



Strategic Plan



2021-2023



Contents

Letter from the Fire Chief 3

Mission, Vision, and Values 4

Territory History..... 4

Department Overview 5

Planning Methodology..... 6

What is a Strategic Plan? 6

Participation..... 7

External Stakeholders Feedback..... 8

Internal Stakeholders Feedback 16

Programs and Services..... 21

Guiding Principles 21

Strategic Initiatives 22

 Category 1 – Governance & Administration 22

 Category 2 – Assessment & Planning..... 22

 Category 3 – Goals & Objectives 23

 Category 4 – Financial Resources..... 23

 Category 5A – Prevention Program..... 23

 Category 5B – Public Education Program..... 24

 Category 5C – Fire Investigation, Origin, and Cause Program 25

 Category 5D – Domestic Preparedness Program..... 25

 Category 5E – Fire Suppression Program..... 25

 Category 5F – Emergency Medical Services (EMS) Program 26

 Category 5G – Technical Rescue Program 26

 Category 5H – Hazardous Materials (Hazmat) Program 26

 Category 6A & B – Physical Resources Plan and Fixed Facilities..... 27

 Category 6C & 6D – Apparatus and Vehicles Maintenance..... 27

 Category 6E – Tools, Supplies, and Small Equipment 27

 Category 6F – Safety Equipment..... 28



Category 7A – Human Resources Administration..... 28

Category 7B – Recruitment, Selection, Retention, and Promotion 29

Category 7C – Personnel Policies and Procedures..... 29

Category 7D – Use of Human Resources..... 29

Category 7E – Personnel Compensation..... 30

Category 8A – Training & Education Program Requirements..... 30

Category 8B – Training & Education Program Performance..... 30

Category 8C – Training & Education Resources 31

Category 9A – Water Supply 31

Category 9B – Communication Systems 31

Category 9C – Administrative Support Services & Office Systems 32

Category 9D – Information Technology 32

Category 10 – External System Relationships and Agreements 32

Category 11A – Occupational Health, Safety, and Risk Management..... 33

Category 11B – Wellness/Fitness Programs 33

Plan Implementation 33

 Putting it all together 33

Appendix A: Responses from External Stakeholders Survey..... 35

 A. Please provide your expectations of the Clay Fire Territory. 35

 B. What can the fire department do to better serve the territory? 36

 C. In your own words, please share your experiences and impressions of the fire department and the services it provides: 39



Letter from the Fire Chief

It is with great honor that I present the 2021-2023 Clay Fire Strategic Plan. This plan was crafted with input from internal and external stakeholders who share in the desire for the organization to proactively address our communities ever increasing service demands. Over the past few years, our society has experienced many new challenges and have found ourselves in uncharted waters. While many of these events have challenged our traditional understanding of our mission, they have also highlighted the opportunities to further serve our community in new and unconventional roles.

The American fire service is currently confronted with finding the appropriate balance between providing the core services that the community expects with the future needs that have yet to be identified. As community leaders, our challenge is to remain open to new avenues that expand and increase the quality of life for our community. We must conscientiously remain wide-eyed and open to opportunities to further our core mission.

The Clay Fire Territory completed this three-year strategic plan to guide our decisions and actions through fiscal year 2023. The purpose of this plan is to focus on the efforts that will enhance the level of service to the communities we serve. It is designed 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.

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



Mission, Vision, and Values

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 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”

Clay Fire Territory Core Values:

The Clay Fire Territory has identified the following Core Values:

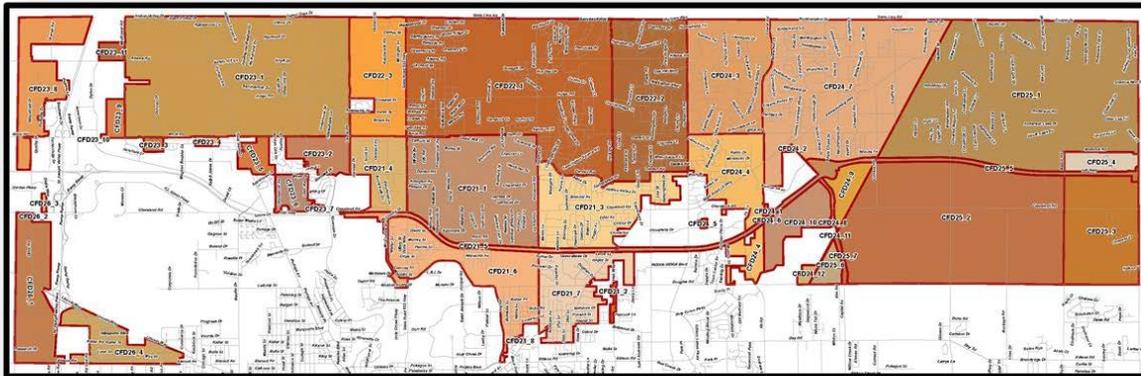
- Provide Exceptional Customer Service
- Provide Added Value to Our Community
- Be Nice
- Extend Courtesy to All
- Dedicated to Continuous Quality Improvement in All Areas
- Deliver Exceptional Services:
 - Quick
 - Effective
 - Professional

Territory History

Clay Township, located in St. Joseph County (IN), was formed in 1840 and is located directly north of South Bend, extending to the Stateline of Michigan. On June 11, 1947, the Clay Township Trustee and his advisory board announced at a meeting that the township would purchase firefighting equipment and start its own fire department. In 2001, the Clay Township Fire Department was reorganized into the Clay Fire Territory. At the time under Indiana law,



fire territories were subject to different levy standards, which allowed the growth of the fire department to catch up with the its population and call volume. German Township officially joined the Clay Fire Territory on July 1, 2007. This merger added six (6) square miles of



response area and 7,000 residents, bringing the total coverage of the Clay Fire Territory to 22 square miles and 45,000 residents. On January 1, 2010, the Harris Township Fire Department (HTFD) joined the Clay Fire Territory, which added the unincorporated areas of Harris Township to the Clay Fire response jurisdiction. This merger added 22 square miles of response area and additional 22,000 residents to our service area.

Department Overview

Clay Fire Territory proudly servers over 66,000 customers encompassing an area over 52 square miles. Services are professionally provided by a staff of 120 personnel working from our five community-based fire stations. The department staff is organized as shown below:



Planning Methodology

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 have engaged in 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 often 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. 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 the mission statement. The plan is used as a tool to guide the organization through current and future challenges from within or 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 two 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 three-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 obtainable, measurable, and assignable tasks.



Participation

The development of Clay Fire Strategic Plan took place in 2020, using members of the community and members of Clay Fire Territory. Input received from the stakeholders revolved around community expectation, concerns, and other comments about the department.

The external stakeholders represented all areas of territory including business owners and residents. The internal stakeholders were made available to all officers in the department.



External Stakeholders Feedback

Community interaction, satisfaction and involvement are the crucial to Clay Fire Territory success. To obtain quality external stakeholder feedback, the department used an anonymous online survey instrument. During the online survey of stakeholders, much was learned about the perception of the department including areas of strength and those areas that may need improvement. Discussion centered not only on the present service programs provided, but also on future priorities.

The survey instrument utilized eight questions that attempted to gain information about the participant and their input about Clay Fire Territory. The questions asked included:

1. What is your affiliation with Clay Fire Territory?
2. Have you ever interacted with a member of Clay Fire Territory in a professional setting during the past three (3) years (emergency response, inspections, public education session, etc.)?
3. If your answer is "yes" to the above question what was the type of interaction?
4. If you answered "yes" to the 2nd question, did your interaction with Clay Fire Territory meet both your expectations and needs?
5. Clay Fire Territory provides fire suppression, emergency medical, hazardous material, technical rescue, business inspection, public education. Based on your experience and observation of the department, as a citizen, do you understand the scope of their service to the community?
6. Clay Fire has adopted national standards for response time goals. Has Clay Fire met your personal expectations for arriving on an incident?
7. Rate in order of priorities, which service types would you like to see the department emphasize during the next five years? (1 being highest priority and 8 being lowest priority)
8. Please provide your expectations of the Clay Fire Territory.
9. What can the fire department do to better serve the territory?
10. In your own words, please share your experiences and impressions of the fire department and the services it provides:



The following graphs show the responses to the various questions in the survey.

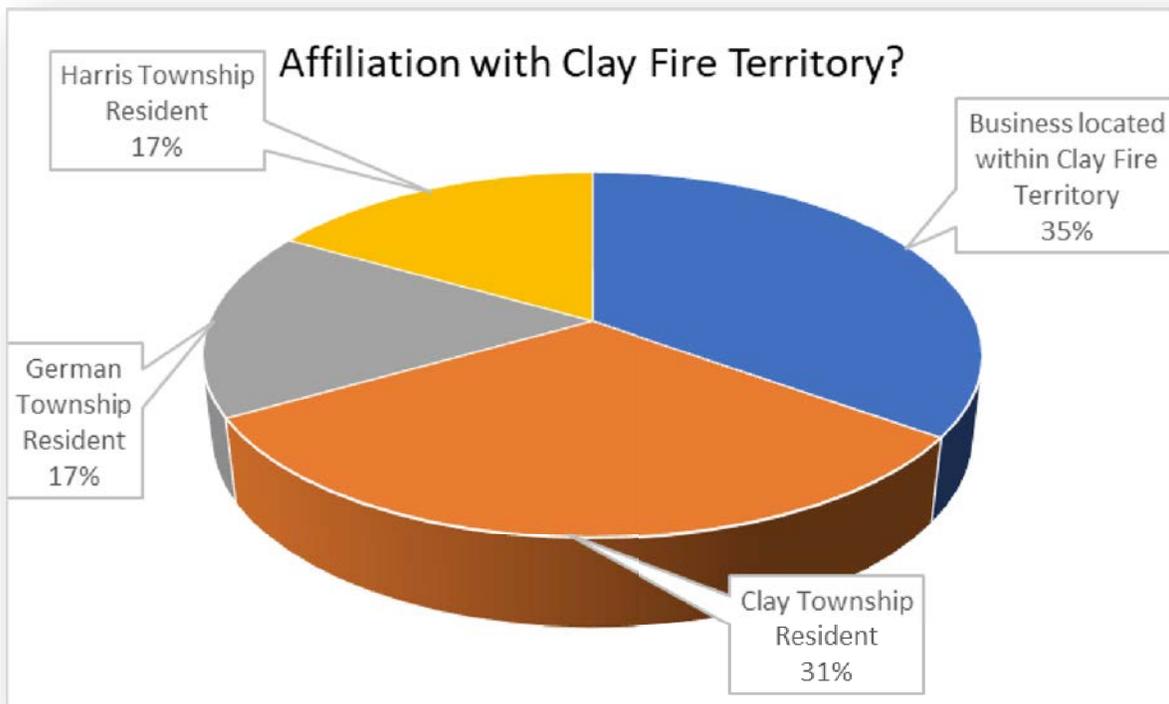


Figure 1 - Question 1 Results (Answered 60, Skipped 0)

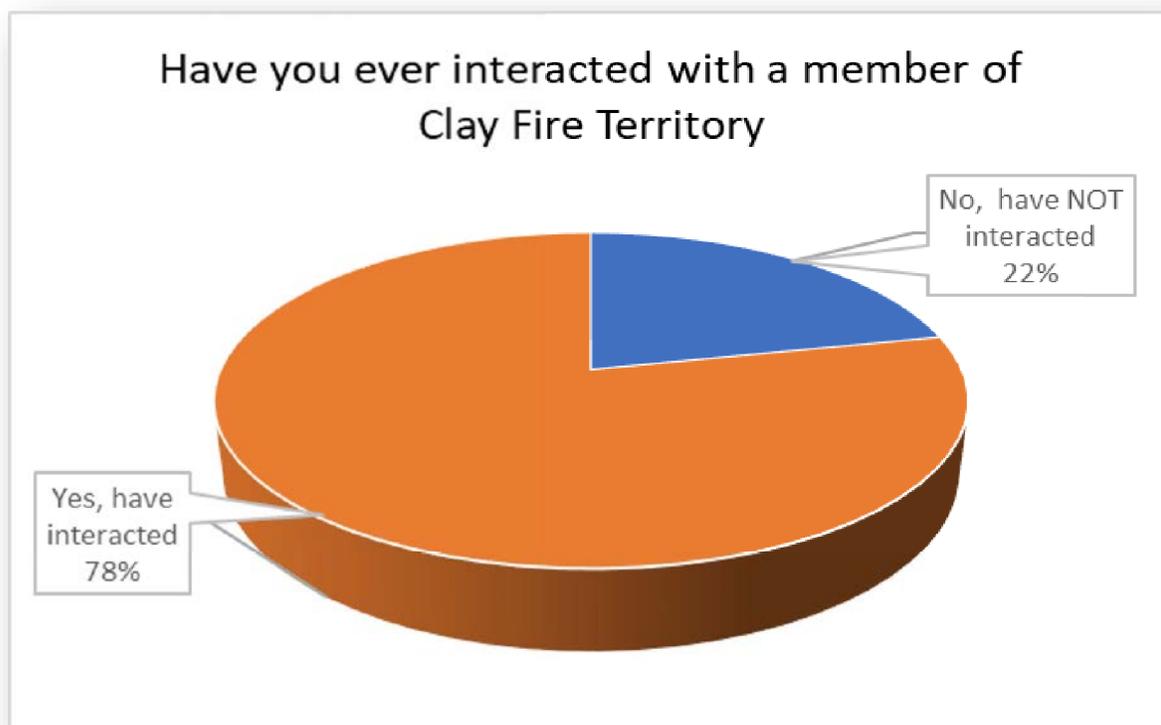


Figure 2 - Question 2 Results (Answered 60, Skipped 0)



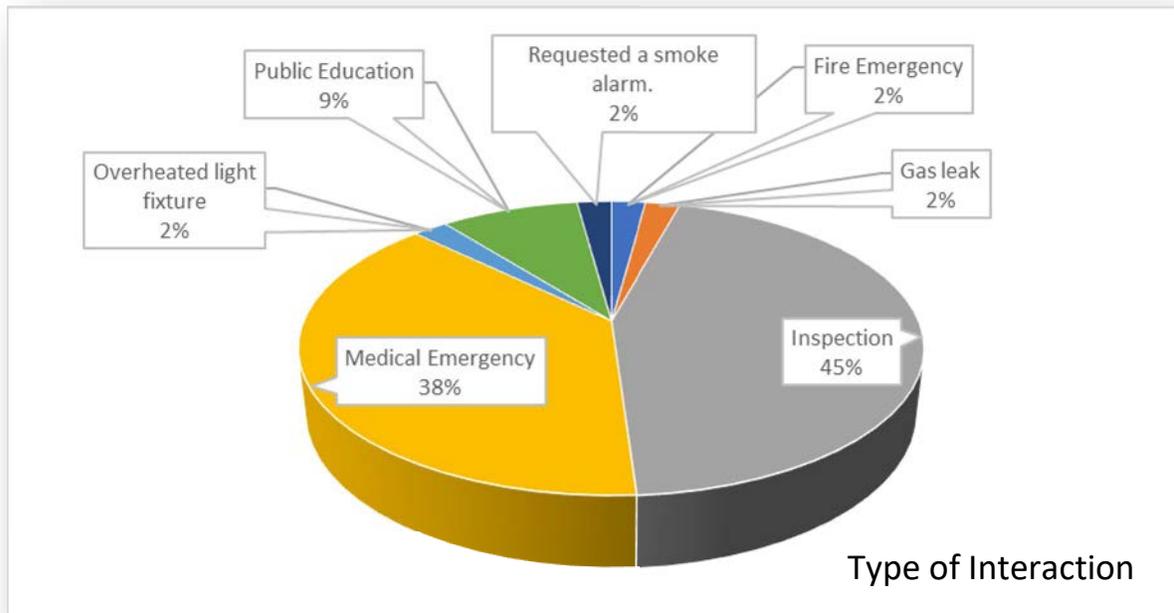


Figure 3 - Question 3 Results (Answered 47, Skipped 13)

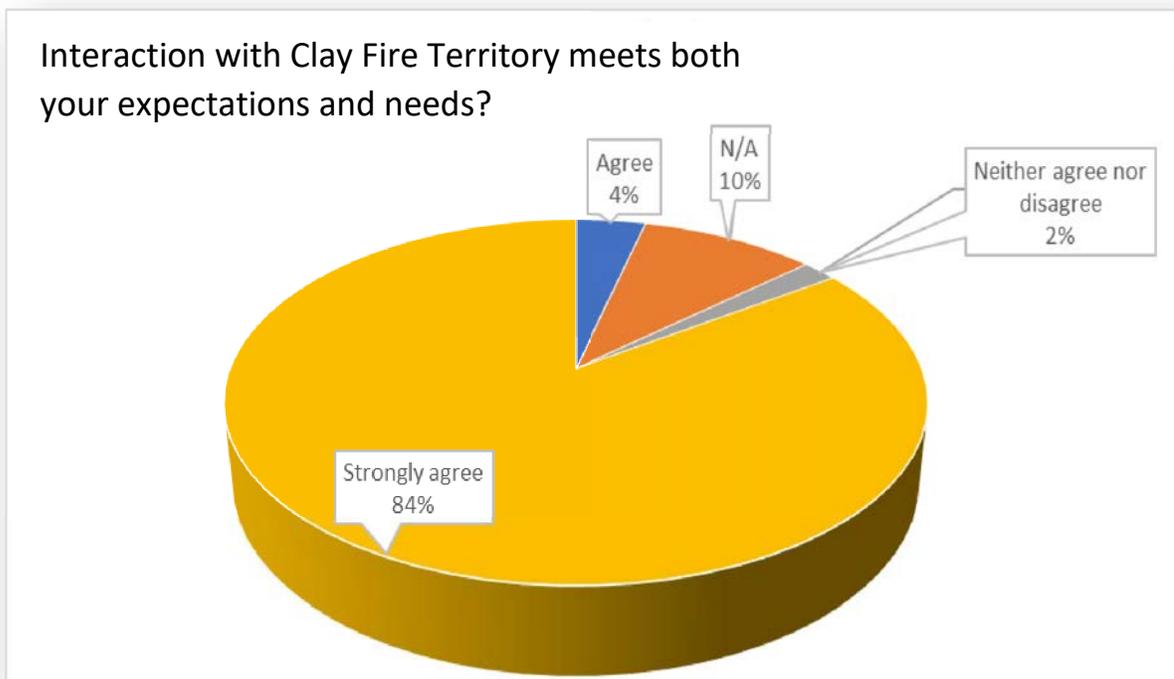


Figure 4- Question 4 Results (Answered 52, Skipped 8)



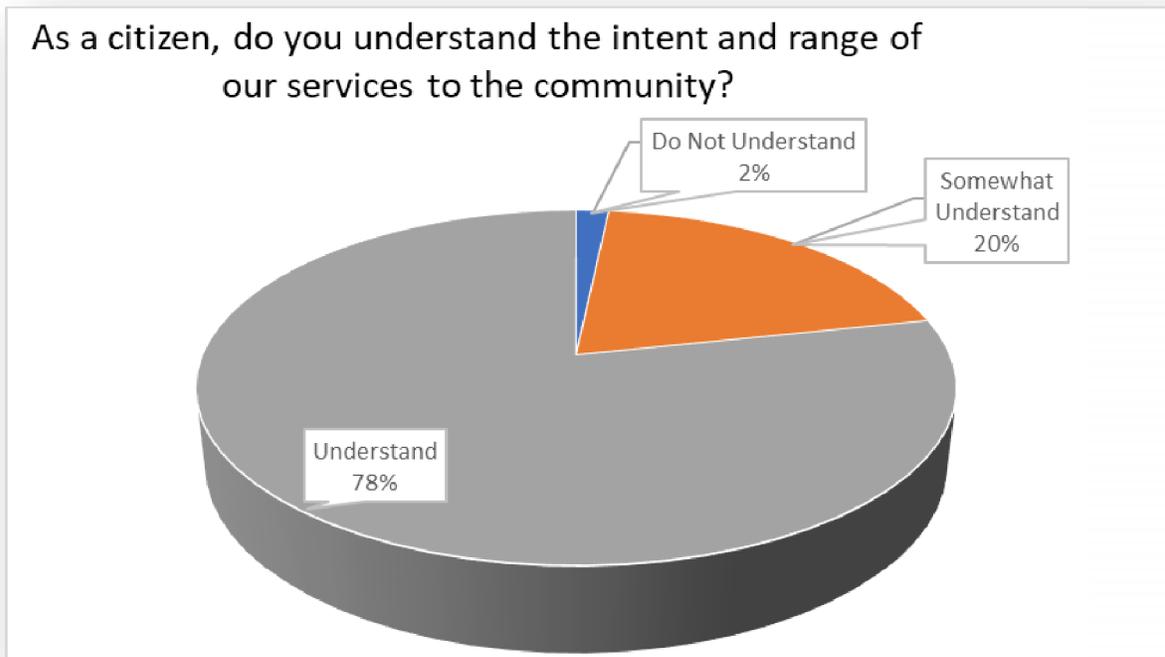


Figure 5- Question 5 Results (Answered 60, Skipped 0)

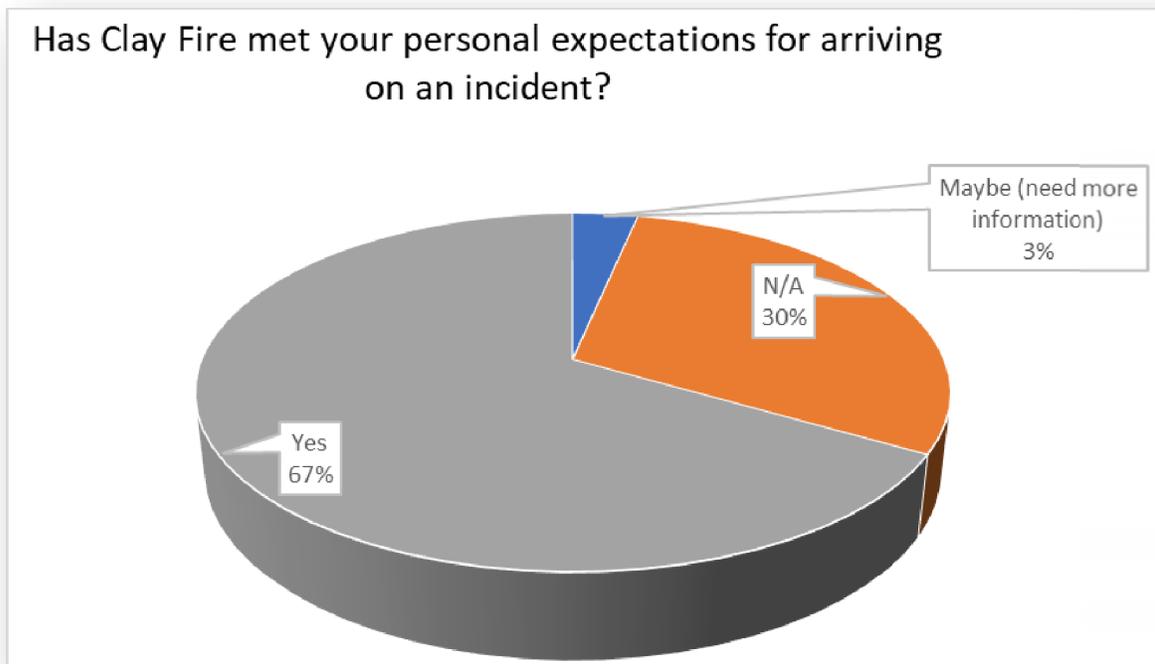


Figure 6- Question 6 Results (Answered 60, Skipped 0)



Rate in order of priorities, which service types would you like to see the department emphasize during the next five years? (1 being highest priority and 8 being lowest priority)

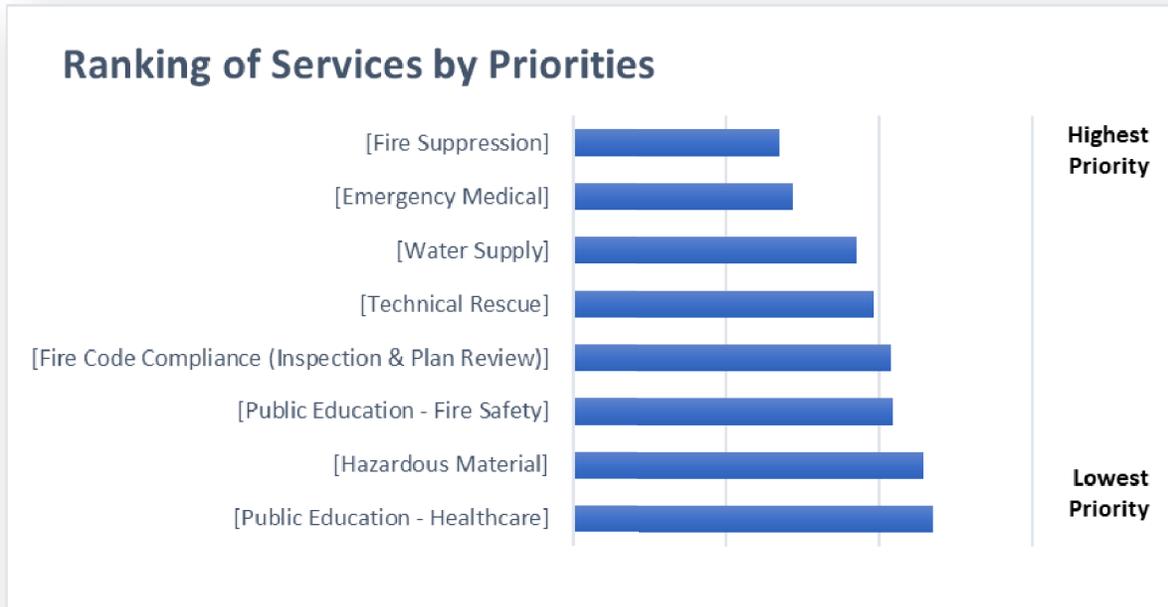


Figure 7 - Question 7 Results (Answered 60, Skipped 0)

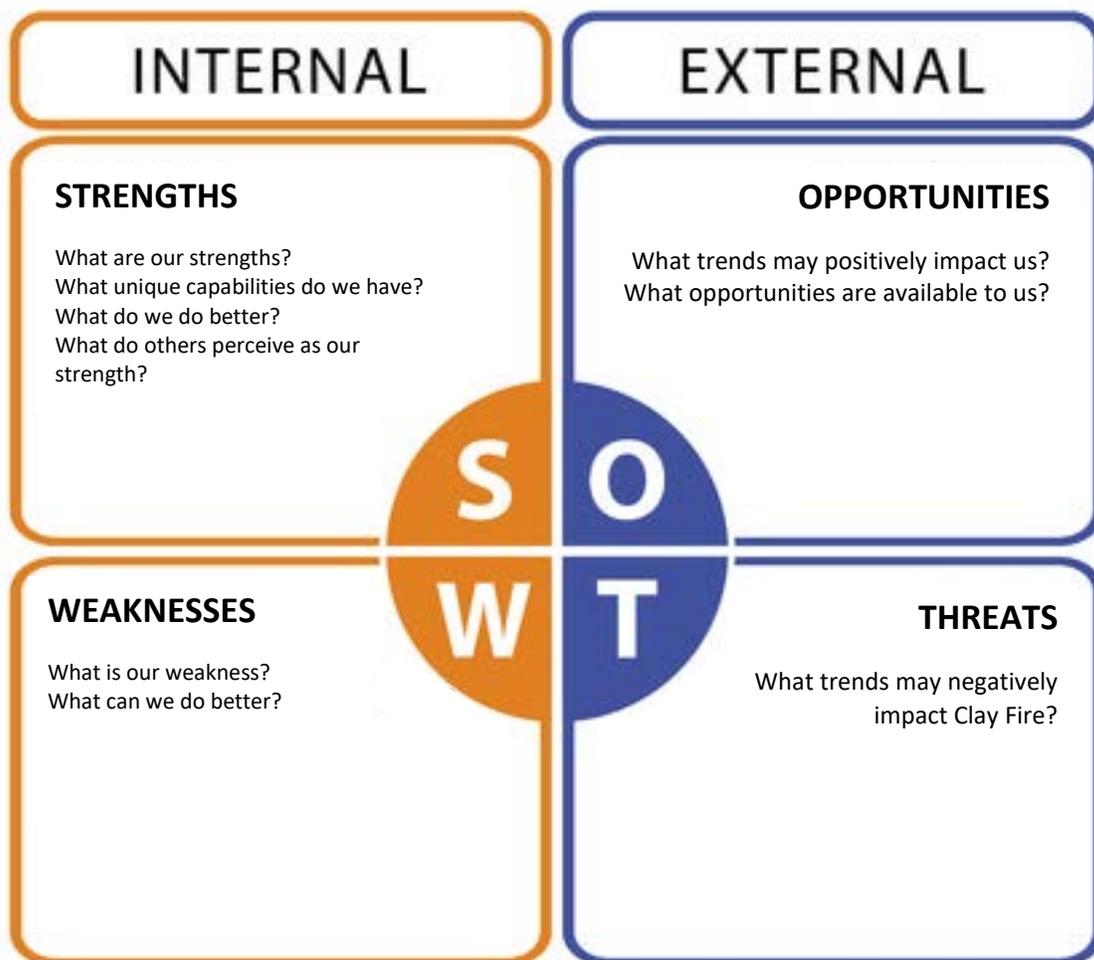


Internal Stakeholders Feedback

Officers for the fire department participated in survey that examined strengths, weakness, opportunities, and threats (SWOT) of the department. Normally internal stakeholders would have met in person to review the SWOT for the department but due to COVID-19 pandemic, an online survey instrument to gather information.

The survey instrument utilized four questions to gain information about the participant and their thoughts about Clay Fire Territory. The questions asked included:

SWOT ANALYSIS



Programs and Services

Clay Fire has identified the following core programs provided to the community, as well as the services that enables the agency to deliver those programs:

- Governance & Administration
- Assessment and Planning
- Goals & Objectives
- Financial Planning
- Prevention Program
- Public Education Program
- Fire Investigation Program
- Domestic Preparedness Program
- Fire Suppression Program
- Emergency Medical Service Program
- Technical Rescue Program
- Hazardous Material Program
- Physical Resources
- Human Resources
- Training Program
- Essential Resources
- External Systems Relationships
- Health and Safety



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 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.

Strategic Initiatives

Category 1 – Governance & Administration

- 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.
 - **Strategic Goal:** Collaborate with the community, elected officials, and administrative stakeholders to evaluate the jurisdictional risks and resources needed to efficiently and effectively provide services to our community.



Category 2 – Assessment & Planning

- Assessment and planning are defined as the processes used to identify the community's fire protection and other emergency service needs, which assists in identifying potential goals and objectives. Dispatching times 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. 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 a developer's responsibility to provide the infrastructure and systems that help minimize the hazard.
 - **Strategic Goal:** Understand and evaluate our community risks, needs, and demographics to develop and enhance mitigation efforts.

Category 3 – Goals & Objectives

- Goals and objectives are incorporated into the services established by Clay Fire to accomplish its assigned mission and is supported by the Fire Commission through the annual budget approval process.
 - **Strategic Goal:** Annually establish, publish, measure, and track the effectiveness of Clay Fire’s goals and objectives.

Category 4 – Financial Resources

- This category evaluates Clay Fire’s financial condition to fund organizational priorities, our ability to effectively serve our community needs, and provide a long-range fiscal strategy during a dynamic and challenging economic environment.
 - **Strategic Goal:** Observe best-practices for governmental financial practices while providing long-term, multi-year budget plans that address current and projected organizational needs.



Category 5A – Prevention Program

- 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.



- **Strategic Goal:** Strengthen the fire and life safety prevention efforts along with the mitigation of hazards in the community.

Category 5B – Public Education Program

- 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.



- **Strategic Goal:** Strengthen the CRRD to deliver and evaluate programs designed to meet outlined elements, components, and expectations of the public education programs.

Category 5C – Fire Investigation, Origin, and Cause Program

- 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.
 - **Strategic Goal:** Strengthen the Fire Investigation program to meet outlined elements, components, and expectations.

Category 5D – Domestic Preparedness Program

- 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. These planning efforts are being conducted on a regional basis to ensure Clay Fire’s plans are compatible with local city and county plans.
 - **Strategic Goal:** Strengthen the resources and capabilities of Clay Fire to manage all types of large-scale events.

Category 5E – Fire Suppression Program

- It is critical for Clay Fire 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 deployment. 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.



- **Strategic Goal:** Operate an appropriate, effective, and efficient fire suppression program while exploring and researching new developing processes.

Category 5F – Emergency Medical Services (EMS) Program

- 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. 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.
 - **Strategic Goal:** Provide prompt and appropriate Emergency Medical Services utilizing the latest evidence-based procedures and processes.

Category 5G – Technical Rescue Program



- Clay Fire’s stakeholders expect a quick, professional, and highly qualified response to all types of emergencies. Aside from fire and EMS response, the Clay Fire 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 frequency is 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.
 - **Strategic Goal:** Operate an appropriate, effective, and efficient technical rescue program while exploring and researching new procedures and processes.

Category 5H – Hazardous Materials (Hazmat) Program

- The Clay Fire Territory response area continues to be vulnerable from various types of hazardous material (Haz-Mat) incidents. 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.

- **Strategic Goal:** Operate an appropriate, effective, and efficient Hazardous Materials program while exploring and utilizing the latest evidence-based procedures and processes.

Category 6A & B – Physical Resources Plan and Fixed Facilities

- Clay Fire’s facilities form the foundation for all services provided by the department. 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 first years of this strategic planning process, staff will be working to develop a systematic approach to determining the need for updating fire stations and fixed facilities. The intent is to keep our facilities and resources maintained in a high level to support the mission of the department. Additionally, during this three-year plan we will continue to evaluate the need for additional space for equipment and maintenance and remodeling projects.
 - **Strategic Goal:** Develop a formal Physical Resources Plan that evaluates space and functionality needs, future construction, needed or required remodeling, and continued facility maintenance projects.

Category 6C & 6D – Apparatus and Vehicles Maintenance

- Clay Fire recognizes the criticalness of ensuring that our apparatus and vehicle resources are designed, purchased, and maintained appropriately to meet the needs of our community during emergency operations. The department will establish a formal comprehensive program related to the specification and maintenance of apparatus and associated equipment.
 - **Strategic Goal:** Operate an appropriate, effective, and efficient vehicles maintenance program while exploring and researching new developing processes.

Category 6E – Tools, Supplies, and Small Equipment

- The Support Services Division oversees the status of Clay Fire’s tools and small equipment to ensure resources are adequate and maintained to meet the needs of the department. Standards identified through ISO and NFPA shall be used to identify minimum requirements for equipment resources on all fire apparatus.





- **Strategic Goal:** Further develop the process to formally explore, evaluate, specify, and maintain tools, supplies and small equipment.

Category 6F – Safety Equipment

- 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 and ensures it is in compliance with the recognized and related NFPA standards.
 - **Strategic Goal:** Strengthen the safety equipment and programs to meet the needs of the department.

Category 7A – Human Resources Administration

- The administration of human resources activities provides programs designed to enhance the employees experience at Clay Fire. These programs are designed to be consistent with local, state, and federal statutory and regulatory requirements.
 - **Strategic Goal:** Provide human resource programs in accordance with local, state, and federal requirements.



Category 7B – Recruitment, Selection, Retention, and Promotion

- Clay Fire must thoroughly review the processes required to provide an inclusive workforce, while ensuring the best applicants are recruited, selected, and processed as future members of the organization. In addition, Clay Fire shall continue to enhance systems that ensure that all members are provided an environment to personally excel and grow as a member of the organization. A more defined career path within all the programs that translates into the overall career opportunities within Clay Fire.



- **Strategic Goal:** Enhance the recruitment, selection, retention, and promotional programs to meet the long-term needs of the department.

Category 7C – Personnel Policies and Procedures

- As a world-class organization, Clay Fire has an obligation to provide a workplace that adheres to industry best-practices. As such, the organization must ensure that personnel policies and procedures are established to ensure the organization operates in a fair and legal manner.
 - **Strategic Goal:** Continue to provide various personnel policies and procedures designed to further create a fair and just employment experience.

Category 7D – Use of Human Resources

- It is firmly established that the members of Clay Fire represent the greatest strength and assets of the organization. Therefore, it is paramount that the department provides a through process to allow members to understand and evaluate their position within the organization. Furthermore, the department should provide an opportunity for personnel to further their career development through a clearly defined pathway.

- **Strategic Goal:** Update the career and leadership development plans to provide for succession planning and ensure members have opportunities to experience personal growth and development.



Category 7E – Personnel Compensation

- In order to provide for a fair and equitable workforce relationship, Clay Fire provides a transparent compensation program to clearly articulate employee compensation and benefits.
 - **Strategic Goal:** Continue to provide competitive compensation and benefit programs, while searching for new, non-traditional opportunities to support the lives of Clay Fire employees and families.

Category 8A – Training & Education Program Requirements

- A training program is established to support Clay Fire needs and to provide guidance on education programs.
 - **Strategic Goal:** Strengthen training and education opportunities for Clay Fire members while increasing training outreach with neighboring fire agencies.

Category 8B – Training & Education Program Performance

- Clay Fire provides a consistent, regulated training and education program that supports the needs of the department and to support the Clay Fire mission. The Training Division oversees the training and education program in conjunction with the Indiana Board of



Firefighting Personnel and Standards that provides education and training in the many areas of firefighting and emergency services.

- **Strategic Goal:** Strengthen and enhance the training division's programs.



Category 8C – Training & Education Resources

- Clay Fire has provided members with qualified instructors to teach all levels of emergency response. Printed and nonprinted training and education resources, library materials, media equipment, facilities and staff are available in adequate quantity, relevancy, diversity and are current.
 - **Strategic Goal:** Enhance and utilize training resources.

Category 9A – Water Supply

- 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.
 - **Strategic Goal:** Enhance the department's ability to provide a strategic water supply program.

Category 9B – Communication Systems

- The public and Clay Fire have an adequate, effective, and efficient emergency communication system. This system is reliable and able to meet the demand of major operations, including command and control within fire/rescue services during emergency operations, and meets the need of other public safety agencies.
 - **Strategic Goal:** Strengthen our radio system capabilities and increase communication capacity through the coordination and further interoperability

with St. Joseph County Communication Consortium (SJCCC) and neighboring agencies.

Category 9C – Administrative Support Services & Office Systems

- Administrative support staff focuses on providing well-trained, professional assistance to internal and external customers. This includes expanding internal training opportunities for staff employees on office products and software designed to expand the depth of knowledge and support of our continuity of operations.
 - **Strategic Goal:** Provide administrative support systems designed to increase the organizations overall administrative effectiveness.

Category 9D – Information Technology

- Information technology resources are in place with adequate staff to conduct and manage Clay Fire’s operations including system hardware, software, and maintenance of data efficiently and effectively.
 - **Strategic Goal:** Strengthen Clay Fire’s Information Technology (IT) systems hardware, software, and data storage.

Category 10 – External System Relationships and Agreements

- Clay Fire has historically played a strong role in the development, enhancement, and continuation of critical relationships with our local, regional, and statewide response partners. 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. Additionally, Clay Fire will continue to explore opportunities for regional cooperation, partnerships, and consolidation of services.



- **Strategic Goal:** Continue to enhance external relationships and agreements that provides support to the achievement of Clay Fire’s mission.

Category 11A – Occupational Health, Safety, and Risk Management

- A 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.
 - **Strategic Goal:** Strengthen and enhance the safety program and implement initiatives to support Clay Fire’s mission.

Category 11B – Wellness/Fitness Programs

- Firefighter health and safety should be a top priority for any fire department. In addition to following safety regulations and standards, it is important to promote a culture of well-being. Formal wellness and fitness programs provide opportunities to help firefighters manage their own health and decrease the potential for costly and debilitating illness down the road. By engaging in wellness and fitness programs, firefighters can enjoy improved health, while simultaneously increasing productivity and potentially lowering long-term organizational healthcare costs.
 - **Strategic Goal:** Evaluate and enhance Clay Fire’s wellness and fitness programs.

Plan Implementation

Putting it all together

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. 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 updated on the progress of the plan during the next three-years. 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.

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 document.
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.



Appendix A: Responses from External Stakeholders Survey**A. Please provide your expectations of the Clay Fire Territory.**

1. Keep Services up to Standards
2. Na
3. serve our community to the best of its abilities
4. Be respectful, hardworking, give 100%, and honest
5. Fast emergency response, helpful education from construction to preventative safety
6. Prompt and efficient response to emergency calls
7. My expectations are being being met and exceeded.
8. Fast and quality emergency response. Education and prevention of fires and other hazards.
9. To be a partner in derring, preventing and fighting fire and health issues.
10. pROMPT REPLY TO INQUIRIES AS TO SAFETY OF FACILITY
11. Clay Township Fire Territory seems to be a very progressive organization that has good leadership, keep up the good work.
12. No adjustment needed
13. Medical first and fighting fires
14. Keep doing the great work.
15. Answer quickly and know what needs to be done.
16. Fire suppression, medical emergencies, public education
17. Clay Fire has meet and exceeded my expectations for a fire rescue department
18. They have always done an excellent job!
19. training
20. Quick and accurate assessment and follow through.
21. Well trained and remain professional
22. Possible fire extinguisher training
23. Providing Emergency Services
24. Love the training fornteachers and staff and the students and qoukd love to see more.
25. Great community servants
26. Education
27. Be there when and if we ever need you
28. To provide top notch service in fire/ems. Be knowledgeable in the tasks of the job.
29. To serve and protect and educate the community
30. Quick response and knowledge of the situation
31. To be ready to respond in case of any type of emergency as quickly as possible and once on the scene to be able to assess the situation and act quickly.



32. Aid with Life Safety Regulations
33. Expectations are to continue to respond on a timely basis and provide excellent service.
34. To be as prepared as possible, familiar with area businesses and residential areas, interact with residents and business when able through inspections.
35. To serve and protect and educate the community
- 36.
37. Good service and friendly and knowledgeable responders
38. From our experiences they have been excellent
39. We, at Grace Church and Granger Christian School, have always felt the commitment of Clay Fire to our church and school.
40. Come to an emergency when called.
41. Respond In a timely manner to emergency
42. Clay Fire has always been a great resource for information and assistance. Keep up the good work!
43. TO DO THE JOB AS EXPECTED IN A TIMELY FASHION
44. Quick response time
45. Impressed about using the pool when there are wells
46. Continue their efforts in fire prevention and resources to connect with the community
47. They are the best
48. Provide quality emergency medical support, fire suppression services, rescue services, help with hazardous materials and fire inspections.
49. Fire, rescue, & education of its citizens
50. Mostly medical, fire, rescue operations
51. Quick response times to medical and fire emergencies
52. Rapid response in time of need.
53. Quick response times to medical and fire emergencies
54. I don't know enough of the services offered to give an opinion
55. Quick response to the situation
56. to continue their compassionate and professional service
57. I think Clay Fire is the best administrated and appreciate that I live in their area!
58. inspections
59. To provide quality performance of their duties.
60. To be there when we need them...and they always have been!

The responses are written exactly as received.

B. What can the fire department do to better serve the territory?

1. Pandemic Educational Services



2. Na
3. whatever they can do to bring municipal water to more neighbors (or in my case Completely down the street), would be helpful.
4. Communicate and interact with the public more. Attend more events when we can do that again!
5. I think they do a fine job already
6. Continue to keep up the personal connections to the community
7. Have some way to interact with residents
8. After Covid, events at the fire station for public education and awareness of fire prevention and hazards. Especially for kids.
9. You are doing well. Thanks
10. SERVICES OFFERD, LIKE CPR TRAINING, HOME ELECTRICAL INSPECTIONS, ETC.
11. During Covid 19, I'm sure its difficult to work as much with young students, more zoom or facetime with young children
12. No adjustment needed
13. More community projects that can involve fire dept, community citizens including kids.
14. NA
15. Go thru the proper education and receive the necessary equipment to do the job.
16. I think Clay Fire doing well serving our area
17. Keep up the high standards and good work you do everyday
18. Everything is fine
- 19.
- 20.
21. Be present in the community
22. Continue great service
23. 🙋
24. More student and teacher education.
25. They are the best now
26. Education
- 27.
28. Make sure employees are taken care of which in turn will provide great service.
29. Interact more with the community such as Facebook live, ask a fireman sessions, station tours or open houses be more visible in the community once CVOID is over.
30. Continued training and knowledge
- 31.
32. Nothing, they are great!



33. Help to spearhead a community emergency preparedness drill.
- 34.
35. Interact more with the community such as Facebook live, ask a fireman sessions, station tours or open houses be more visible in the community once CVOID is over.
- 36.
37. Not sure
38. again, we have had a few emergencies besides inspections and all have been excellent
39. Possibly offer to come into the school to educate students.
40. Maybe publicize the services provided other than fighting fires?
41. Not sure new resident
- 42.
- 43.
- 44.
45. Teach the public how to break windows safely
46. I think they are doing well
47. Help in banning leaf burning
48. You are already one of the best in the county--probably the state. The only suggestion I would have would be to continue to support the development of ways to convey important med info in an emergency. I use an app, bracelet, info in wallet but never quite sure they would be consulted in true emergency. I know you can't lose time but some med interventions could be hazardous to my health and need ways to convey that to EMT.
49. Continue to grow & learn newest procedures.
50. Clay Fire Mobile App with emergency numbers, safety information, check-lists, etc.
- 51.
- 52.
- 53.
54. I don't know enough of the services.
55. A monthly PSA to remind people on how to avoid a possible accident.
56. post more/all the ways they provide for elderly ie smoke/carbon monoxide alarms, fire extinguishers,etc
57. Nothing, I've never heard anything but good expressed when CF is discussed.
58. doing fine now, nothing more
- 59.
- 60.

The responses are written exactly as received.



C. In your own words, please share your experiences and impressions of the fire department and the services it provides:

1. I needed medical emergency services for my husband a few years ago. The responders were EXCELLENT.
2. Na
3. My son thoroughly enjoyed many years of fire camp growing up and we always had a positive experience with Clay Fire until we needed medical services. Some of the emergency responders need to remember that people in the home are very stressed and worried about their loved one and being short with them and making remarks isn't helpful in the slightest. Nor is the female EMT's remark to my husband when he had pancreatitis and in extreme pain and he was told to breath through the pain and I quote "women do". Completely unprofessional and unhelpful!!
4. Quick to respond, knowledgeable and friendly
5. I have been pleased with Clay Fire in my interactions.
6. We have been blessed by the services and people of the fire department
7. My husband was having trouble falling. Your men were always polite and caring to see that he was physically sound before they left.
8. I always think of the Fire Department as the good guys. Even when they are inspecting the business, it is for our safety. Keep up the outstanding job you are doing.
- 9.
10. ALWAYS EXCELLENT! STAFF ARE ALL PROFESSIONAL AND HAVE ANSWERS
11. Two medical emergency situations, plus annual inspections of over 25 years, I have had positive interactions with all personnel.
- 12.
13. They have always been kind, friendly and professional. Keep your level high.
14. Both Ron and Dave went above to help us
15. They worked a fire at my sister's who lives in Harris Township. Responded quickly. Were kind and tried to save what they could.
16. I haven't had interaction w/ fire dept other than I've helped with a pills collection, and Clay Fire was a pill drop location.
- 17.
18. 1st class organization, extremely professional
- 19.
- 20.
21. My husband is a hospice patient and The Clay firemen come quickly to our rescue always helping so politely which we really appreciate!
22. Friendly and knowledgeable as well as very helpful



23. Keep up the great work!
24. Very professional and informative
25. They have been at my house more than once for. Adjoins reasons. They are outstanding and provide outstanding service. I am glad to be in Clay Twp. They make me feel safe
26. Teach fire safety and prevention.
- 27.
28. Friendly willing to help
29. Always very professional and quick to respond whenever I need them.
30. Wick response and superior knowledge when I had a cardiac arrest and they saved my life with their knowledge and skills and quick response
31. We experienced a house fire 10 years ago and Clay Fire responded quickly and got the situation under control and stayed near our house or came back frequently for many hours afterwards to ensure that the fire was out and did not restart. We have also had Clay Fire for a couple of medical emergencies. The medics arrived quickly and were able to assess the situation and begin treatment before the ambulance arrived.
32. Always professional and able to answer questions in a timely manner. They strive to make sure that our facility is safe.
33. Our interactions with Clay Fire have included quarterly inspections, annual in-service training, fire alarm and medical emergency response. The response time and service have been top notch.
- 34.
35. Always very professional and quick to respond whenever I need them.
- 36.
37. Great respond time and very good service
38. Everyone we have dealt with has been professional and courteous.
39. Our fire inspectors not only do the job that is required, they continue to encourage us in how to better prepare for difficult events. We appreciate their information too!
40. I didn't realize the services were so far reaching.
41. N/a
- 42.
- 43.
44. Very polite and informative phone experience. Thank you!
45. Had house fire 2006. Very impressed with the pool water holder
46. From what I have seen they have always been prompt in our area. I haven't had any direct interactions otherwise
- 47.



48. You have an excellent reputation. Any contact I (or friends/neighbors) have had have been excellent (emergency med).
49. Very professional and well trained
50. Great response and life saving treatment to my mother-in-law. Great job guys!!
- 51.
52. Fortunately, I have not required their services.
- 53.
54. I had to call 911 for the first time in my life. The men that came to my house were relaxed and friendly which helped me to relax. They were also very professional and I felt comfortable with them. Definitely a wonderful group!!
55. Friendly Well trained with proper equipment
56. I broke my femur. It didn't take fire long to get here, paramedics arrived just a few minutes later. All were caring, considerate, and professional in caring for me, Being a critical care nurse, I felt completely at ease with their care. here
57. Fast response, kind, knowledgeable, friendly, respect for home, problem solvers, extremely well prepared for all situations that can possibly be needed... CF is my first responder and I feel very fortunate to be in their area!
58. everything was fine
- 59.
60. Very professional and competent

The responses are written exactly as received.

