

Clay Fire Territory

2023 Goals & Objectives Worksheet

Program	Item
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Category I: Governance & Administration

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

Objective IA	Provide the Strategic Plan / Annual Report / SOC update to area elected officials
Objective IB	Facilitate the establishment of the 2024 - 2027 Strategic Plan
Objective IC	Review internal Standard Operating Guidelines
Objective ID	Update HOA contact document

Category II: Assessment & Planning

Goal: Understand and evaluate our community risks, needs, and demographics to develop and enhance mitigation efforts.

Objective 2A	Update and revise the Clay Fire Standard of Cover
Objective 2B	Analyze response metrics through RMS and GIS
Objective 2C	Update THIRA document
Objective 2D	Evaluate ISO process
Objective 2E	Monitor response times monthly through RMS and GIS
Objective 2F	Institute the long driveway program
Objective 2G	Continue the gate code program
Objective 2H	Review DBL and HLH programs
Objective 2I	Complete strategic water supply plans

Category III: Goals & Objectives

Goal: Annually establish, publish, measure, and track the effectiveness of Clay Fire's goals and objectives

Objective 3A	Identify the 2023 Goals and Objectives
Objective 3B	Clearly identify responsible parties for programs within Clay Fire
Objective 3C	Provide quarterly updates on the 2023 G&O's and program appraisals
Objective 3D	Utilize monthly Project Management Reports
Objective 3E	Institute monthly "Report Out" Briefings

Category IV: Financial Practices

Goal: Observe best-practices for governmental financial practices while providing long-term, multi-year budget plans that address current and projected organizational needs.

Objective 4A	Update the Clay Fire Financial Plan
Objective 4B	Update the ERF Capital Improvement Plan
Objective 4C	Review and support the inclusion of additional revenue streams
Objective 4D	Expand the Grants Management program
Objective 4E	Operate within approved budgets

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Category V: Programs

5A: Community Risk Reduction Program

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

Objective 5A-1	Ensure all commercial buildings have an updated preplan accessible in RMS
Objective 5A-2	Define and identify all big buildings in area
Objective 5A-3	Complete pre-fire plans for all DBL's and HLH's
Objective 5A-4	Complete walk-throughs of all DBL's across all 3 shifts
Objective 5A-5	Achieve 60% compliance with 3rd party inspection reporting
Objective 5A-6	Update all commercial buildings in First Due RMS
Objective 5A-7	Achieve 100% compliance with commercial building inspections

5B: Public Education Program

Goal: Strengthen the CRR Division to deliver and evaluate programs designed to meet outlined elements, components, and expectations of the public education programs.

Objective 5B-1	Install 100 smoke and carbon monoxide alarms in 2023
Objective 5B-2	Test and verify 100 smoke alarms at calls
Objective 5B-3	Develop and deploy 4th grade public education program
Objective 5B-4	Host Public Fire & Life Safety Educator I and II classes in 4th quarter
Objective 5B-5	Analyze and deploy a Home Safety Blitz within 15 Clay Fire areas
Objective 5B-6	Develop new tracking system for CRR actives
Objective 5B-7	Develop and deploy marketing for CRRD programs
Objective 5B-8	Deploy and promote the Community Connect program.
Objective 5B-9	Provide a lithium ion battery awareness program
Objective 5B-10	Update CPR education program for community members
Objective 5B-11	Host quarterly community-based CPR classes
Objective 5B-12	Establish a social media team
Objective 5B-13	Review, update, and implement Clay Fire Marketing Plan
Objective 5B-14	Develop and deploy a CPR program for middle school aged children

5C: Fire Investigation. Origin, and Cause Program

Goal: Strengthen the fire investigation program to meet outlined elements, components, and expectations.

Objective 5C-1	Fire Investigators achieve Fire Investigation Technician (IAAI-FIT®) or Fire Investigator (IAAI-CFI®) certification
Objective 5C-2	Train with MABAS departments and County PD investigators on a semi-annual basis
Objective 5C-3	Host a Fire Investigator class

5D: Domestic Preparedness, Planning and Response

Goal: Strengthen the resources and capabilities of Clay Fire to manage all types of large-scale events.

Objective 5D-1	Update the Clay Fire COOP
Objective 5D-2	Develop Type 4 IMT with SJCEMA

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Objective 5D-3	Continue to work with departments on active shooter response
Objective 5D-4	Review DOC capabilities
Objective 5D-5	Review CV-1 capabilities

5E: Fire Suppression

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

Objective 5E-1	Review PIA process
Objective 5E-2	Continue fire behavior courses
Objective 5E-3	Conduct hoarder house fire operations
Objective 5E-4	Conduct fireground benchmarking
Objective 5E-5	Update CTC equipment
Objective 5E-6	Review response plans
Objective 5E-7	Develop FAA waivers for the drone program for advance uses on the fireground
Objective 5E-8	Deploy and utilize the drone program on the fire scene

5F: Emergency Medical Services

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

Objective 5F-1	Review, revise, and implement Clay Fire EMS performance improvement plan to capture performance indicators that measure the success of the Clay Fire EMS system
Objective 5F-2	Complete and publish the EMS operations manual
Objective 5F-3	Review, revise, and submit the CAAS accreditation
Objective 5F-4	Host an Advanced EMT course
Objective 5F-5	Host an EMT course
Objective 5F-6	Ensure every member of the fire department holds an EMS certification and / or license
Objective 5F-7	Review and monitor EMS equipment, medications, and supply inventory and usage
Objective 5F-8	Review, revise, and implement an airway management program
Objective 5F-9	Review the Infectious Disease Officer program
Objective 5F-10	Participate in regional public health forums
Objective 5F-11	Continue the autism awareness program

G: Technical Rescue Program

Goal: Operate an appropriate, effective, and efficient technical rescue program while exploring and researching new procedures and processes.

Objective 5G-1	Review internal TRT program
Objective 5G-2	Evaluate engine company vehicle rescue capabilities
Objective 5G-3	Review and strengthen the search capability of the drone program
Objective 5G-4	Add two (2) additional ice rescue boats
Objective 5G-5	Reset TRT training tower
Objective 5G-6	Host vehicle rescue operations course
Objective 5G-7	Conduct Rope Rescue Operations and Technician courses

5H: Hazardous Materials Program

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Goal: Operate an appropriate, effective, and efficient hazardous materials program while exploring and researching new procedures.	
Objective 5H-1	Review internal hazmat program
Objective 5H-2	Continue to participate in LEPC meetings
Objective 5H-3	Participate in a MABAS hazmat drill
Objective 5H-4	Continue to work with private contractors to provide response training
Objective 5H-5	Ensure hazmat equipment meets operations level response

Category VI: Physical Resources

6A & 6B: Physical Resources Plan and Fixed Facilities

Goal: Develop a formal Physical Resources Plan that evaluates space and functionality needs, future construction, needed or required remodeling, and continued facility maintenance projects

Objective 6A-1	Conduct an all-facility needs assessment
Objective 6A-2	Begin planning process to replace Station 24
Objective 6A-3	Identify Support Services liaison for each station
Objective 6A-4	Review Station 22 exercise space

6C & 6D: Apparatus and Vehicles

Goal: Operate an appropriate, effective, and efficient vehicle maintenance program while exploring and researching new developing practices.

Objective 6C-1	Complete all Annual Mandates for fire apparatus
Objective 6C-2	Evaluate front line apparatus corrosion status
Objective 6C-3	Review storage and space options for mechanic bay
Objective 6C-4	Maintain technician certifications (ASE and EVT)

6E: Tools, Supplies, and Small Equipment

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

Objective 6E-1	Conduct R&D on Thermal Imaging Cameras
Objective 6E-2	Purchase maintenance equipment to complete in-house service work
Objective 6E-3	Complete service work/maintenance on all fireground hand tools
Objective 6E-4	Evaluate small engines for repair and/or replacement

6F: Safety Equipment

Goal: Strengthen the safety equipment and programs to meet the needs of the department.

Objective 6F-1	Continue to conduct bi-annual PPE inspections
Objective 6F-2	Explore NFPA 1962 nozzle and hose flow testing process

Human Resources

7A: Human Resources Administration

Goal: Provide human resource programs in accordance with local, state, and federal requirements.

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Objective 7A-1	Continue to provide benefits management oversight
Objective 7A-2	Develop an internal Human Relations Committee

7B: Recruitment, Selection, Retention and Promotion

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

Objective 7B-1	Establish a formal Recruitment and Retention Program
Objective 7B-2	Implement an in-house CPAT program
Objective 7B-3	Conduct a Recruit Academy
Objective 7B-4	Conduct a Mini-Academy
Objective 7B-5	Complete a full-time hiring process
Objective 7B-6	Update Promotional Process
Objective 7B-7	Expand number of qualified Tanker Operators
Objective 7B-8	Develop position-specific task books
Objective 7B-9	Provide CPSE credentialing opportunities

7C: Personnel Policies and Procedures

Goal: Continue to provide various personnel policies and procedures designed to further create a fair and just employment experience.

Objective 7C-1	Provide annual MAP Performance Appraisal Program to all career members
Objective 7C-2	Review all job descriptions
Objective 7C-3	Update the Employee Handbook
Objective 7C-4	Provide the IAFC's "Respect Our House" anti-bullying workshop
Objective 7C-5	Review off-duty response expectations
Objective 7C-6	Review and enhance the maternity policy
Objective 7C-7	Explore management training opportunities

7D: Use of Human Resources

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

Objective 7D-1	Update the Career Development Guide
Objective 7D-2	Provide "ride up" opportunities for all positions

7E: Personnel Compensation

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.

Objective 7E-1	Implement the Post Employment Health Plan (PEHP) program
Objective 7E-2	Provide annual health insurance workshops
Objective 7E-3	Provide a benefits workshop
Objective 7E-4	Provide estate planning workshops

Category VIII: Training & Competency

8A: Training & Education Program Requirements

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Goal: Strengthen training and education opportunities for members while increasing training outreach with neighboring fire agencies.

Objective 8A-1	Explore IAFF FGS/ FF Rescue trainer grant
Objective 8A-2	Provide two (2) Blue Card IC workshops
Objective 8A-3	Provide Blue Card continuing education days for MABAS partners
Objective 8A-4	Partner with EMA to provide a 300 & 400 ICS workshop
Objective 8A-5	Provide opportunities for automatic/mutual aid training interaction through MABAS drills (fire and hazmat)

8B: Training & Education Program Performance

Goal: Strengthen and enhance the training divisions programs.

Objective 8B-1	Conduct big box/division operations training
Objective 8B-2	Lithium ion battery course (fire and extrication operations)
Objective 8B-3	Evaluate individual and crew performance through task level benchmarking and engineer skills validations
Objective 8B-4	Host an Engineer Academy
Objective 8B-5	Host an Aerial Operator Academy
Objective 8B-6	Develop new officer bootcamp
Objective 8B-7	Host a Driver/Operator Aerial course
Objective 8B-8	Provide Quick Drills (i.e. EMS, SOG review, water sources, and LODD reports)
Objective 8B-9	Host at least one National Fire Academy off-site course
Objective 8B-10	Conduct in-house FF Rescue operations program
Objective 8B-11	Provide drone pilot training opportunities to achieve a minimum of 8 hours of flight time per year
Objective 8B-12	Establish electric vehicle workgroup
Objective 8B-13	Establish PV/solar workgroup
Objective 8B-14	Provide drone pilot training opportunities to achieve a minimum of 8 hours of flight time per year

8C: Training & Education Resources

Goal: Enhance and utilize training resources

Objective 8C-1	Continue additions and improvements to the training grounds
Objective 8C-2	Execute the 2022 IDHS Training Support Grant
Objective 8C-3	Update the Clay Fire Task Manual
Objective 8C-4	Design a stand-alone SCBA confidence maze so current conex box can be used for fire training
Objective 8C-5	Enhance training capabilities by applying for the 2023 IDHS Infrastructure and Training Support grant
Objective 8C-6	Complete voiceovers for current Task Manual videos already completed
Objective 8C-7	Film remaining engineer-specific videos
Objective 8C-8	Complete the Clay Fire Engineer Manual

Category IX: Essential Resources

9A: Water Supply Program

Goal: Enhance the departments ability to provide a strategic water supply program.

Objective 9A-1	Update the Water Supply Strategy
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Objective 9A-2	Conduct alternative water supply operation trainings
Objective 9A-3	Continue monthly Tanker Driver drills
Objective 9A-4	Update hydrant maps
Objective 9A-5	Integrate hydrant inspections into First Due
Objective 9A-6	Update Water Source Guidebook
Objective 9A-7	Develop system to track water source usage
Objective 9A-8	Complete operations videos for all water sources
Objective 9A-9	Complete annual hydrant inspections
Objective 9A-10	Update water supply strategy
Objective 9A-11	Complete monthly well inspections
Objective 9A-12	Evaluate generator options for fire wells
Objective 9A-13	Provide annual inspection and testing of all Clay Fire wells
Objective 9A-14	Complete annual flow test

9B: Communication Systems

Goal: Strengthen our radio system capabilities and increase communication capacity through the coordination and further interoperability with SJCCC and neighboring agencies.

Objective 9B-1	Review NFPA 1802 to improve and enhance communication capabilities
Objective 9B-2	Explore communications grant options
Objective 9B-3	Continue to review fireground audio for continuous improvement
Objective 9B-4	Continue to participate in IPSC meetings
Objective 9B-5	Evaluate the Locution/station alerting system for necessary upgrades
Objective 9B-6	Continue to review use and effectiveness of SCBA facepiece amplifiers

9C: Administrative Support Services & Office Systems

Goal: Provide administrative support systems designed to increase the organizations overall administrative effectiveness.

Objective 9C-1	Review full use of MS Office Suite
Objective 9C-1	SOG review

9D: Information Technology

Goal: Strengthen Clay Fire's Information Technology (IT) systems hardware, software, and data storage.

Objective 9D-1	Implement "Duo" TFA security
Objective 9D-2	Finalize the installation of Metronet at Stations 22, 24, and 25
Objective 9D-3	Complete the installation of new MDTs on all frontline apparatus
Objective 9D-4	Deploy the server data file system for the department
Objective 9D-5	Review and optimize the CTC computer/network system

Category X: External System Relationships

10A: External Agency Relationships & Agreements

Goal: Continue to enhance external relationships and agreements that provide support to the achievement of Clay Fire's mission

Objective 10A-1	Complete Metro Chiefs automatic aid agreement
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Objective 10A-2	Continue MABAS BC meetings
Objective 10A-3	Participate in St. Joseph County training chiefs meetings
Objective 10A-4	Participate in District 2 DPC and HCC meetings
Objective 10A-5	Provide training opportunities with mutual aid partners and law enforcement
Objective 10A-6	Participate in the St. Joseph County EMS Committee (SJCEMSC) meetings
Objective 10A-7	Continue work on Metro Chiefs box cards alignment

Category XI: Health and Wellness

11A: Occupational Health, Safety and Risk Management Program

Goal: Strengthen and enhance the safety program and implement initiatives to support Clay Fire's mission.

Objective 11A-1	Add an SCBA decon washer at Station 22
Objective 11A-2	Evaluate Station 25's gear extractor
Objective 11A-3	Participate in the National Safety Stand Down
Objective 11A-4	Track and evaluate on-duty injuries
Objective 11A-5	Review exposure tracking
Objective 11A-6	Review the Health & Safety Program

11B: Wellness / Fitness Programs

Goal: Evaluate and enhance Clay Fire's wellness and fitness programs.

Objective 11B-1	Continue WPE/ maintain props and equipment
Objective 11B-2	Add additional PFTs
Objective 11B-3	Provide a tobacco cessation program
Objective 11B-4	Submit CPAT equipment/PFT grant
Objective 11B-5	Review mutual aid agreement with Berrien County Peer Support Team
Objective 11B-6	Identify new members to the Peer Support Team
Objective 11B-7	Host IAFF Peer Support class
Objective 11B-8	Host Firefighter Behavioral Health Alliance workshops
Objective 11B-9	Send out monthly health & wellness Quick Drills
Objective 11B-10	Explore nutrition initiatives
Objective 11B-11	Define the role of the PFT
Objective 11B-12	Host the 2023 "Million Step Challenge"