Territory is comprised of an amalgamation of three well-established and successful Fire Departments. The original Clay Fire Territory was created in 2001 by uniting the Clay Township Fire Department, the Town of Indian Village, and the Town of Roseland. In 2007, the German Township Fire Department joined, and on January 1, 2010 the Harris Township Fire Department joined this unique collaboration. The Department is led by the five-person Fire Commission, representing Clay Township, German Township and Harris Township.

Department Overview

The Clay Fire Territory proudly serves over 66,000 customers encompassing an area of roughly 60 square miles. Services are professionally provided by a staff of 140 personnel working out of five community-based fire stations. The staff is organized as follows:
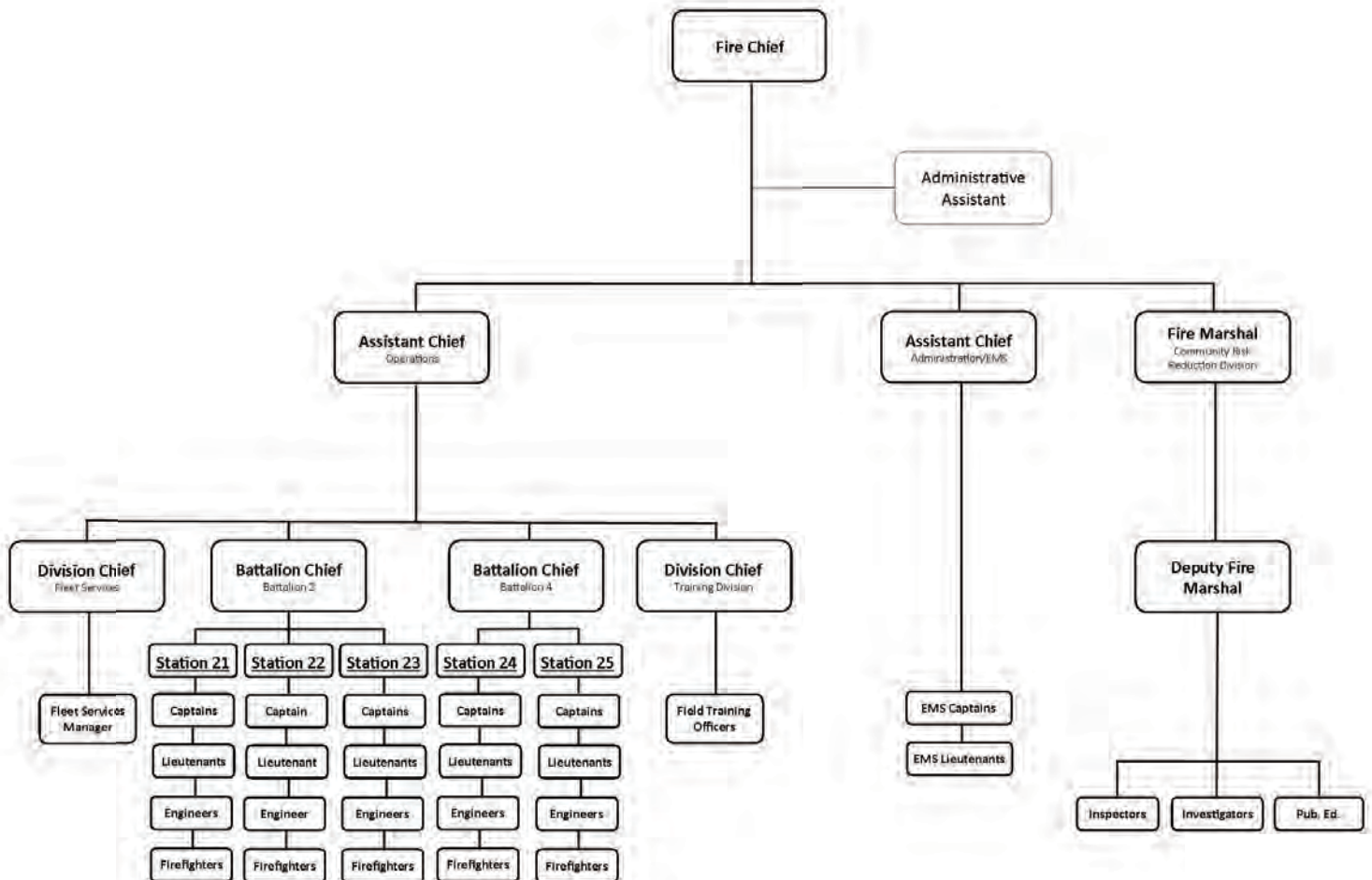
Planning Methodology

In order for any organization, public or private, to reach its full potential, it must have a plan. An organization that knows where it is going, understands the environment in which it must operate—and identifies how to get there—will have the best chance of meeting the needs of the community and achieving its goals. The planning process that the members of the Clay Fire Territory engaged in has served to refresh the organization's commitment to excellence and set the path to future success.

The Fire & Emergency Services Strategic Planning process is more than the creation of a document. It challenges the membership of the organization to look critically at paradigms, values, philosophies, beliefs, and desires, and it inspires individuals to work together in the best interest of the organization. Furthermore, the planning process provides the membership with an opportunity to have a voice in the development of the organization's long-term direction and future focus.

Public safety agencies—and the fire service in particular—find themselves in a very competitive time. Our nation's first responders are being continually challenged to be more efficient while maintaining their effectiveness. Public expectations for professional services are outpacing the financial capabilities of most local governments ability to meet and maintain such high standards. Impacts are being felt across the nation as the effectiveness of our public safety systems strain against the pressure to provide the most professional services possible.

With these issues in mind, planning teams need to have a clear understanding of their organization's direction. In order to make more efficient use of available resources, organizations must set goals and objectives based on constructive efforts while eliminating programs that do not fully serve the customer.

What is a Strategic Plan?

Strategic planning is a process used by an organization to align its everyday operations to its mission statement. The Plan is used as a tool by management and staff to guide the organization through current and future challenges from within and outside of the organization while accomplishing defined goals. The process includes the organization asking itself the following questions: (1) where are we today?; (2) where do we want to be in five years?; and (3) how can we get there?

These questions are answered through an assessment of current and potential internal and external factors that affect the everyday operations of the organization. Once identified, these factors are categorized into overarching issues to address in the next five years. Next, a goal is created to address each issue, and then the goals are realized through the creation of strategies and action items.

Below is a diagram of a segment of the strategic plan framework. Most strategic plans identify multiple key issues found after the examination of potential threats and challenges to the organization. Each key issue has one goal, which is a direct way to address or mitigate a key issue. Each goal has at least one and often times several strategies, to approach or achieve the goal. Finally, each strategy has multiple action items to accomplish it. Action items are do-able, measurable, and assignable tasks.

Mission, Values, and Vision

The Clay Fire Territory's Mission, Values, and Vision provide the foundation for the Clay Fire Territory to engage in the strategic business planning process and plan how to best achieve the ideals set forth in its mission.

Clay Fire Territory Mission Statement:

The Clay Fire Territory has adopted a very simple, yet effective Mission Statement to clearly identify direction to our members:

"To Help Others"

Clay Fire Territory Core Values:

The Clay Fire Territory has identified the following Core Values:

- ¬ Provide Exceptional Customer Service

- ¬ Provide Added Value to our Community

- ¬ Be Nice

- ¬ Extend Courtesy to All

- ¬ Dedicated to Continuous Quality Improvement in all areas

- ¬ Deliver exceptional services:

    - *Quick*

    - *Effective*

    - *Professional*

Clay Fire Territory Vision:

According to the Encarta World English Dictionary, a Vision Statement is defined as a formal statement that expresses the *aspirations and goals* of a company or organization. The Clay Fire Territory has adopted the following Vision Statement:

"Committed to Excellence"

Relating the Plan to Operations

The Clay Fire Territory uses a formal planning procedure to identify, establish, and manage our operations. The Strategic Plan is the process which transforms community risks, as recognized in the Risk/Hazard Analysis, with adopted levels of service as identified in the Standard of Coverage. The Strategic Business Plan incorporates the Goals, Strategies, and Action Items, which guide the everyday operations of the Clay Fire Territory. The Financial Plan provides the support and opportunities to fulfill the above referenced programs. The complete planning procedure is a cyclical process that is mutually dependent and must be reviewed and updated frequently.

Key Strategic Considerations

Customer surveys strongly indicate that the community is highly satisfied with the performance of Clay Fire Territory. However, we recognize that every organization can make improvements, and Clay Fire is no exception.   The following are key strategic issues identified from the Department assessment.

Community Partnerships

Consistent communication and continued coordination among the Department and the Communities we serve are essential to provide the best possible services to our residents.   Improvements can always be made that will increase the Community's awareness of Clay Fire's role and responsibilities and continue to promote positive relationships.

Service Delivery

Part of the duty of the Clay Fire Territory is to protect lives, property, and environment of all persons in the Community and surrounding areas and to give the fullest measure of service for the least cost. Currently, public opinion of the Clay Fire Territory's ability to meet its mission is extremely high, and every effort should be made to maintain and improve that level of approval, while also planning for an anticipated increase in calls due to changes in population, service area, demographics, and community expectations.

Infrastructure

Infrastructure is the backbone of the Department, without which the Clay Fire Territory would be unable to provide the high-quality service for which it is known. Well-maintained and up-to-date facilities, equipment, and technology that promote a healthy and safe work environment are essential for Clay Fire to continue providing high quality emergency response, well-trained employees, and a safe and healthy workforce.

Plan Execution

Creating and implementing a Strategic Plan is a necessity for organizations to operate efficiently and effectively. Implementing Clay Fire's Strategic Plan will require great effort and commitment.

Putting the Plan to Work

The transition from developing the Strategic Plan to implementing the plan is potentially the most critical and challenging aspect of the strategic planning process. Effective implementation is necessary to ensure issues are addressed and Clay Fire is positioned as effectively as possible to achieve its mission.

The internal Strategic Planning Team was assembled from a cross-section of the organization's members. The participants were asked to participate on a non-rank or position basis. This facilitation strategy, coupled with the participants' commitment, helped to facilitate a more open and honest dialog. As part of the process, the participants identified the importance of creating an action document that provided realistic, specific, measurable tasks.

Individual Department Member Responsibilities

Implementation requires strong employee involvement and willingness to change and adopt new approaches. Although the Strategic Business Plan guides Clay Fire in preparation for the next five years, unforeseen external, economic, and administrative changes may emerge.

Implementing a Strategic Business Plan poses many challenges; however, a proactive approach will bring life to the Plan and allow positive changes to take place within the Department.

Staff Responsibilities

The Staff is responsible for Plan implementation and maintenance, including monitoring, evaluating, and amending the Plan regularly, and for aligning the existing operating plans within the 2016-2020 Clay Fire Strategic Plan for uniformity.

The 2016-2020 Clay Fire Strategic Plan is the result of input from many sources. The Department Staff recognize that for many elements of the Plan to succeed, all members must be involved in the Plan implementation and maintenance over the next five years.

The Senior Staff currently meets monthly to discuss the operations of the Clay Fire Territory, and will take on the following tasks and responsibilities as part of the Strategic Plan implementation process.

Framework of the Plan

This Strategic Business Plan provides the framework and will become a living document that responds to the changing needs of our community and constantly seeks opportunities for improvement.

In 2004, Clay Fire proudly became the first internationally accredited fire department in the State of Indiana by the Center for Public Safety Excellence (CSPE), and successfully received reaccreditation in 2009 and 2014. This Strategic Business Plan is aligned with the Standard of Cover and Fire and Emergency Services Self-Assessment Manual (FESSAM) documents in order to ensure that the fundamental principle of accreditation – to improve the quality of services through a continuous self-evaluation process – becomes part of our culture.

"Our strategy to ensure your safety and protect your quality of life"

This Strategic Business Plan provides our best attempt to look into the future and determine the direction of the organization and the many services we want to accomplish to improve the safety of our community. The future holds many uncertainties and there could be significant changes in direction as we progress through the planning period.

This Strategic Business Plan is one element of Clay Fire's plan to reduce the risks in our communities and protect the lives and property of our citizens and those who visit. This plan provides the framework of our strategy to ensure your safety and protect your quality of life. Clay Fire is committed to collaborating with our stakeholders, providing the most effective services in a financially-responsible manner, and continually evaluating our performance in the constant pursuit of excellence.

Guiding Principles

The Guiding Principles are the over-arching aspirations that remind the Organization why we exist and they provide the backbone for the goals and objectives of individual programs. All program goals found within this Strategic Business Plan should be guided by our organizational philosophies and fall within one of these principles:

Principle One

Provide exceptional public safety and emergency service

Principle Two

Be Responsible Stewards of Public Resources

Principle Three

Maintain a customer-based focus in the delivery of all services.

Principle Four

Reduce the frequency of and impact to the Community from fires, medical emergencies, and natural / man-made disasters.

Principle Five

Improve employee health, safety, and well-being of the members of the Clay Fire family.

CATEGORY I

Governance & Administration

1

Governance is defined as the recognition of the authority that allows an organization or agency to legally form and operate. Administration is defined as the activities that carry out the implementation of the policies established by the authority having jurisdiction.

Governance & Administration

Category I: Governance and Administration

Governance is defined as the recognition of the authority that allows an organization or agency to legally form and operate. In fulfilling this responsibility, the legal entity that oversees this formation process reflects the public interest, protects the Agency from undesirable external interference, determines basic policies for providing services, and interprets the Agency's activities to its constituency. Administration is defined as the activities that carry out the implementation of the policies established by the authority having jurisdiction. In fulfilling this responsibility, the Agency or organization carries out the day-to-day operations.

The Chief Officers provide staff leadership in developing policy proposals for the legal civil authority having jurisdiction, so those officials can take action to implement public policy based upon knowledgeable input from public safety leadership. It is the primary responsibility of the Agency leadership that reports to the elected governing board for the execution of policy, to keep that higher authority informed on all matters affecting the Agency and delivery of emergency services to the public. It must be recognized that other organizations participate in the governance of Clay Fire, such as the state and federal governments through legislation, regulations and funding procedures, and other organizations through associations and membership units.

The Administration exercises responsibility for the quality of the Agency through an organized system of planning, staffing, directing, coordination, and evaluating. The Administration is entrusted with the assets and charged to uphold its mission and programs, to ensure compliance with laws and regulations, and to provide stability and continuity to the Agency.

During the five-year period of this strategic plan, Clay Fire's governance and administration will continue to integrate the vision, mission, and values into the culture of the organization. In addition, significant energy will be spent on the process of identifying and implementing cost savings, such as improved deployment of apparatus and strategic partnerships.

Governance & Administration

Governing Body

> **Goal:** Provide organizational philosophies and direction through the annual review and approval of the Strategic Business Plan and Standard of Cover.

Agency Administration

> **Goal:** Using the budget and accreditation self-assessment tools, annually evaluate the resources and staffing needed to efficiently and effectively manage the various services provided by Clay Fire.

CATEGORY II

Assessment & Planning

2

Assessment and planning are defined as the processes used to identify the Community's fire protection and other emergency service needs in order to identify potential goals and objectives.

Category II: Assessment & Planning

Assessment and planning are defined as the processes used to identify the Community's fire protection and other emergency service needs in order to identify potential goals and objectives. Assessment and planning is critical to the establishment of service level objectives, standards of response coverage, and ultimately, the quality of program outcomes. The overall purpose of using these processes is to establish a long-range general strategy for the operation of our response system.

A critical part of Clay Fire's response efforts is to understand the risks that are present within our Community, correlate those risks to the Community demographics with emphasis on high-risk populations, and focus programs to mitigate those risks. The Community Risk Reduction Division (CRRD) is dedicated toward those efforts and will help to guide methods to improve the critical data used to focus organizational programs and decisions. This effort will require a strong collaboration between Operations and CRRD staff and a detailed analysis of our Community's demographics, past emergency incidents, and future trends. Opportunities to increase Clay Fire's outreach, cooperate with regional partners and other data-gathering organizations, and collaborate with performance evaluation efforts will be sought to make these efforts more successful. Clay Fire will also pursue opportunities to team up with other fire service agencies to share best practices and establish uniformity in performance evaluation methods.

Assessment & Planning

Documentation of Area Characteristics

Goal: Monitor area development, census, and demographic information pertinent to Clay Fire service demand areas.

Fire / Non-Fire Risk Assessment & Response Strategies

Goal: Continue risk assessment methods, which link risk to community demographics and mitigation efforts in order to help target resources and programs.

Strategic Planning

Goal: Publish and monitor the effectiveness of the adopted Strategic Plan.

Goal: Plan for the continuation of the Strategic Planning process.

CATEGORY III

Goals & Objectives

3

Goals and objectives are incorporated into the services established by Clay Fire to accomplish its assigned mission.

Congratulations!
Thank you!

GOALS & OBJECTIVES

Category III: Goals & Objectives

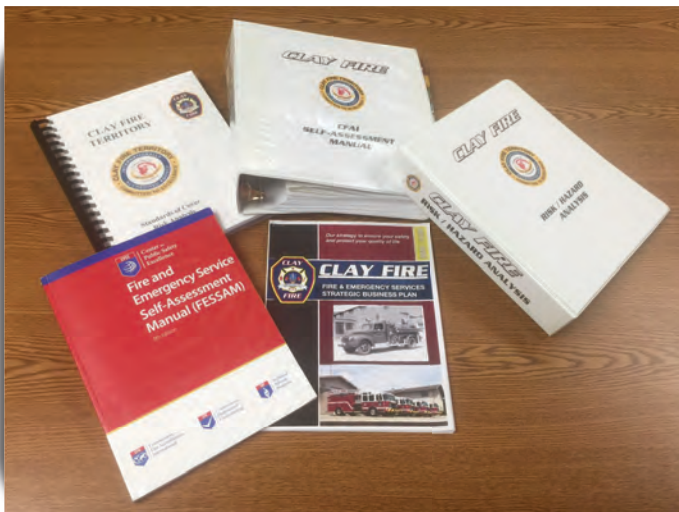Goals and objectives are incorporated into the services established by Clay Fire to accomplish its assigned mission. Clay Fire has developed a five-year planning cycle that is intended to link together the accreditation's Fire and Emergency Service Self-Assessment Manual (FESSAM), performance measurement, budget cycle, accreditation annual compliance report, and annual Standard of Cover (SOC) and Strategic Plan updates. It is based on the alignment of the re-accreditation and strategic planning cycles over a five-year period.

The purpose of integrating all of these planning tools together is to institutionalize the philosophy of accreditation, which is to improve our services through a continuous process of self-evaluation. By continually looking forward, setting goals, measuring our progress, and adjusting our path, we can put that philosophy and our mission and vision into action. Then, we can show that we are actively working toward providing the best protection of lives and property, in a progressive manner, and are able to adapt to the changing needs of our community.

GOALS & OBJECTIVES

Implementation of Goals & Objectives

Goal: Establish and publish annual Goals and Objectives based from the Strategic Plan.

Measurement of Organizational Progress

Goal: Measure and track the effectiveness of the Goals and Objectives.

Financial Resources

4

This category evaluates Clay Fire's financial condition to determine our ability to fund operational priorities, our effectiveness in serving the community needs, and our prognosis for long-range quality of service given what can be a dynamic and adverse fiscal environment.

FINANCIAL RESOURCES

Category IV: Financial Resources

This category evaluates Clay Fire's financial condition to determine our ability to fund operational priorities, our effectiveness in serving the community needs, and our prognosis for long-range quality of service given what can be a dynamic and adverse fiscal environment. It is recognized that resources must be adequate to maintain the various programs to which Clay Fire has made a commitment. The stability of revenues is fundamental.

The chief fire officers, professional staff, and governing board share the responsibility for planning, management, and stability of financial resources. Budget preparation is the ultimate responsibility of the Fire Chief and administrative staff. Since the budget is the financial expression of our programs and priorities, it is developed through appropriate consultation with the Fire Commission, Participating Units, internal divisions, and other units. In approving the budget, the governing bodies approve the acquisition and allocation of resources consistent with Clay Fires goals, objectives, and stated priorities.

FINANCIAL RESOURCES

Financial Planning

Goal: Continue to provide long-term, multi-year budget plans that address current and projected needs.

Financial Practices

Goal: Observe industry best-practices for governmental financial practices.

Goal: Obtain the GFOA Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report.

Resource Allocation

Goal: Maintain an appropriate cash balance.

CATEGORY V

Programs

5

This category is defined as the services, activities, and responses provided by Clay Fire for the Community that are designed, organized, and operated in compliance with our mission, goals, and objectives.

Category V: Programs

This category is defined as the services, activities, and responses provided by Clay Fire for the Community that are designed, organized, and operated in compliance with our mission, goals, and objectives. The key elements used to evaluate these services are: adequacy, deficiency, effectiveness, methods, and results of programs.

Clay Fire provides essential services in eight key areas:

Community Risk Reduction Program

Public Education Program

Fire Investigation, Origin, and Cause Program

Domestic Preparedness, Planning, and Response

Fire Suppression

Emergency Medical Services (EMS)

Technical Rescue

Hazardous Materials (Hazmat)

PROGRAMS

Community Risk Reduction Program (Cat. 5A)

The Community Risk Reduction Division (CRRD) will be focused on prevention and mitigation of hazards through ensuring fire and life safety features are intact within commercial occupancies through design review, code compliance and continuing to monitor program effectiveness and long-term impact on community safety. The current development of new construction and the corresponding plan reviews and inspections impact will be closely monitored. Clay Fire will also continue to encourage staff to participate in the local, state, and national code development and legislative processes in order to have a positive influence on future community safety regulations.

Community Risk Reduction Program Goals:

Goal: Improve the efficiency and effectiveness of the fire and life safety inspection program.

Goal: Streamline and institutionalize the preplanning process.

Public Education Program (Cat. 5B)

The Community Risk Reduction Division (CRRD) offers programs designed to increase knowledge and to develop or change the attitudes and behavior toward fire and other identified hazards. Services provided range from basic fire and life safety displays, general public fire safety presentations, fire/ life safety and hands-on fire extinguisher training for businesses, high school safety/career programs, to in-depth structured safety programs in the elementary schools. Additional programs will be offered based on specific hazards occurring within our communities or new opportunities for the prevention of future deaths and injuries.

Public Education Program Goals

Goal: Evaluate data based on call volume, demographics, risks and appropriateness of education opportunities to develop programs designed to contribute to life safety education.

Goal: Deliver programs designed to meet outlined elements, components, and expectations of the public education programs.

Fire Investigation, Origin, and Cause Program (Cat. 5C)

The purpose of the Fire Investigation Division is to conduct responsible investigations to determine origin, cause, and circumstances of each fire and explosion involving loss of life and/or injury to persons or by which property has been destroyed or damaged. It is the intent of this division to determine if the fire or explosion is a result of carelessness or design

Fire Investigation, Origin, and Cause Program Goals:

Goal: Produce operating programs designed to meet the outlined elements, components and expectations of the fire investigation program.

Goal: Evaluate data required and identify new methods of analyzing and reporting fire investigation

Domestic Preparedness, Planning, and Response (Cat. 5D)

Clay Fire's Domestic Preparedness Planning and Response program should be well-coordinated with other emergency services and governmental agencies, operate in a cooperative manner, and be a leader in emergency preparedness. Clay Fire is currently in progress to complete the Comprehensive Emergency Management Plan. This internal "CEMP" provides guidance during the planning, management, and coordination of response and recovery activities to large-scale emergencies or disasters. These planning efforts are being conducted on a regional basis to ensure Clay Fire's plans are compatible with local city and county plans. The program has already taken a regional leadership role through the development of the Clay Fire Department Operations Center (DOC).

Domestic Preparedness, Planning, and Response Goals

Goal: Complete the Clay Fire Comprehensive Emergency Management Plan (CEMP).

Goal: Institutionalize the Clay Fire Department Operations Center

PROGRAMS

Fire Suppression (Cat. 5E)

It is critical for operations to continually find ways to meet stakeholder expectations to provide a quick, professional response to fire emergencies. This will require the analysis and evaluation of all components of total deployment. Dispatch time must be minimized by working seamlessly with the new Dispatch Agency and turnout times must be minimized without adversely impacting firefighter safety. Each station's response district must be fully analyzed to identify where future improvements can decrease travel times.

Deployment strategies must continually evolve so that unique characteristics and demographics of our jurisdiction – and its six response districts – are considered when deploying types and numbers of resource, rather than applying the same model to all areas. New hazards are also to be expected within the jurisdiction and it will be important to balance the need for us to increase our capabilities to protect those hazards versus the developer's responsibility to provide the infrastructure and systems that help minimize the hazard.

Fire Suppression Program Goals:

Goal: Operate an appropriate, effective, and efficient Fire Service program.

Goal: Explore and research new developing processes.

PROGRAMS

Emergency Medical Services (EMS) (Cat. 5F)

EMS responses account for a significant portion of Clay Fire's service demand, and internal and external stakeholders know that quality patient care needs to be an organizational priority. Quality assurance and performance analysis capabilities will be analyzed and a more defined career path within EMS that translates into the overall career opportunities within Clay Fire will be explored.

In addition, internal and external partnerships will become increasingly important, such as between EMS, Community Risk Reduction Division, and with area hospitals, not only for the delivery of services, but also to improve our prevention and mitigation efforts for medical, high-risk populations.

Emergency Medical Services Program Goals

Goal: Operate an appropriate, effective, and efficient EMS program.

Goal: Research Mobile Integrated Health (MIH) Program.

Goal: Achieve Agency Accreditation by the Commission on the Accreditation of Ambulance Services (CAAS) .

Technical Rescue Program (Cat. 5G)

Clay Fire's stakeholders expect a quick, professional, and highly-qualified response to all types of emergencies. Aside from fire and EMS response, our Special Operations Division oversees our response capabilities to special risks including technical rescue and water rescue. Since the risks associated with these special operations are high, but the service demands are often low, it remains a priority to seek partnerships to share the overhead and cost of these services throughout the region and explore reimbursement opportunities whenever possible.

Technical Rescue Program Goals:

Goal: Further develop our technical rescue capabilities.

Goal: Further develop water rescue capabilities.

Goal: Participate in multiagency training and exercises.

Hazardous Materials (Hazmat) (Cat. 5H)

The Clay Fire Territory response area continues to be vulnerable from various types of Hazardous Material releases.   Several venues are located within the Clay Fire response area that heightens our community exposure to hazardous materials. Although service demands are relatively low, the risks associated with these responses are fairly significant.

Hazardous Materials Program Goals

Goal: Further develop our hazmat mitigation and response capabilities.

CATEGORY VI

Physical Resources

6

Physical resources are defined as the fire stations, training facilities, fire apparatus, and other capital expenditures and outlays that make up Clay Fire's physical assets.

Category VI: Physical Resources

Physical resources are defined as the fire stations, training facilities, fire apparatus, and other capital expenditures and outlays that make up Clay Fires property assets. It is clearly understood that special attention is required to obtain and maintain appropriate quality physical resources.

Physical resources are divided between six items:

Physical Resource Plan

Fixed Facilities

Apparatus and Vehicles

Apparatus Maintenance

Tools, Supplies, and Small Equipment

Safety Equipment

PHYSICAL RESOURCES

Physical Resources Plan (Cat. 6A)

Clay Fire has developed several performance measures to evaluate the service levels provided throughout the Fire Territory. Over the first years of this strategic planning process, staff will be working to develop a systematic approach to determining the need for updating fire stations or resources in a particular area. While an additional fire station is limited during this five-year plan, depending on the financial outlook, opportunities to secure land in strategic areas will be pursued.

Physical Resources Plan Goals:

Goal: Develop a comprehensive facilities plan that evaluates space and functionality needs for ongoing maintenance, future construction, remodel, and maintenance projects.

Fixed Facilities (Cat. 6B)

Clay Fire's facilities form the foundation for all services provided by the Territory. A functional, efficient, and effective workspace is important to ensure that each member has the ability to perform to the highest level possible. Over the next five years, the focus will be on our existing facilities to identify necessary maintenance and remodeling projects (kitchen, bedroom, bathroom), maintain facilities to comply with building and fire codes, incorporate new technologies that improve health and safety, and incorporate energy-saving initiatives.

Fixed Facilities Program Goals

Goal: Develop a comprehensive facilities plan that evaluates space and functionality needs for future construction, remodel, and maintenance projects.

Goal: Develop and implement energy saving plans for all

Apparatus and Vehicles (Cat. 6C)

Clay Fire emergency response apparatus are evaluated based on detailed diagnostics to determine the condition of the apparatus and a rotational cycle to move the apparatus from a daily response mode to reserve status to liquidation.

Apparatus and Vehicles Plan Goals:

Goal: Develop a comprehensive apparatus strategy that evaluates current and future apparatus needs.

Apparatus Maintenance (Cat. 6D)

The Support Services Division is currently confronted with performing repairs and preventive maintenance on all Clay Fire vehicles in a timely manner. Future capabilities will be further challenged based on available storage and repair space at Station 22, and the additional fleet testing and maintenance requirements of national standards (specifically as identified within NFPA 1911). This strategic planning period will be used to explore ways to improve service and recover costs, such as increasing mobile repair capabilities to reduce out-of-service time of apparatus.

Apparatus Maintenance Plan Goals:

Goal: Conduct a detailed analysis of fleet service operations to improve service and cost effectiveness.

PHYSICAL RESOURCES

Tools, Supplies, and Small Equipment (Cat. 6E)

The Support Services Division oversees the status of Clay Fire's tools and small equipment to ensure resources are adequate, designed and maintained to meet the needs of the department.

Tools, Supplies, and Small Equipment Program Goals

Goal: Establish a Tools and Small Equipment program to issue, repair, and improve accountability of small tools, hose, and nozzles.

Safety Equipment (Cat. 6F)

The Safety Division oversees the status of Clay Fire's safety equipment to ensure resources are adequate, designed, and maintained to meet the needs of the department.

Safety Equipment Program Goals

Goal: Institutionalize the Clay Fire Research and Development Program

CATEGORY VII

Human Resources

7

The heart of Clay Fire is our people. This category is designed to appraise the importance of the Human Resources Program.

Category VII: Human Resources

The heart of Clay Fire is our people. This category is designed to appraise the importance of the Human Resources Program. The Human Resources Program plays a critical role in assisting the organization through the review and continuous updating of policies. Supporting the development of competent, educated, and well-trained employees to provide high-quality services to the community and succession planning for the organization remain a priority.

Human resources are divided among seven items:

Human Resources Administration

Recruitment, Selection, Retention, and Promotion

Personnel Policies and Procedures

Use of Human Resources

Personnel Compensation

Occupational Health, Safety, and Risk Management

Wellness / Fitness Programs

HUMAN RESOURCES

Human Resources Administration (Cat. 7A)

Goal: Evaluate the human resource information system to improve capabilities.

Recruitment, Selection, Retention, and Promotion (Cat. 7B)

Goal: Develop and implement a recruitment plan that promotes fairness in attracting and hiring well-qualified and diverse candidates.

Goal: Institutionalize the Career Development program

Goal: Develop an Employee Retention Program.

Personnel Policies and Procedures (Cat. 7C)

Goal: Annually review and update employee policies.

Use of Human Resources (Cat. 7D)

Goal: Develop leadership and management skills to proactively recognize human resource issues.

HUMAN RESOURCES

Occupational Health, Safety, and Risk Management (Cat 7F)
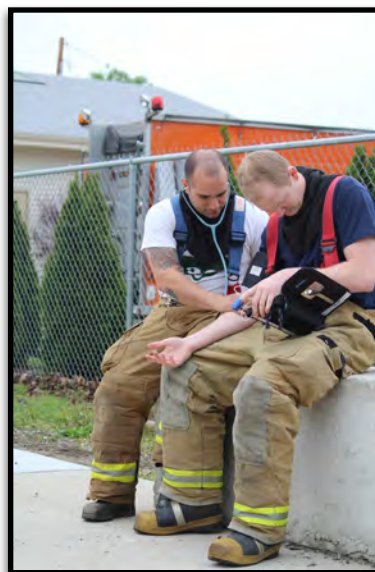
A main focus of Clay Fire's Risk Management Program is to continue to control the organization's on-the-job injury rate and time to recovery. Clay Fire will continue our proactive approach to analyze our risks and implement programs to prevent workplace injuries and reduce the experience modifier.

Occupational Health, Safety, and Risk Management Program Goals
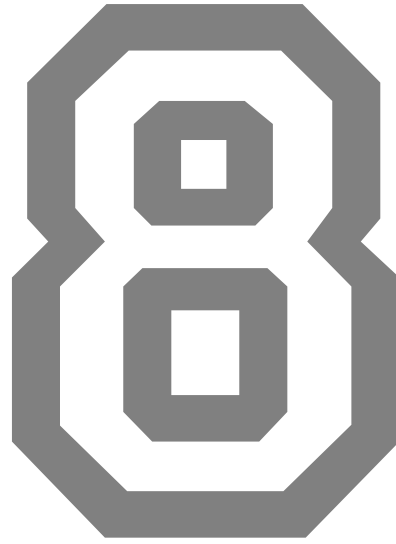
Goal: Enhance the Safety Program

Goal: Implement improved reporting software for reporting accidents, near misses, safety hazards, worker's compensation claims, and after-action reporting.

Goal: Implement the IAFC/IAFF Wellness-Fitness Initiative (WFI)

CATEGORY VIII

Training & Competency

8

Training and educational resource programs express the philosophy of Clay Fire and are paramount to our mission.

TRAINING & COMPETENCY

Category VIII: Training & Competency

Training and educational resource programs express the philosophy of Clay Fire and are paramount to our mission. Central to success of the training and educational process is a learning resource organizational structure and a technically proficient support staff. The training staff provides services that encourage and stimulate competency, innovation, and increased effectiveness.

Over the past few years, the Training Division has focused on the standardization of policies and procedures and assurance that all personnel are performing critical tasks in a safe and consistent manner. The training focus is now shifting to moving the organization forward, polishing skills, teamwork, and raising the bar to implement best industry practices. As identified by the MABAS Division 201 programs, there is an increase in interaction with neighboring agencies designed to improve communication, share critical information, and standardize tactics.

As training methods begin to rely more on distance learning technologies in order to reduce out-of-service time and the potential for uncovered areas of the district, the associated technical support from I.T. media staff will increase.

TRAINING & COMPETENCY

Training & Education Program Requirements (Cat. 8A)

Goal: Strengthen training and education opportunities for Clay Fire members.

Goal: Increase training opportunities with neighboring fire agencies.

Goal: Enhance Command Training

Training & Education Program Performance (Cat. 8B)

Goal: Improve Department training systems and analytics.

Training & Education Resources (Cat. 8C)

Goal: Enhance training resources

CATEGORY IX

Essential Resources

9

Essential resources are defined as those mandatory services or systems required for Clay Fires operational programs to function.

Essential Resources

Category IX: Essential Resources

Essential resources are defined as those mandatory services or systems required for Clay Fires operational programs to function. For example, when reviewing a water supply system, the evaluation is not be limited to conventional resources such as water lines and hydrants, but also include alternative resources, such as tankers, ponds, streams, lakes, etc.

Essential resources are divided among three items:

Water Supply

Communications Systems

Administrative Support Services and Office Systems

Water Supply (Cat. 9A)

The Clay Fire Territory Water Supply Strategy clearly delineates the need for a coordinated, well-defined deployment model to local emergencies and catastrophic disasters. The deployment of adequate emergency resources in a quick, safe response system is paramount to our organization. The response area of the Clay Fire Territory is not completely serviced by a municipal water distribution system. The Clay Fire Territory has identified various mechanisms to deliver firefighting water, and to identify opportunities to increase the department water supply capabilities.

Water Supply Program Goals (Cat. 9A)

Goal: Continue to implement the Clay Fire Water Supply Strategy

Communication Systems (Cat. 9B)

The St. Joseph County Communications Consortium (SJCCC) was designed to become a regional emergency communications center committed to customer service and improved call handling performance. SJCCC will officially open in late 2016. Significant work has been completed to improve the countywide radio infrastructure, CAD capabilities and dispatch deployment technologies.

Communication Systems Program Goals (Cat. 9B)

Goal: Improve critical communication technologies/
infrastructure

Goal: Enhance coordination and interoperability with SJCCC

Essential Resources

Administrative Support Services & Office Systems (Cat. 9C)

Administrative support staff focuses on providing well-trained, professional assistance to internal and external customers. This includes expanding internal training opportunities to staff employees on office products and software designed to expand the depth of knowledge and support continuity of operations. Clay Fire also adopted the State of Indiana records retention policy and will evaluate and implement the most effective methods to store, track, and purge documents.

Administrative Support Services & Office Systems Goals

Goal: Establish an IT replacement program

Goal: Improve intra-department communication systems

Goal: Transition towards a paper-less operation

Goal: Enhance video conferencing and technology-based methods to enhance internal communications.

External System Relationships

10

External system relationships are defined as the relationships with agencies that act together as an integrated system.

EXTERNAL SYSTEM RELATIONSHIPS

Category X: External System Relationships

External system relationships are defined as the relationships with agencies that act together as an integrated system. The growth of multi-unit systems and the increase of interagency agreements necessitate increasing attention to these relationships and the agreements between legally autonomous operating units.

> **External system relationships are divided between two items:**
>
> **External Agency Relationships & Agreements**
>
> **Community Relations**

EXTERNAL SYSTEM RELATIONSHIPS

External Agency Relationships & Agreements

Establishing strong relationships with neighboring fire and police agencies and other emergency service providers is important to our stakeholders and will become increasingly important during times of high volume and/or high intensity situations. In general, the financial stability of the organization and improved service to the community are a priority and, therefore, Clay Fire will remain open to opportunities for regional cooperation, partnerships, and consolidation of services.

External Agency Relationships & Agreements Goals

Goal: Continue to review / update all mutual aid documents

Goal: Continue participation in MABAS

Community Relations

As a fairly new organization, internal and external communications are a high priority and on-going challenge. To help guide these efforts, the Administration will formalize the methods for Clay Fire to interact with our communities and to more effectively communicate internally as a large organization. Media services will be an integral component of that communication plan, providing continued safety resources to the community to help them learn their role in staying safe. Also, internal training opportunities will be enhanced to decrease the amount of out-of-district time for apparatus.

Community Relations Program Goals

Goal: Institutionalize the Clay Fire Marketing Plan

Goal: Develop a program for each station to contribute to community relations

Plan Implementation

Action Steps

Goals & Objectives

Stratagies

IMPLEMENTATION

PUTTING IT ALL TOGETHER

Implementation Process

To hold ourselves accountable to deliver on the Fire & Emergency Services Strategic Business Plan, the Fire Chief will appoint Clay Fire Leadership Team members to oversee its implementation. Key performance measures and timelines will be established to monitor whether strategies and action steps are being accomplished. These key performance measures and their associated timelines will be placed in the Agency's Goals & Objectives. Employees and other stakeholders will be kept updated on the progress of the plan. In this way, we hope to demonstrate the kind of accountability our partners and public expect from a premier fire and emergency services agency, such as Clay Fire.

Next Steps

All of our programs require resources, and consideration of the goal areas will need to be incorporated into our budget process as a guide for how limited resources are allocated. With that in mind, Clay Fire will take the following specific actions to implement this plan:

1. The Fire Chief will assure accountability in monitoring this plan and the plan's implementation.

2. Clay Fire Leadership Team members will be identified as the person responsible for specific action items that are tied to the Goals & Objectives. Smaller working groups will be developed to accomplish the action items identified in the Goals & Objectives.

3. The Clay Fire leadership will clearly demonstrate a commitment to the plan's implementation.

4. Employees and stakeholders will receive informational updates about the progress of the plan and how it relates to any changes and operational decisions.

5. The Fire & Emergency Services Strategic Business Plan will be annually reviewed.

DEPARTMENT OVERVIEW

The Clay Fire Territory is a progressive, full-service combination fire department that provides fire protection and emergency services for Clay, German, and Harris Townships and the towns of Indian Village and Roseland, IN. The agency is responsible for providing emergency services to more than 66,000 residents across more than 60 square miles.

CLAY FIRE

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