

Goals and objectives are developed from the feedback from the community and internal stakeholders. This is essential to allow the department to be true and achieve its mission and vision. Internal stakeholders, when considering the community feedback, that it provides a reliable source of change for the organization to be more inclusive. This information is then discussed and filtered within the leadership of the department to identify goals to support the strategic initiatives.

An important element of the Goals and Objectives is the on-going review and management from quarter to quarter and year to year to meet the strategic goals that were established. The department will continue to produce a quarterly report showing the status and accomplished goals and objectives.

Strategic Goal 1	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.		
Timeframe:	FY 2022	Assigned to:	Multiple
Tasks:	<ul style="list-style-type: none"> • Update the Clay Fire Standard of Cover (Melser) • Provide updated SOC to elected officials. (Schabbel) 		

Strategic Goal 2	Understand and evaluate our community risks, needs, and demographics to develop and enhance mitigation efforts.		
Timeframe:	FY 2022	Assigned to:	Multiple
Tasks:	<ul style="list-style-type: none"> • Review RMS options for risk and deployment analysis (Melser) • Analysis response metrics (Dhoore) 		

Strategic Goal 3	Annually establish, publish, measure, and track the effectiveness of Clay Fire's goals and objectives.		
Timeframe:	FY 2022	Assigned to:	Schabbel
Tasks:	<ul style="list-style-type: none"> • Complete the 2022 G&O's • Provide 2nd, 3rd, and 4th Quarter Review 		

Strategic Goal 4	Observe best-practices for governmental financial practices while providing long-term, multi-year budget plans that address current and projected organizational needs.		
Timeframe:	FY 2022	Assigned to:	Schabbel
Tasks:	<ul style="list-style-type: none"> • Update the 10 Year Financial Plan • Update the ERF Capital Improvement Plan 		

Strategic Goal 5A	Strengthen the fire and life safety prevention efforts along with the mitigation of hazards in the community.		
Timeframe:	FY 2022	Assigned to:	Melser
Tasks:	<ul style="list-style-type: none"> • Review Inspection Program • Review new RMS for the inspection program • Review CRRD SOGs • Enhance the inspection process with new RMS 		



Strategic Goal 5B	Strengthen the CRR Division to deliver and evaluate programs designed to meet the needs and expectations of the public education programs.		
Timeframe:	FY 2022	Assigned to:	Melser
Tasks:	<ul style="list-style-type: none"> • Review the Public Education program • Incorporate EMS Division for social media • Enhance our detector programs • Provide Pulse-Point Awareness Campaign • Review the CPR program for the community 		

Strategic Goal 5C	Strengthen the Fire Investigation program to meet outlined elements, components, and expectations.		
Timeframe:	FY 2022	Assigned to:	Melser
Tasks:	<ul style="list-style-type: none"> • Review the Fire Investigation Program • Enhance the Shift Training to also include County PD • Review new RMS for investigators • Submit a grant for new 3D scanner for investigations • Review BATS program with new investigators 		

Strategic Goal 5D	Strengthen the resources and capabilities of Clay Fire to manage all types of large-scale events.		
Timeframe:	FY 2022	Assigned to:	Dhoore
Tasks:	<ul style="list-style-type: none"> • Review the DOC Manual • Review the Clay Fire COOP • Explore Type 4 IMT opportunities • Participate in IDHS District 2 DPC meetings • Conduct Blue Card Expanded Command Team Training 		

Strategic Goal 5E	Operate an appropriate, effective, and efficient fire suppression program while exploring and researching new developing processes.		
Timeframe:	FY 2022	Assigned to:	Dhoore
Tasks:	<ul style="list-style-type: none"> • Conduct standard fire benchmarking times and review against previous years • Conduct large scale fire behavior classes • Conduct basement fire evolutions • Review firefighter rescue program • Review division boards implement new ones • Implement smoke stopper curtains • Review all working structure fires • Review PIA process and develop standardized process amongst all shifts • Review and propose MABAS standard On-deck bags • Conduct Mid-Rise Fire Operations and Procedures for effective fire control. 		



Strategic Goal 5F	Provide prompt and appropriate Emergency Medical Services utilizing the latest evidence-based procedures and processes.		
Timeframe:	FY 2022	Assigned to:	Kraft
Tasks:	<ul style="list-style-type: none"> • Complete application and implementation of controlled substances program. • Review and revise EMS Education based on current science and research • Complete airway management program • Update CAAS Accreditation Application • Make sure all shifts have completed Ambulance Operation Program. 		

Strategic Goal 5G	Operate an appropriate, effective, and efficient technical rescue program while exploring and researching new procedures and processes.		
Timeframe:	FY 2022	Assigned to:	Multiple
Tasks:	<ul style="list-style-type: none"> • Conduct bi-monthly TRT drills • Participate in quarterly MABAS 201 TRT Drills • Clean out of TRT Training tower and reset • Conduct rope rescue operations course • Conduct training on New Grain bin tube and place in service • Conduct training on new Paratech Trench struts and place in service • Explore “Banana Boat” for Ice Rescue 		

Strategic Goal 5H	Operate an appropriate, effective, and efficient Hazardous Materials program while exploring and utilizing the latest evidence-based procedures and processes.		
Timeframe:	FY 2022	Assigned to:	Stopczynski
Tasks:	<ul style="list-style-type: none"> • Conduct quarterly Haz-Mat Drills • Update the Terminal Response Plan 		

Strategic Goal 6A & B	Develop a formal Physical Resources Plan that evaluates space and functionality needs, future construction, needed or required remodeling, and continued facility maintenance projects.		
Timeframe:	FY 2022	Assigned to:	Kwieran
Tasks:	<ul style="list-style-type: none"> • Complete remodel of Station 21 bunkroom partition dividers • Complete addition of (2) offices in Station 21 lounge area. • Complete roofing replacement at Station 22 • Evaluate concrete driveways at Station 22 and Station 25. • Evaluate roof leaks at Station 21. • Repainting of exterior Station 21. • Evaluate the possibility of replacing Station 21 refrigerators. 		



Strategic Goal 6C & D	Operate an appropriate, effective, and efficient vehicles maintenance program while exploring and researching new developing processes.		
Timeframe:	FY 2022	Assigned to:	Kwieran
Tasks:	<ul style="list-style-type: none"> Review and evaluate the apparatus maintenance program. Evaluate storage and space options for apparatus maintenance program. 		

Strategic Goal 6E	Further develop the process to formally explore, evaluate, specify, and maintain tools, supplies and small equipment.		
Timeframe:	FY 2022	Assigned to:	Kwieran
Tasks:	<ul style="list-style-type: none"> Implement a new maintenance tracking program attached to the new RMS program. Inventory, Truck checks, and Maintenance tracking. 		

Strategic Goal 6F	Strengthen the safety programs to meet the needs of the department.		
Timeframe:	FY 2022	Assigned to:	Wetter
Tasks:	<ul style="list-style-type: none"> Review and evaluate a formal risk management program. Track and evaluate on-duty injuries 		

Strategic Goal 7A	Provide human resource programs in accordance with local, state, and federal requirements.		
Timeframe:	FY 2022	Assigned to:	Multiple
Tasks:	<ul style="list-style-type: none"> Continue to provide benefits management oversight (Ewald) Provide an information session with Nationwide (Kilian) Review medical insurance program (Ewald) 		

Strategic Goal 7B	Enhance the recruitment, selection, retention, and promotional programs to meet the long-term needs of the department.		
Timeframe:	FY 2022	Assigned to:	Huth
Tasks:	<ul style="list-style-type: none"> Conduct Promotional processes for Engineer, Lieutenant, and Captain Review recruitment information gleaned from FDIC Establish a recruitment committee along with brand ambassadors Clearly define the expectations of the recruitment committee Attend recruitment events Host a Clay Fire open house for people interested in the fire service 		

Strategic Goal 7C	Continue to provide various personnel policies and procedures designed to further create a fair and just employment experience.		
Timeframe:	FY 2022	Assigned to:	Multiple
Tasks:	<ul style="list-style-type: none"> Develop an internal Human Relations Committee (Kilian) Provide anti-bulling workshops (Huth) 		



Strategic Goal 7D	Update the career and leadership development plans to ensure members have opportunities to experience personal growth and development.		
Timeframe:	FY 2022	Assigned to:	Multiple
Tasks:	<ul style="list-style-type: none"> • Review the Career Development Guide • Implement an internal Officer Academy 		

Strategic Goal 7E	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.		
Timeframe:	FY 2022	Assigned to:	Schabbel
Tasks:	<ul style="list-style-type: none"> • Review the creation of a medic compensation program (Schabbel) • Provide a benefits workshop (Schabbel) • Provide estate planning workshops (Schabbel) 		

Strategic Goal 8A	Strengthen training and education opportunities for Clay Fire members while increasing training outreach with neighboring fire agencies.		
Timeframe:	FY 2022	Assigned to:	Huth
Tasks:	<ul style="list-style-type: none"> • Conduct a needs assessment to find out training deficiencies • Work with neighboring agencies to conduct joint training • Host an Instructor I course • Host an Instructor II course • Provide quarterly MABAS BC workshops (Q3 & Q4) 		

Strategic Goal 8B	Strengthen and enhance the training division's programs.		
Timeframe:	FY 2022	Assigned to:	Huth
Tasks:	<ul style="list-style-type: none"> • Revisit our FGS program efforts and conduct a department-wide refresher • Work with Truck Captains to offer more realistic extrication training/scenarios • Explore ways to incorporate Blue Card into more training opportunities aside from command training • Work with TRT team leader to offer more specialized rescue training • Continue to work on Driver Manual and complete filming for Engineer-specific tasks • Overhaul all Task Manual videos 		

Strategic Goal 8C	Enhance and utilize training resources.		
Timeframe:	FY 2022	Assigned to:	Huth
Tasks:	<ul style="list-style-type: none"> • Enhance forcible entry props to include padlock breaking, cut/saw stations, and overcoming drop bars and additional locks • Identify resource needs and then apply for IDHS Training & Infrastructure grant • Add additional windows to the tower and complete pass-throughs 		



	<ul style="list-style-type: none"> • Create budget for stand-alone SCBA confidence maze so current Conex box can be used for fire training
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Strategic Goal 9A	Enhance the department's ability to provide a strategic water supply program.		
Timeframe:	FY 2022	Assigned to:	Multiple
Tasks:	<ul style="list-style-type: none"> • Conduct monthly tanker operator workshops (Brentlinger) • Conduct monthly engineer drills (Brentlinger) • Complete annual hydrant inspections (Brentlinger) • Evaluate generator options for fire wells (Kwieran) 		

Strategic Goal 9B	Strengthen our communication capabilities and further interoperability with St. Joseph County Communication Consortium (SJCCC) and neighboring agencies.		
Timeframe:	FY 2022	Assigned to:	Hess
Tasks:	<ul style="list-style-type: none"> • Review mask-mounted communication equipment • Review Locution and issues with system going down • Explore portable radio upgrades 		

Strategic Goal 9C	Provide administrative support systems designed to increase the organizations overall administrative effectiveness.		
Timeframe:	FY 2022	Assigned to:	Kilian
Tasks:	<ul style="list-style-type: none"> • Review workstations in all administrative offices to ensure hardware and software programs are current and operating efficiently • Enhance the departments virtual communication systems 		

Strategic Goal 9D	Strengthen Clay Fire's Information Technology (IT) systems.		
Timeframe:	FY 2022	Assigned to:	Kilian
Tasks:	<ul style="list-style-type: none"> • Continue to partner with EdgeIT on hardening network infrastructure • Explore and apply for state homeland security grant to improve cybersecurity • Complete development and implementation of server access for all personnel • Implement Duo two-factor authentication for personnel access to network • Obtain quotes to replace frontline MDTs in apparatus • Complete installation and implementation of network access into the new offices at Station 21 		

Strategic Goal 10	Continue to enhance external relationships and agreements that provides support to the achievement of Clay Fire's mission.		
Timeframe:	FY 2022	Assigned to:	Multiple
Tasks:	<ul style="list-style-type: none"> • Mutual-Aid training with SWCFT in District 26 • Water shuttle training with mutual-aid departments 		



	<ul style="list-style-type: none"> • Enhance work with St. Joseph County Police on investigations • Water Rescue Mutual aid drills with SBFD & MFD • Enhance work with the St. Joseph County Police in reference to pt.'s with autism.
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Strategic Goal 11A	Strengthen and enhance the safety program and implement initiatives to support Clay Fire's mission.		
Timeframe:	FY 2022	Assigned to:	Wetter
Tasks:	<ul style="list-style-type: none"> • Reestablish the internal near-miss program • Review cancer prevention programs • Establish a formal tobacco cessation program 		

Strategic Goal 11B	Evaluate and enhance Clay Fire's wellness and fitness programs.		
Timeframe:	FY 2022	Assigned to:	Mueller/ Dhoore
Tasks:	<ul style="list-style-type: none"> • Identify more PFTs • Bring in IAFF PFT Course • Purchase and implement "in-house" CPAT course • Conduct annual WPE • Implement Monthly workout for department • Add monthly fitness/ wellness quick drill to training packet • Video exercise movements and create a library • Provide skin cancer screenings • Add more people to Peer Support Team • Utilize FFBA to strengthen our current program & provide In-House trainings for all members • Look into IAFF Peer Support Program for beginning of 2023. • Provide education on the benefits of a dietary program 		

