



STRATEGIC PLAN

2024-2027

ABSTRACT

Clay Fire's 2024-2027 strategic plan is a forward-looking blueprint designed to enhance community impact and operational effectiveness. The Clay Fire Strategic Plan aims to create a more responsive, skilled, and community-engaged organization, positioning it as a leader in emergency services for years to come.



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Letter from the Fire Chief

It is my privilege to present the 2024 – 2027 Clay Fire Strategic Plan. The Clay Fire Territory has a deep tradition of service to the communities we so proudly represent. This plan is our pledge to continue to provide high-quality services for all our residents, business owners, and guests. It will also guide our management decisions, organizational structure, and efficient use of resources.



This plan was created with community input through service delivery surveys, internal and external stakeholder questionnaires, interviews, and testimonials. A broad cross-section of community leaders, business representatives, partners, and area residents participated in expressing what was important to them in the delivery of 21st century fire and emergency medical services. Through this effort, we were able to identify community expectations, concerns, and priorities.

The members of Clay Fire were also an essential part of this process. They entered the strategic planning process with open minds, recognizing that their conversations and ideas would help chart the course for our future. This dynamic group was made up of service professionals with a diverse range of backgrounds, experiences, and years of service in this occupation. They did more than craft our strategic plan – they created a new normal for our organization.

It is the goal of Clay Fire to constantly seek input from both our external and internal partners to ensure a high level of effectiveness and efficiency in the delivery of emergency services. While this plan will provide a road map of where we want to take this organization over the course of the next four years, we recognize that as our agency and our workforce evolve, we will have to make progressive modifications to stay competitive in the constantly changing fire and emergency medical service industry.

This strategic plan offers an inspiring glimpse into the expected successes of our department. We must always remember the foundation of our existence is rooted in the people and the communities we serve. We will continue to provide our community with the same mission-focused approach that has been the bedrock of our success. By implementing this 4-year Strategic Plan, we are positioning our agency to respond in an agile, focused, and proactive approach to meet the exciting opportunities we will encounter in the future.

Respectfully,

A handwritten signature in black ink that reads "Jaren C. Kilian". The signature is written in a cursive, flowing style.

Jaren C. Kilian

Fire Chief

Executive Summary

Clay Fire proudly presents its visionary Strategic Plan for 2024-2027, built upon innovation, forward-thinking, and leadership. This comprehensive plan reflects our commitment to leading the way in public safety, ensuring the well-being of our communities, and achieving outcomes that truly matter.

Vision and Core Values Development:

Our vision and core values were updated through a robust and comprehensive process involving stakeholders from within Clay Fire. This inclusive approach allowed us to gather diverse perspectives, ensuring that the strategic plan represents our shared aspirations. Through collaborative workshops and the use of surveys, we harnessed the power of collective intelligence to shape a vision that resonates with every member of our organization.

Innovative and Forward Approach:

To fulfill our commitment to innovation, we embrace cutting-edge technologies and best practices. Our strategic plan identifies opportunities to use innovative solutions to enhance the effectiveness and efficiency of our operations. We will use data-driven decision-making to remain ahead in an ever-changing landscape. This forward-thinking approach allows us to anticipate challenges and capitalize on opportunities, which continues to position Clay Fire as a trailblazer in public service.

Focused Planning for Positive Outcomes:

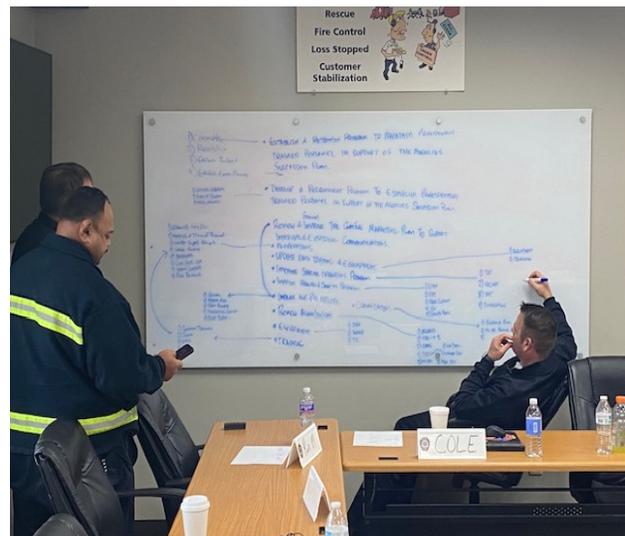
At the heart of our strategic plan lies a focused planning methodology designed to drive measurable outcomes. We have adopted a structured approach that aligns with the priorities of our stakeholders, including the needs and expectations of the communities we serve. This deliberate planning process empowers us to set realistic and achievable goals, ensuring our efforts have a significant and lasting impact.

Leadership in Service:

Clay Fire stands committed to exemplifying authentic leadership in all aspects of our operations. Our leaders embody the principles of integrity, accountability, and empathy, setting a high standard for the entire organization. Through comprehensive leadership development programs, we continuously invest in nurturing the next generation of leaders who will steer Clay Fire into the future with steadfast dedication.

Leading the Way in Community Well-Being:

The strategic plan places an unwavering focus on community well-being. We recognize that our responsibility extends beyond the initial emergency, encompassing public safety, social support, and community engagement. By collaborating with local organizations and promoting community-driven initiatives, we aim to foster an environment where safety and well-being go hand in hand.

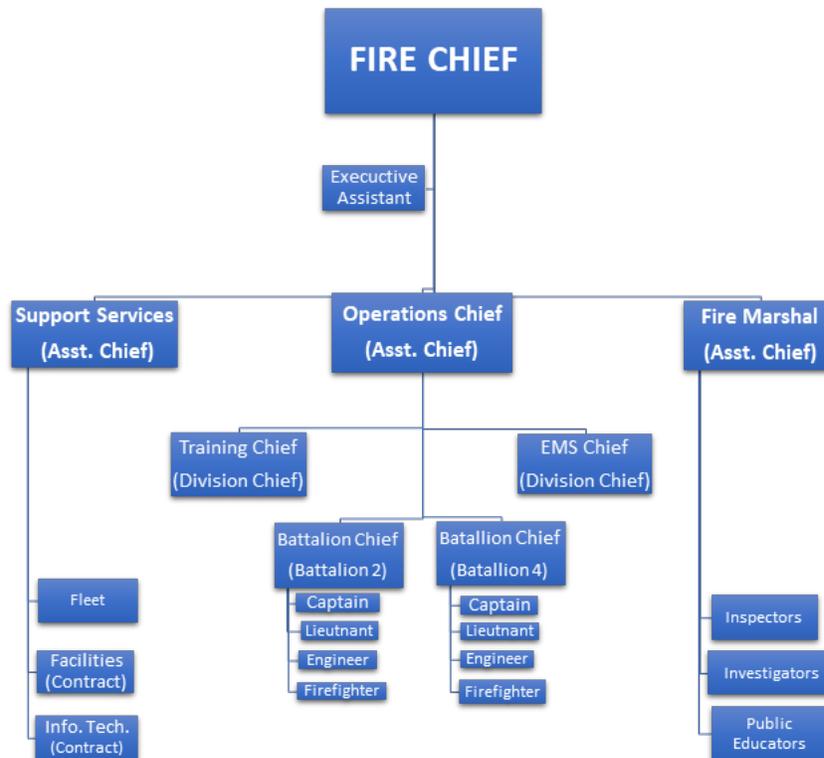


Clay Fire's Strategic Plan is a testament to our dedication to serving, protecting, and uplifting the communities we are privileged to serve. As we move forward, guided by our vision and core values, we pursue excellence, innovation, and impactful outcomes. Together, we are shaping a safer and more prosperous future for all.



Department Overview

The Clay Fire Territory proudly serves approximately 70,000 customers encompassing an area of 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:



Clay Fire has been designated as an *internationally accredited agency* by the Commission on Fire Accreditation International (CFAI) since 2004. This prestigious achievement is a mark of distinction, reflecting the department's commitment to meeting and exceeding the highest industry standards. As one of approximately 300 fire departments worldwide – and the first in the State of Indiana – to achieve fire department accreditation, Clay Fire has demonstrated excellence in areas such as administration, operations, training, equipment, and overall organizational management.

The importance of accreditation lies in its role as an external validation of the department's capabilities. Achieving and maintaining accreditation signifies a commitment to continuous improvement, adherence to best practices, and a dedication to providing top-notch services. For the community, accreditation instills confidence that Clay Fire is a reliable and highly capable emergency response entity capable of handling a broad range of situations with the utmost professionalism.

Strategic Planning Process

Clay Fire embarked on developing a strategic plan to guide its path forward in pursuit of a future anchored in stability and excellence. Recognizing the critical role of open communications, teamwork, and collaboration, Clay Fire implemented a process that included key stakeholders from diverse backgrounds, ranks, and divisions. This report delves into the step-by-step process of crafting the strategic plan, illustrating each pivotal step integral to producing a robust foundation for the organization's future.



Step 1: Foundation Development: Building a Vision Statement, Core Values, and Communication/Behavior Agreement

The first step in building an effective dynamic strategic plan is establishing a solid foundation that commenced with a two-day workshop focused on communication, vision, and core values. The workshop created an atmosphere of open communication, encouraging participants to express their unique perspectives and aspirations for Clay Fire. The workshop laid the groundwork for establishing a shared vision, core values, and a communication/behavior agreement through interactive sessions and team-building exercises. These foundational elements set the stage for the subsequent steps in the strategic planning process.

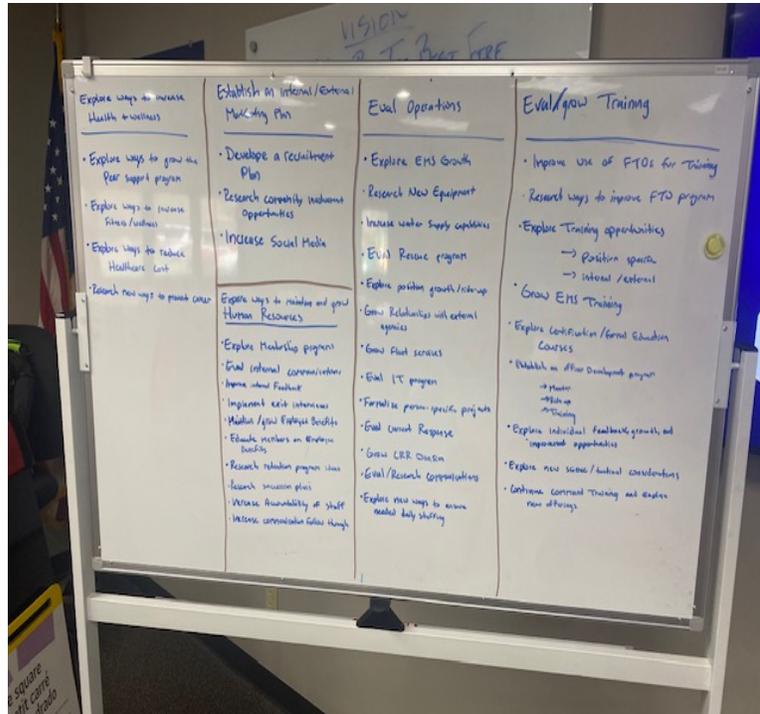
Step 2: Internal and External Survey

In crafting a comprehensive strategic plan, the agency employed a two-pronged approach, harnessing the power of both external and internal surveys. Firstly, an external survey was distributed to relevant stakeholders, customers, and partners outside the organization. This survey aimed to gather valuable insights into market trends, industry benchmarks, and the perception of the company's products and services within the broader business landscape. By tapping into the external perspectives, the agency could identify opportunities and potential threats that would inform the strategic direction.

Secondly, an internal survey was conducted among the organization's employees and key decision makers. This survey delved into the company's strengths, weaknesses, and internal capabilities. It served as a foundation for defining clear and achievable goals aligned with the organization's strengths while addressing areas needing improvement. Additionally, the internal survey played a crucial role in shaping the workshops' content and focus, ensuring that the strategic plan's implementation had widespread support and engagement throughout the organization. The combination of the external and internal surveys provided a comprehensive and well-informed basis for the strategic plan, setting the stage for successful execution and sustainable growth.

Step 3: Establishing the Strategic Initiatives

Drawing from the insights gathered through an organization-wide survey, the next step involved identifying the strategic initiatives that would serve as the backbone of the Clay Fire strategic plan. Individual input, team collaboration, and group interaction played a pivotal role as participants engaged in collaborative discussions to define these goals, ensuring they harmoniously aligned with the department's overarching vision. Each goal was meticulously crafted to reflect the department's aspirations, creating a transparent and purposeful direction for the organization.



Step 4: Assembling Components

With the strategic goals, initiatives, and focus areas in place, the final step involved assembling all components into a cohesive and actionable document. Open communications played a crucial role during this phase, as participants engaged in extensive discussions to establish timelines, assign responsibilities, and identify measures of success for each initiative. Teamwork and collaboration ensured that all stakeholders felt a sense of ownership and commitment to the strategic plan's successful implementation. This comprehensive approach guaranteed the strategic plan encompassed a well-structured and coordinated set of actions to lead Clay Fire toward its envisioned future.

Clay Fire exemplified the transformative power of open communications, teamwork, and collaboration in crafting a strategic plan that sets the course for its future success. The strategic plan's focus areas, goals, and initiatives reflect the department's commitment to accountability, community engagement, excellence, and public safety. The strategic plan, fortified by succession planning and preparedness, serves as a roadmap to a resilient future. As Clay Fire implements its strategic plan, it is a testament to the power of open communications, teamwork, and collaboration in shaping a successful and responsive public safety organization. Through this holistic approach, Clay Fire is poised to continue its legacy of safeguarding the community, fostering trust, and making a positive impact for years to come.



Internal and External Survey

External Survey

The external survey conducted for Clay Fire's strategic plan was pivotal in shaping the organization's future success. By reaching out to stakeholders, community members, and other relevant parties outside the organization, the survey provided valuable insights that were instrumental in laying a solid foundation for the strategic planning process.

The external survey offered an objective and unbiased view of how Clay Fire was perceived by the community it served. Understanding public perceptions, needs, and concerns allowed the organization to identify areas where it excelled and areas that required improvement. This data served as a reality check, ensuring that the strategic plan was grounded in the actual expectations and priorities of the community.

Furthermore, the external survey provided a unique opportunity for inclusivity and community engagement. The organization demonstrated transparency and a commitment to serving the community's best interests by involving external stakeholders in strategic planning. This inclusive approach fostered trust and collaboration, laying the groundwork for a more effective and community-centered strategic plan.

Overall, the importance of the external survey for Clay Fire's strategic plan cannot be overstated. It served as a compass, guiding the organization with an informed understanding of its external impact and opportunities. By leveraging external perspectives and data, the department was better equipped to develop a strategic plan responsive to community needs and forward-thinking, ultimately leading the organization toward continued growth and positive outcomes.



78% of respondents expressed a desire for the organization to embrace innovation and sustainability in its operations.

85% think fostering a culture of creativity and adaptability is essential for the organization's success.

82% of respondents believe the organization should actively engage with the local community and support charitable activities.

76% think that fostering a strong sense of community within the organization itself is essential.

64% expressed a desire for the organization to participate in community events and initiatives.

Internal Survey

The internal survey conducted for Clay Fire's strategic plan was paramount in shaping the organization's direction and success. By reaching out to all staff members across different divisions, the survey provided crucial information that formed the foundation for the strategic planning process.

The internal survey offered an opportunity to gather valuable insights directly from the people at the front of the organization. The department understood what was working well and what needed improvement by seeking feedback from employees at all levels, including those directly involved in current programs and initiatives. This employee-driven feedback ensured that the strategic plan was rooted in the reality of the organization's operations and highlighted areas where changes were most needed.

The importance of the internal survey for the department's strategic plan cannot be overstated. It provided a wealth of valuable information directly from the organization's staff, ensuring that the strategic plan was well-informed, realistic, and aligned with the needs and aspirations of those working on the frontlines. By focusing on current programs, innovative initiatives, and leadership aspirations, the internal survey laid the groundwork for a strategic plan that was relevant and forward-thinking and embraced and supported by the entire organization.

The following summarizes the survey results and supports the goals that were created through the survey and the first two days of the workshop:

80% of staff members agree that the organization should invest in technology and processes that promote innovation.

76% of internal respondents emphasize maintaining clear and effective organizational communication.

65% of employees support the implementation of wellness programs that promote physical and emotional health.

70% think that the ability to adapt to changes and remain resilient in the face of challenges is crucial for the organization's success.

68% of employees are in favor of implementing sustainable practices within the organization.

Vision-Core Values

Clay Fire recognized the critical need for a compelling vision statement to drive its future growth and lead the way in fire service. A transformative workshop was organized to achieve this, engaging key personnel from diverse departments and ranks.

Creating Openness: The workshop emphasized fostering open communications among participants. It provided a platform where every voice could be heard and valued, irrespective of rank or role. Through candid discussions and active listening, the participants gained valuable insights into the challenges and opportunities faced by the department. By encouraging the free flow of ideas, the workshop laid the foundation for a shared understanding of the organization's strengths and weaknesses, enabling a more comprehensive approach to crafting the vision statement.

Fostering a Culture of Teamwork: The workshop recognized the significance of collective effort. Teamwork was promoted through collaborative exercises and group activities, breaking down barriers that may have hindered practical cross-departmental cooperation. Acknowledging that each member's contribution was vital to the process, the workshop instilled a sense of unity and commitment among participants. This collaborative spirit bolstered the confidence of individuals, ensuring they were actively engaged in shaping the department's future.



Unleashing the Power of Collaboration: A key ingredient in the workshop's success was the emphasis on collaboration. Participants were encouraged to share their unique perspectives, allowing for a complete evaluation of the organization's potential. Interdisciplinary discussions led to creative problem-solving, as the collective expertise of the attendees was leveraged to address challenges effectively. The collaborative environment facilitated a sense of ownership and accountability, reinforcing that the vision statement was a product of the entire organization's effort.

Crafting the Vision Statement: Through the seamless integration of open communications, teamwork, and collaboration, the workshop took on the task of developing the vision statement. The diverse perspectives gathered during the workshop served as a rich tapestry of ideas that formed the basis of the statement. By reflecting on why the department existed, where they were going, and their impact on the community, the participants cohesively shaped a visionary roadmap for the department's future. This collective effort yielded a vision statement that resonated deeply with all members, inspiring a shared commitment to its realization.

Leading the Way Towards the Future: The vision statement, born from the workshop's emphasis on open communications, teamwork, and collaboration, empowered the team to lead the way. The unified understanding of what is essential to everyone personally and professionally and the organization fostered a cohesive sense of purpose, steering the teams towards a shared vision. The workshop's impact transcended the mere formulation of a statement; it established a culture of open dialogue and collaboration that continued to thrive within the organization, fostering innovation and adaptive leadership.

The teams cultivated a united front in charting their path forward by creating an inclusive environment that valued every participant's perspective. The collaborative efforts of critical individuals led to a vision statement that resonated with the entire organization, inspiring a shared commitment to achieving its goals.



Vision Statement

Clay Fire has a rich history rooted in its foundational mission statement, "To Help Others." As we delved into a comprehensive workshop to redefine and refine our organizational goals, it became evident that preserving this core mission was paramount. Acknowledging the significance of the history, the team was committed to maintaining the ethos encapsulated in "To Help Others" while charting a course for the future. Through collaborative efforts, the team envisioned a progressive and aspirational vision that builds upon our enduring commitment to assistance. After multiple discussions and forward-thinking, they overwhelmingly opted to make the vision statement "Committed to Excellence." This collective endeavor has resulted in a vision statement that honors our legacy and propels Clay Fire towards new horizons, ensuring our commitment to helping others remains at the forefront of our organizational identity.

Committed to Excellence

Core Values

The genesis of our Core Values at Clay Fire was anchored in a dedicated pursuit of excellence. Recognizing the pivotal role of being Committed to Excellence, the team embarked on a collaborative journey to formulate values defining organizational character. As the team delved into this process, it became apparent that the essence of commitment naturally extended to encompass qualities of Dedication, Professionalism, and Innovation. Working seamlessly as a team, they sculpted these additional values to complement and enrich our commitment to excellence, creating a harmonious blend that serves as the bedrock of our organizational culture. Each value, whether dedication to our mission, upholding professional standards, or fostering innovation, contributes to the holistic framework that guides our collective efforts and propels Clay Fire toward a future defined by unwavering commitment and continual advancement.

Dedicated – *Wholeheartedly devoted to the mission and objectives of Clay Fire, demonstrating a steadfast commitment to the well-being and safety of the community.*

Professional – *Upholding the highest ethical and behavioral standards, demonstrating expertise and competence in all aspects of firefighting and emergency services, and fostering a culture of respect and integrity.*

Innovative - *Embracing creativity and forward-thinking approaches to problem-solving, continuously seeking and implementing cutting-edge solutions to enhance efficiency, effectiveness, and adaptability within the organization.*

2024 - 2027 Strategic Initiatives

Strategic initiatives act as a roadmap that navigates an organization toward its desired future. In the context of Clay Fire, these initiatives provide a clear vision for the organization's mission and align its efforts with the needs and expectations of its community. Without strategic initiatives, an organization may lack a unified direction, leading to inefficiencies and a lack of focus. By defining specific and measurable initiatives, strategic goals enable Clay Fire to track its progress, assess its performance, and make necessary adjustments to achieve optimal outcomes. Moreover, these goals promote a sense of purpose and unity among Clay Fire personnel, fostering a culture of commitment and dedication to the community. By setting the stage for a well-defined path forward, strategic goals ensure that the Clay Fire remains proactive, responsive, and adaptable in fulfilling its essential role in public safety.

By formulating Strategic initiatives that encompass community engagement, excellence, leadership, mental/behavioral health, preparedness, public safety, recruitment/retention, reform, response, and succession planning, Clay Fire is poised to create a safer, more equitable society. These goals are a blueprint for Clay Fire's actions and decision-making, fostering a strong sense of purpose, unity, and commitment among personnel. Clay Fire has meticulously developed its Strategic initiatives through open communications, teamwork, and collaboration, aligning its efforts with the community's expectations and needs.

The five strategic initiatives for Clay Fire are:

1. *Community Connectivity*
2. *Workforce Connectivity*
3. *Operational Effectiveness*
4. *Physical Resource Strategy*
5. *Innovative and Continuous Improvement*

Listed below are the primary goals under each Initiative.

Strategic Initiative I: Community Connectivity

- ❖ Goal 1–Strengthen community relationships through education, collaboration, and communication to increase the public's support of Clay Fire's world-class service.
- ❖ Goal 2 -Identify communication and information opportunities within our communities.
- ❖ Goal 3 -Evaluate and improve the Clay Fire Marketing Plan with a focus on positively impacting the resilience and safety of the community.
- ❖ Goal 4 - Enhance capabilities of community risk reduction

Strategic Initiative II: Workforce Connectivity.

- ❖ Goal 1 – Evaluate and improve the recruitment of a highly talented, diverse, and invested workforce.
- ❖ Goal 2 – Evaluate and improve professional development within the organization to provide for succession planning and workforce development.
- ❖ Goal 3 – Evaluate and improve the retention of a highly talented, diverse, and invested workforce.
- ❖ Goal 4 – Evaluate and improve the successful transition of existing employees into retirement.
- ❖ Goal 5 – Focus on employee health and wellness, emphasizing stress management and mental health.

Strategic Initiative III: Operational Effectiveness

- ❖ Goal 1 – Enhance operational readiness by evaluating training and deployment models.
- ❖ Goal 2 – Enhance operational effectiveness by incorporating robust use of technology and data.
- ❖ Goal 3 – Continue to enhance and streamline pre-plan information for improved situational awareness.
- ❖ Goal 4 – Seek opportunities to address unmet healthcare needs outside traditional community resources.
- ❖ Goal 5 – Evaluate and enhance partnerships to improve response, planning, and training.
- ❖ Goal 6 – Seek out and promote existing and emerging industry best practices of other professional organizations.

Strategic Initiative IV: Physical Resource Strategy

- ❖ Goal 1 – Enhance the capital improvement plan to forecast the needs of aging organizational infrastructure.
- ❖ Goal 2 – Conduct a needs assessment to identify items needing replacement or repair to ensure reliable operation of all apparatus and loose equipment.

Strategic Initiative V: Innovation and Continuous Improvement

- ❖ Goal 1 – Maximize the use of technology and emerging trends to support innovation, relevancy, and sustainability.
- ❖ Goal 2 – Enhance the research and development program.
- ❖ Goal 3 – Achieve and maintain agency-accredited status in fire (CFAI) and EMS (CAAS).



In a strategic plan, defining goals, assigning ownership to specific divisions or individuals, and prioritizing initiatives are crucial aspects. Here's an explanation for each:

Goal: The overarching elements of the strategic plan. Each goal is supported by multiple initiatives identified by the strategic plan development group.

Owner/Division: Designating owners or specific divisions ensures accountability and clear responsibility. When there's a designated owner, it's clear who is responsible for the success of the initiative.

Desired Timeframe: Providing a desired timeframe is crucial for effective resource management and goal alignment. Not all initiatives can be pursued simultaneously, so prioritization ensures that efforts are directed toward the most critical and impactful activities.

| Strategic Initiative I: Community Connectivity | | |
|---|--|-------------------|
| Goals | Owner/ Division | Desired Timeframe |
| Strengthen community relationships through education, collaboration, and communication to increase the public's support of Clay Fire's world-class service. | Administration / Community Risk Reduction Division | 2027 |
| Identify communication and information opportunities within our communities. | Community Risk Reduction Division | 2027 |
| Evaluate and improve the Clay Fire Marketing Plan with a focus on positively impacting the resilience and safety of the community. | Community Risk Reduction Division | 2024 |
| Enhance capabilities of community risk reduction | Community Risk Reduction Division | 2024 |

| Strategic Initiative II: Workforce Connectivity. | | |
|---|------------------------------------|-------------------|
| Goals | Owner/ Division | Desired Timeframe |
| Evaluate and improve the recruitment of a highly talented, diverse, and invested workforce. | Administration / Training Division | 2024 |
| Evaluate and improve professional development within the organization to provide for succession planning and workforce development. | Administration / Training Division | 2024 |
| Evaluate and improve the retention of a highly talented, diverse, and invested workforce. | Administration / Training Division | 2025 |
| Evaluate and improve the successful transition of existing employees into retirement. | Administration | 2025 |
| Focus on employee health and wellness, emphasizing stress management and mental health. | Administration | 2024 |

| Strategic Initiative III: Operational Effectiveness | | |
|---|------------------------|--------------------------|
| Goals | Owner/ Division | Desired Timeframe |
| Enhance operational readiness by evaluating training and deployment models. | Operations Division | 2025 |
| Enhance operational effectiveness by incorporating robust use of technology and data. | Operations Division | 2026 |
| Continue to enhance and streamline pre-plan information for improved situational awareness. | Operations Division | 2025 |
| Seek opportunities to address unmet healthcare needs outside traditional community resources. | EMS Division | 2025 |
| Evaluate and enhance partnerships to improve response, planning, and training. | Operations Division | 2026 |
| Seek out and promote existing and emerging industry best practices of other professional organizations. | Operations Division | 2026 |

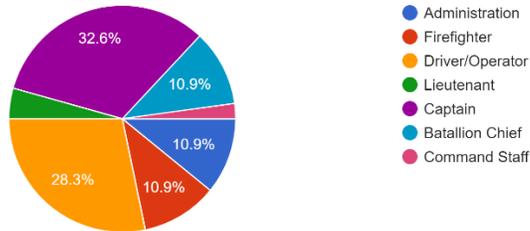
| Strategic Initiative IV: Physical Resource Strategy | | |
|---|---------------------------|--------------------------|
| Goals | Owner/ Division | Desired Timeframe |
| Enhance the capital improvement plan to forecast the needs of aging organizational infrastructure. | Support Services Division | 2025 |
| Conduct a needs assessment to identify items needing replacement or repair to ensure reliable operation of all apparatus and loose equipment. | Support Services Division | 2024 |

| Strategic Initiative V: Innovation and Continuous Improvement | | |
|--|--------------------------------|--------------------------|
| Goals | Owner/ Division | Desired Timeframe |
| Maximize the use of technology and emerging trends to support innovation, relevancy, and sustainability. | Support Services Division | 2026 |
| Enhance the research and development program. | Operations / Training Division | 2026 |
| Achieve and maintain agency-accredited status in fire (CFAI) and EMS (CAAS). | Administration | 2024 |

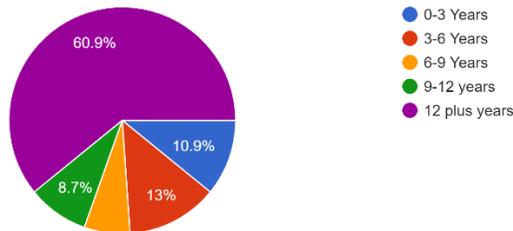
Appendix – Survey Results

Internal Survey Responses

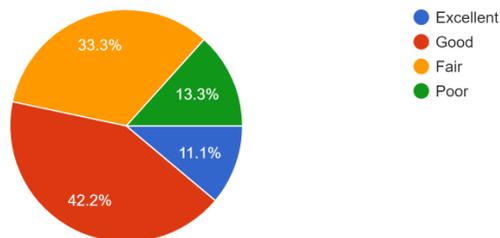
Please list what rank you are within the organization.
46 responses



How long have you been with Clay Fire?
46 responses

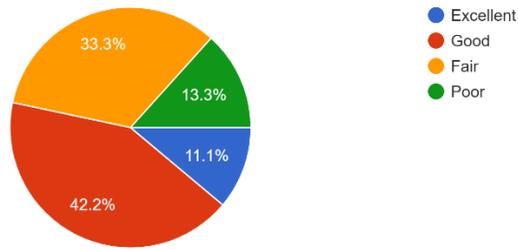


How would you rate the effectiveness of current department leadership in understanding and supporting firefighter needs?
45 responses



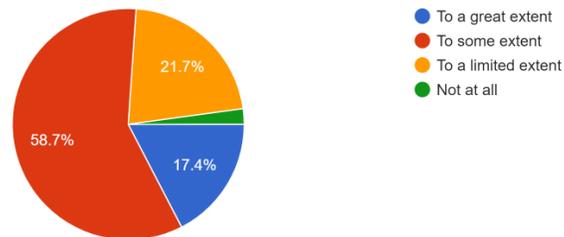
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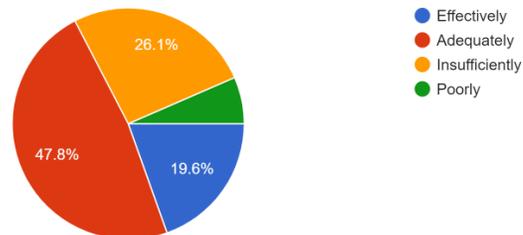
To what extent does leadership provide clear direction and guidance for firefighters in line with future department goals?

46 responses



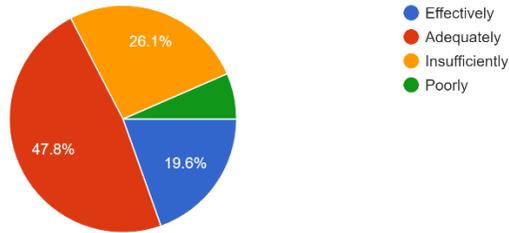
How well does the department's leadership communicate changes and updates that impact your role as a firefighter?

46 responses



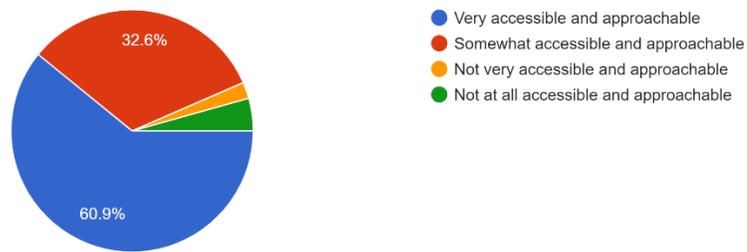
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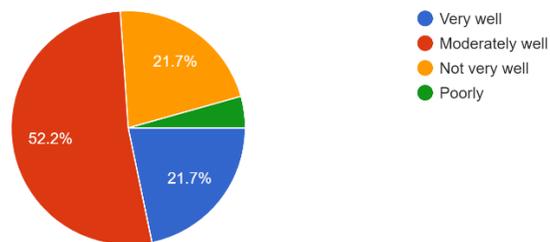
How would you rate the accessibility and approachability of your immediate supervisors for addressing firefighter concerns?

46 responses



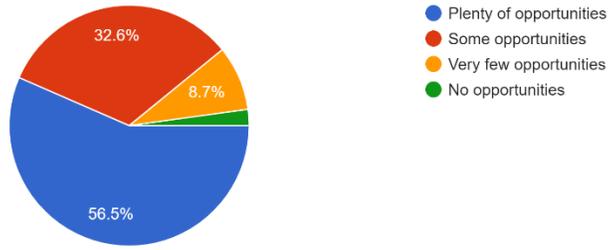
How well does the department's leadership encourage teamwork and collaboration among firefighters to achieve common goals?

46 responses



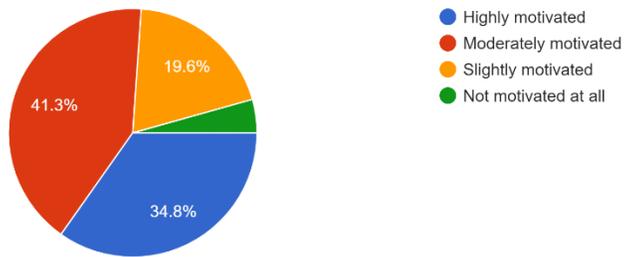
Are there opportunities for career growth and advancement for firefighters within the department?

46 responses



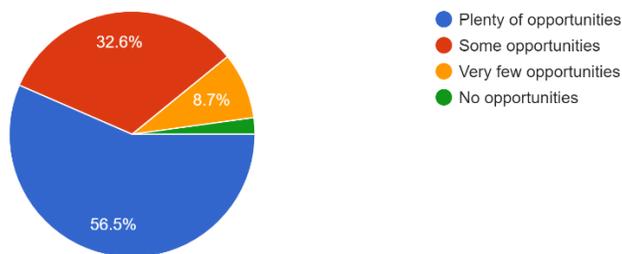
How motivated do you feel to perform your duties as a firefighter in Clay Fire ?

46 responses



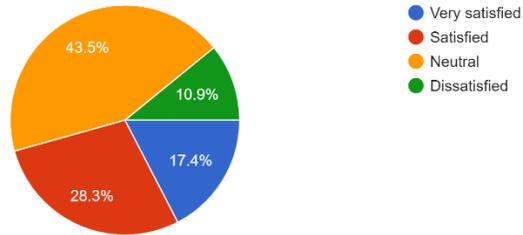
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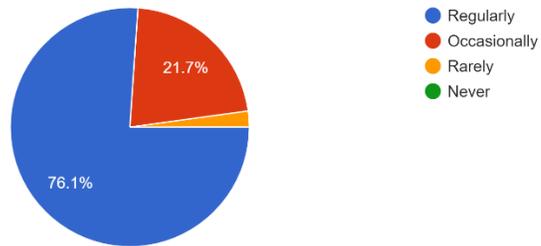
How satisfied are you with the recognition and rewards you receive for your hard work and dedication as a firefighter?

46 responses



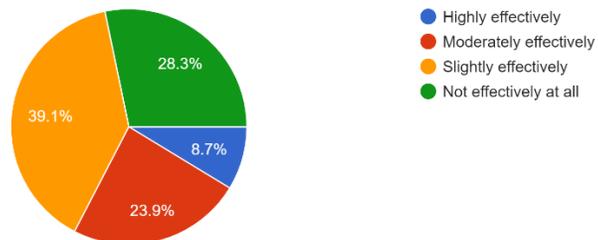
How frequently do you receive training and development opportunities to enhance your skills as a firefighter?

46 responses



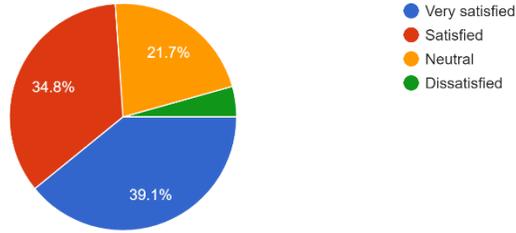
How effectively does the department handle performance issues or conflicts among firefighter staff?

46 responses



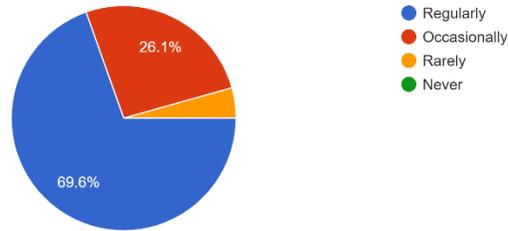
How satisfied are you with the department's investment in modern technology to enhance firefighting operations?

46 responses



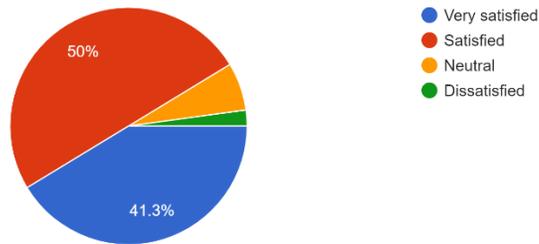
How often do you have access to job-related training opportunities aimed at improving the department's performance?

46 responses



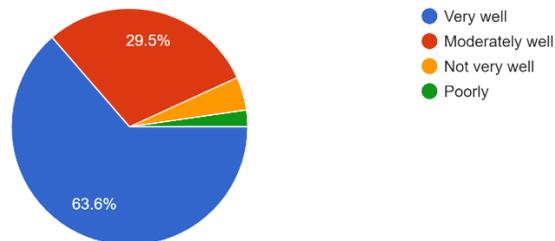
How satisfied are you with the current resources and equipment available to firefighters for improved performance?

46 responses



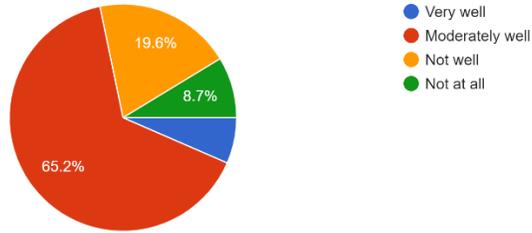
How well does the department manage its budget to ensure that firefighter needs are met for better performance?

44 responses



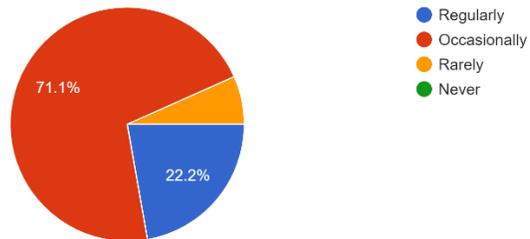
How well does the department ensure that performance evaluations are consistent and fair for bettering the department?

46 responses



How effectively have you been to encourage innovation and creative problem-solving among members of the department?

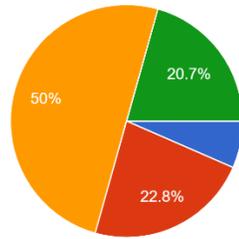
45 responses



External Survey Responses

How much interaction have you had with Clay Fire?

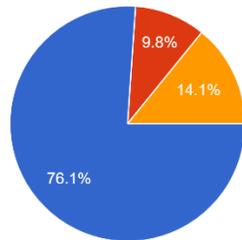
92 responses



- Regular
- Occasionally
- Rarely
- Never

Please share your perspective on the performance of Clay Fire. Do you believe the department is meeting the community's needs?

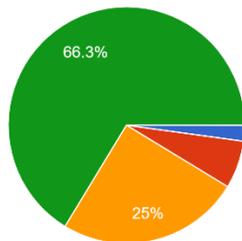
92 responses



- Yes, the department is doing an excellent job
- The department is generally meeting the community's needs
- I'm neutral or unsure
- No, there are significant areas for improvement

Are you currently involved with Clay Fire in any capacity, such as advisory roles or volunteer work?

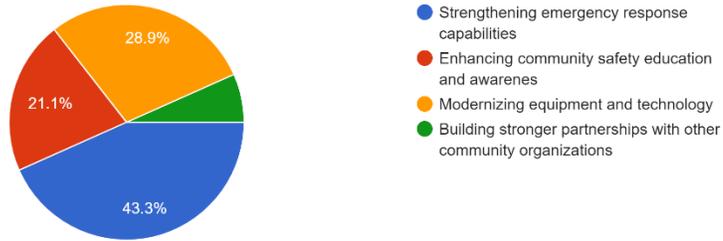
92 responses



- Yes, I actively contribute to the department
- I have participated in the past
- No, but I would like to get involved
- No, I am not interested in involvement

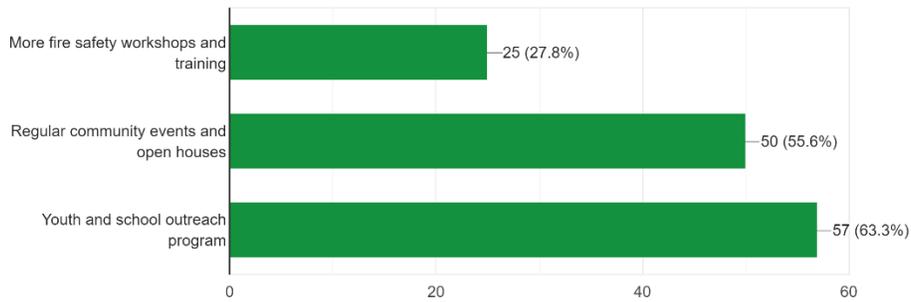
Looking ahead, what aspects do you think Clay Fire should prioritize in serving the community?

90 responses



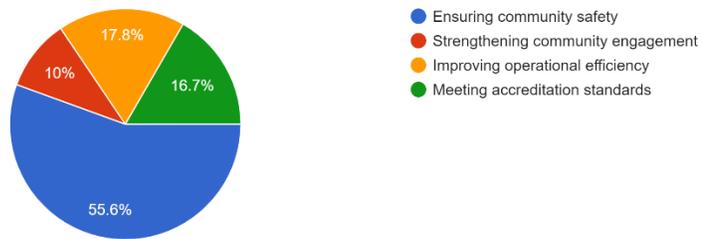
Please select up to two additional services or programs you would like Clay Fire to offer in the future.

90 responses



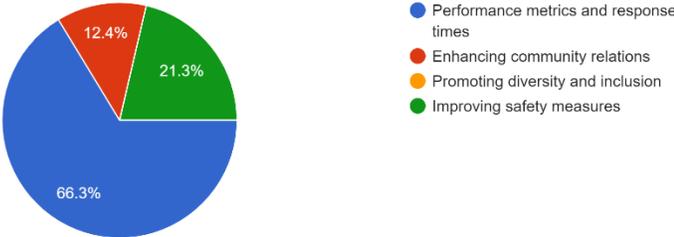
What do you think should be the top priority for Clay Fire's new strategic plan?

90 responses



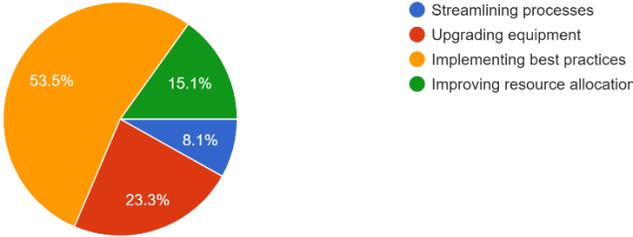
What do you believe should be the department's primary focus to meet accreditation standards?

89 responses



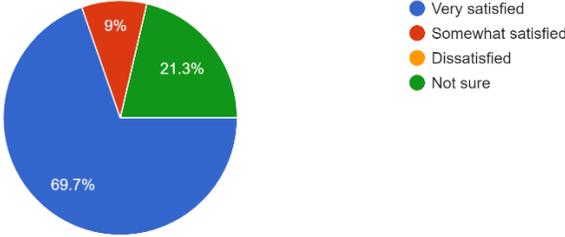
How can Clay Fire improve its operational efficiency for the benefit of the community and its safety?

86 responses



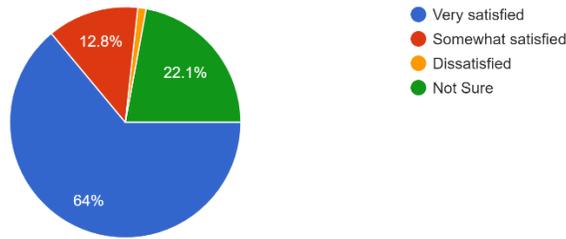
In your experience, how satisfied are you with the department's current operational efficiency?

89 responses



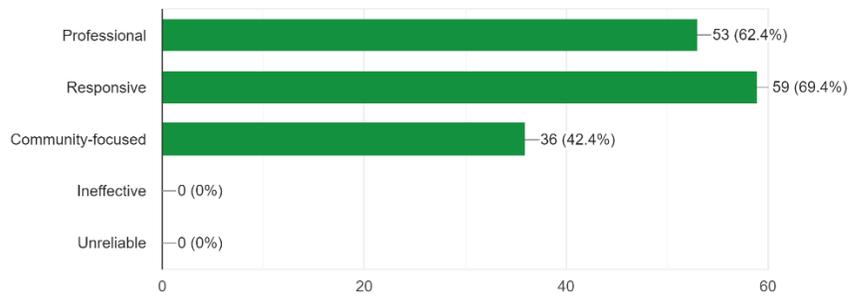
How satisfied are you with the current state of emergency response preparedness within the department?

86 responses



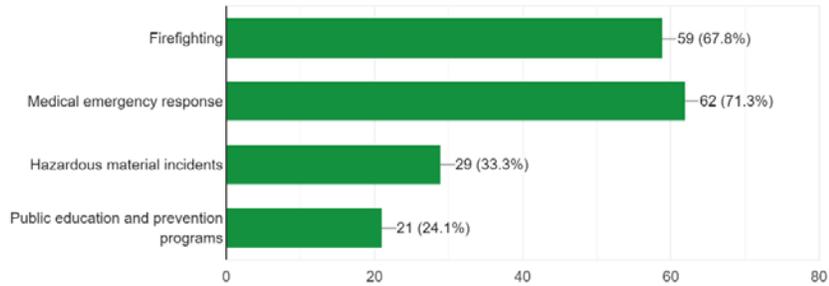
When you think of Clay Fire, which words or phrases come to mind? (Select all that apply)

85 responses



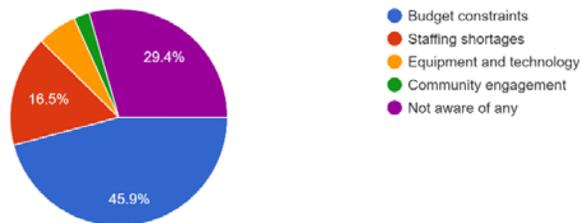
What types of services do you believe Clay Fire should prioritize? (Select up to three)

87 responses



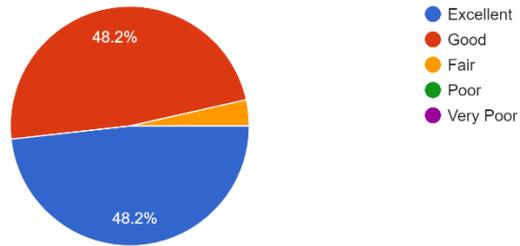
In your opinion, what is the most critical challenge facing Clay Fire in serving the community?

85 responses



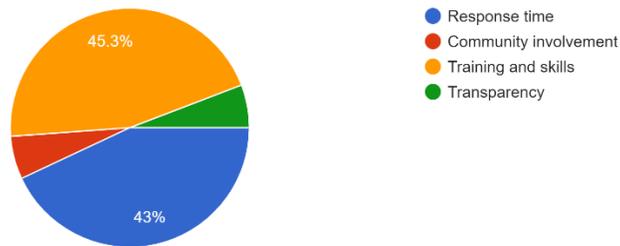
How would you rate the overall performance of Clay Fire in ensuring fire safety and prevention in your community?

85 responses



In your opinion, what is the most important attribute for a fire department to have when serving a community?

86 responses



How often do you visit Clay Fire's website or social media channels for information and updates?

87 responses

