CLAYTON FIRE DEPARTMENT

2024-2029 Strategic Plan

COLLABORATION, COMMITMENT, COMPASSION, COMPETENCE, COURAGE

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Clayton Fire Department

David R. Ranes, Fire Chief
325 W. Horne Steet
Clayton, NC 27520

Town of Clayton

Jody McLeod, Mayor

Town Council

Michael Sims, Mayor Pro Tem

Andria Archer   Porter Casey

Gretchen Williams   Ruth Anderson

Richard Cappola, Town Manager

Message From the Fire Chief

The Clayton Fire Department is comprised of dedicated individuals who take pride in their service and are deeply committed to the welfare of our community. On behalf of our membership, I am excited to present the Clayton Fire Department's 2024-2029 Strategic Plan. This is our latest strategic plan and is a dynamic and comprehensive roadmap that charts the course for the Clayton Fire Department's future by focusing efforts on our current and future priorities. This Strategic Plan focuses on continuous improvement and is a major step towards our goal of seeking status as an accredited agency.

The essence of this Strategic Plan lies in delineating organizational priorities, aligning resources to effectively address them, and steering the course in a manner that harmonizes with the collective expectations of stakeholders. The department's core values of Collaboration, Commitment, Compassion, Competence, and Courage serve as guidance for this plan and exemplify our commitment to providing the highest level of service to the citizens and visitors of Clayton.

This plan embodies feedback from internal stakeholders with the focus on three simple questions; what should we keep doing, what should we stop doing, and what should we start doing. Based on these simple perspectives, we forge a trajectory that not only navigates the present but also anticipates the future, ensuring that we stay ahead of the needs and expectations of a rapidly growing community with ever changing and increasing risks.

This living document will undergo quarterly review to ensure continual progress and an unwavering focus on achieving all aspects of our strategic plan. With the steadfast support and collaboration of our most valuable asset, our department members, we are poised to realize the objectives outlined in this plan. By pursuing perfection, we aim to attain excellence, driving our organization towards its highest potential.

In conclusion, we extend our heartfelt appreciation to the Mayor, Town Council, Town Manager, and all other dedicated town staff for their invaluable support and partnership with the Fire Department. Together, we are committed to delivering the highest levels of service and enhancing the quality of life for the citizens of Clayton.

David R. Ranes, Fire Chief

CLAYTON FIRE DEPARTMENT

## Contents

History and Introduction

The prominent tale of Clayton dates to the 1700's when the area was established as settlers moved westward from the coastal plain of the state. The community grew in the mid 1800's, and in 1856, a railroad line was completed from Charlotte to Goldsboro. The area was known as Stallings Station and a rail depot was established near today's O'Neill and Front Streets. At about the same time, the name was changed to Clayton, in honor of Senator John M. Clayton. The town was considered for a charter from the state in 1859 but was not granted official recognition by the House of Commons. After the Civil War in 1869, Clayton was officially incorporated by the General Assembly on April 12, 1869. Throughout its storied past, this town has been a beacon of achievement and a testament to progress, shaping its legacy with each passing year, while maintaining its small-town charm. Today, Clayton is considered one of the fastest growing communities in the United States, due to its proximity to the capital city of Raleigh and the Research Triangle Park. The town encompasses just over 16 square miles and is home to major bio-pharmaceutical companies such as Grifols and Novo Nordisk and industrial companies such as Caterpillar.

The Clayton Fire Department (CFD) was established in 1883 as a volunteer fire company to protect the good citizens of Clayton, serving a population of fewer than 500 citizens. By 1909, the Clayton Fire Department included 25 members and the equipment makeup was a hand engine, one hose cart, and 500 feet of 2.5-inch cotton hose. As the community grew, so did the Fire Department, with an ever-increasing number of calls for service and members. By 1925, CFD included a membership of 40 personnel, had sirens and bells for the fire alarms and the water facilities were Town-owned, which operated from three deep wells, with gravity and direct pressure systems. In 1973, the first appointed fire chief led the department, whereas all previous fire chiefs had been voted on by the membership. In that same year, the groundwork was laid to form the rural fire district which is known today as the Claytex. Clayton employed its first career firefighters in 2012, with three full time fire engineers and fire chief. Today, CFD is an all career, all-hazards department that provides services to the Town of Clayton and the Claytex Fire District residents, businesses, and visitors. Operating out of two firehouses with two engines, one ladder, one heavy rescue, and one Battalion Chief, services include fire suppression, emergency medical care, technical rescue, hazardous materials
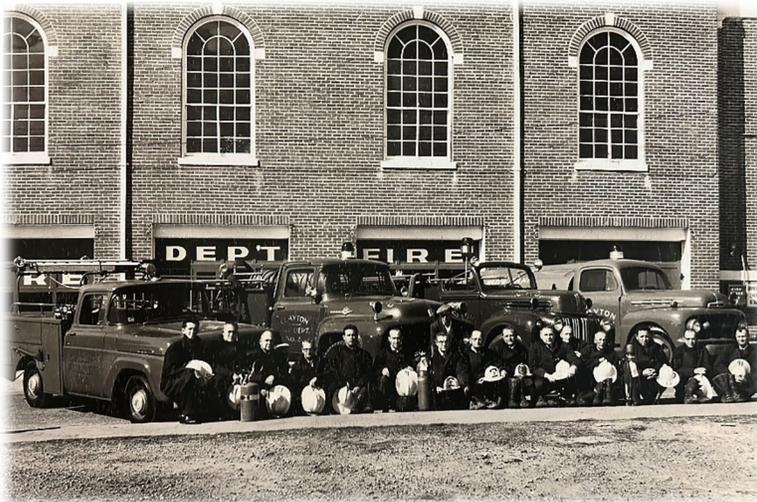
mitigation, domestic preparedness, fire code enforcement, community risk reduction, and fire investigations.

The department is continuing to see the effects of growth in the region as the demand for services is increasing annually at an average of 8%. The department is seeing over 15% of its calls for service overlapping with another call, again an indicator of the increased population and growth of the area. The department is currently staffed by over 50 members who deliver services to the community and has achieved an ISO rating of 2/9E.

As an organization that strives to maintain the highest level of professionalism and efficiency, CFD utilized the S.W.O.T. model of strategic planning to document the organization's path into the future. The enclosed strategic plan was written after members of the department provided input during multiple facilitated feedback sessions. It is intended to guide the organization within established parameters set forth by the authority having jurisdiction. It challenged the organization's members to critically examine paradigms, values, philosophies, and beliefs. It challenged individuals to work in the best interest of the "team", which provided the organization with an opportunity to participate in the development of its long-term direction and focus.

Town of Clayton Statistics

Town Land: 16.7 sq. miles

Population: 29,445

Median Household Income: $71,698

Estimated Value of Property Protected: $3,478,436,697.00

Community Composition

White	**64.3%**
Black	**24.0%**
Hispanic/Latino	**13.8%**
Asian	**0.8%**

Data Provided by the 2022 US Census Bureau

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Claytex Fire District Statistics

Claytex Land: 27.6 sq. miles

Population: 12,232

Estimated Value of Property Protected: $2,282,843,349.00

Data Provided by Johnston County Emergency Services

CLAYTON FIRE DEPARTMENT

Organizational Structure

Clayton Fire Department Organization Chart

Fire Chief — Executive Assistant

Deputy Chief Operations · Deputy Chief Administration · Fire Marshal

Deputy Chief Operations: Special Operations · Battalion Chief A, B, C, Shift · Battalion Chief Training & Safety

Battalion Chief A, B, C, Shift:
- Engine 1 Captain — FEO*, Firefighter, Firefighter
- Ladder 1 Captain — FEO*, Firefighter, Firefighter
- Engine 2 Captain — FEO*, Firefighter
- Rescue 1 Captain — FEO*, Firefighter

Battalion Chief Training & Safety:
- A - Shift Training Officer
- B - Shift Training Officer
- C - Shift Training Officer

Fire Marshal:
- Deputy Fire Marshal
- Community Risk Reduction Specialist
- Fire Investigations

• Fire Equipment Operator

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Strategic Planning Process

The process of strategic planning is defined as "A systematic process of envisioning a desired future and translating this vision into broadly defined goals or objectives with a sequence of steps to achieve them." A community engaged emergency services organization recognizes the importance of meeting the expectations of the community they serve and seeks continuous improvements in all the services they deliver. A strategic plan is a living document that provides direction, builds a shared vision, and helps agencies optimize their resources.

Effective strategic planning occurs when organizations utilize a consistent and cohesive process across all levels of the organization. Planning is a continuous process, one with no defined beginning or end. The process of planning is what is important in the continued improvement of an organization. The publication of a strategic plan does not ensure a healthy organization, but the planning and development of a strategic plan does present the opportunity for all stakeholders to have an understanding of where the organization is going, how everyone involved can help get to that desired state, and how progress will be measured to determine success.

The Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Revisit the Mission Statement, giving careful attention to the services and program currently provided, and which logically can be provided in the future.
3. Revisit the Values of the organization's membership.
4. Identify the internal Strengths and Weaknesses of the organization.
5. Identify the Opportunities and potential Threats to the organization.
6. Identify the organization's critical issues and service gaps.
7. Determine strategic initiatives for organizational improvement.
8. Establish a realistic goal and objectives for each initiative.
9. Identify implementation tasks for accomplishment of each objective.
10. Determine the Vision for the future.
11. Develop organization and community commitment to accomplishing the plan.

Process and Acknowledgements

The Clayton Fire Department acknowledges and thanks the department members for their participation and input into this process. The time and commitment that each provided was invaluable to the development of this plan. Development of this strategic plan began in July 2023 with the leadership team from the Town of Clayton and Fire Department reviewing the planned process for internal feedback. The Clayton Fire Department contracted with North Carolina Fire Chief Consulting (NCFCC) to provide facilitated feedback sessions and develop strategic goals from these sessions. The internal stakeholder sessions were held in August 2023 across three separate days encompassing all shifts and divisions of the department.

Department Stakeholder Group Findings

The internal stakeholder work sessions were conducted over three days by the facilitators from NCFCC. The sessions served to discuss the organization's approach to strategic planning in the past and an understanding of the department's development of this strategic plan. The sessions focused on what is the mission of the department, what are the values, core services provided, and what are the perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by members from all levels within the department and from all divisions of the department.

CLAYTON FIRE DEPARTMENT			
Matt Sutphin Deputy Chief	Tony Atkinson Fire Marshal	Mark Morris Battalion Chief	Andrew Shaw Battalion Chief
Stacey Turner Battalion Chief	Kevin Stancil Fire Inspector	Elizabeth Jernigan Operations Manager	Amy Shearin EM Coordinator
Cory Beard Captain	Bryan Belvin Captain	Mitch Boyette Captain	Chris Carter Captain
Kyle Driver Captain	Ken Evans Captain	Daryle Harris Captain	Josh Spivey Captain
Anthony Venero Captain	Jake Cox Engineer	Jordan Craven Engineer	Louis D'Arco Engineer
Anthony Marino Engineer	Brandon Messina Engineer	Marshall Smith Engineer	Brian Ruksznis Engineer
Joel Shanks Engineer	Ryan Tillerson Engineer	Justin Allen Firefighter	Austyn Bauser Firefighter
Jonathan Braswell Firefighter	Andrew Craver Firefighter	Charlie Evans Firefighter	Blake Grandy Firefighter
Antwan Hardy Firefighter	Paul Harris Firefighter	Michael Hine Firefighter	Alan Johnson Firefighter
Justin Jones Firefighter	Ramey Kemp Firefighter	Seth Knott Firefighter	Aaron Lee Firefighter
Jordan Manning Firefighter	James Merle Firefighter	Austin Neuhaus Firefighter	Austin Parris Firefighter
Bailey Register Firefighter	Clint Royal Firefighter	Dominique Singletary	Rena Smith-Seitz Firefighter
Steve Wall Firefighter	Anthony Carter Firefighter P-T	Kenneth Herring Firefighter P-T	John Holland Firefighter P-T
Joshua Holloman Firefighter P-T	Paul Lang Firefighter P-T	Juan Padron Firefighter P-T	

Mission Statement

The purpose of any mission statement is to answer the following questions:

- Who are we?

- Why do we exist?

- What do we do?

- Why do we do it?

- For whom?

Throughout the collaborative work sessions, the department meticulously scrutinized its existing mission statement to ensure its thoroughness and relevance in addressing pertinent queries. Consensus was reached that the current mission statement effectively furnishes comprehensive guidance to all members within the department.

Mission Statement

Providing Prompt Professional Service with Pride

Everyone Goes Home

Values

The shared values of an organization are what make up the personality and culture of the organization. The department has established five values that are promoted throughout the organization from probationary firefighter training through leadership training for chief officers. The Mission and Values are the foundation of the organization. Thus, every effort will be made to keep these current and meaningful to the members of the Clayton Fire Department.

Values

Collaboration: *Teamwork, continue to build partnerships and provide quality customer service (internally and externally). Ownership*

Commitment: *Honor the profession. Maintain a positive attitude. Work Hard*

Compassion: *Treat others with dignity and respect. Help in anyway. Family*

Competence: *Knowledge. Readiness. Training. Flexibility.*

Courage: *Integrity. Facing Fears. Accountability*

Vision Statement

Dedicated to being a model organization serving an ever-changing community through continuous improvement.

Programs and Services

The department's internal stakeholders identified the core programs offered to the community as well as many of the services that enable the organization to deliver those programs. The department's core programs are provided below with an example.

Program	Example
Community Risk Reduction	Child Passenger Seats checks & installation, smoke alarm installations.
Domestic Preparedness Planning & Response	Developing Emergency Operations Plans, Incident Management Teams.
Emergency Medical Services	First Response at the EMT level.
Fire Cause Investigation	Cause and Origin of all types of fires.
Fire Suppression	Building, Vehicle, Brush/Forest.
Fire Code Enforcement	New Construction, Routine Inspections.
Hazard Materials Response	Response to spills or leaks.
Public Fire & Life Safety Education/Outreach	Community and School programs, workplace classes.
Technical Rescue	Auto extrication, water, high angle, confined space, trench, wilderness rescue.

Strengths, Weakness, Opportunities and Threats

A S.W.O.T analysis (Strengths, Weaknesses, Opportunities, and Threats) is a powerful yet straightforward framework for aiding organizations in identifying and formulating strategic plans to achieve objectives and enhance efficiencies. By assessing both favorable and less-than-desirable attributes (strengths and weaknesses), the Fire Department can pinpoint internal factors that are within its capacity to address. Meanwhile, the examination of opportunities and challenges highlights external factors that may lie beyond the department's direct control but can still impact its operations.

In its strategic planning initiative, the Clayton Fire Department in cooperation with NCFCC undertook a comprehensive S.W.O.T. analysis involving input from internal stakeholders of Fire Department personnel. These internal stakeholders were comprised of all Fire Department members, which contributed to the internal analysis.

These complementary S.W.O.T. analyses offered a comprehensive perspective from various viewpoints from all ranks of the department on the strengths, weaknesses, opportunities, and threats facing the Clayton Fire Department. They shed light on areas of proficiency and areas needing improvement, while also identifying advantages and obstacles crucial to the department's enhancement efforts. Ultimately, these analyses serve as a roadmap, guiding the department's continuous improvement process toward achieving its objectives effectively. By delving into the intricacies of the S.W.O.T. analysis, CFD can fortify its strengths, mitigate entrenched weaknesses, chart a clear course, and address the apprehensions of department members.

Appendix 1 contains data and information gathered from department stakeholders.

Critical Issues and Service Gaps

Upon compiling the information from the S.W.O.T. sessions, Record Management System (RMS), and GIS Analysis, several critical issues were determined. These critical issues were grouped into six areas for development of the strategic plan. The draft plan was also reviewed by a group of fire service professionals from around North Carolina to offer feedback to the Clayton Fire Department Executive Team during a facilitated discussion.

Strategic Initiatives

Strategic Initiatives	
Infrastructure Needs	Succession Planning
External Engagement	Current Program Service Delivery
Internal Engagement	Health and Wellness

Goals and Objectives

To continuously achieve the mission of the Clayton Fire Department, realistic goals and objectives with timelines for completion must be established to enhance strengths, address weaknesses, provide a clear path forward, and address the expectations of the community. These should become a focus of the department's efforts, as they will direct the organization to its desired future state. It should also help reduce and predict obstacles that will occur along the way. Leadership established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the department's leaders and members.

GOAL 1: Develop an ongoing Capital Expenditure Plan that maintains current capabilities and provides for capabilities expansion in the future.

Objective 1A: Ongoing analysis of current infrastructure to include fixed facilities, apparatus, equipment, personal protective equipment, and all supporting resources, to identify shortfalls and opportunities to increase efficiency and improve service delivery.

Critical Tasks: Document all the current capabilities of the department. Once current capabilities are established, use that list as the baseline service level in which to maintain and then build upon.

Timeframe: Annually – ongoing

Objective 1B: Review the current level of support needed to maintain existing infrastructure and identify the levels needed to maintain and support proposed infrastructure changes or improvements, including but not limited to addressing areas of previously identified Standard of Cover voids.

Critical tasks: Identify support gaps between expectations and current support levels. Ensure that changes to infrastructure are shared with all relevant stakeholders within Town of Clayton and that an appropriate level of support is in place to facilitate these changes.

Timeframe: 1 year- ongoing

Objective 1C: Conduct a yearly review of current capital assets and ensure current plans address emerging needs of the community.

Critical Tasks: Executive team review of department needs assessment during annual budget process.
Ensure that each review is in keeping with the program's desired maintenance and growth in capability direction.

Timeframe: Annually – ongoing

Objective 1D: Identify additional funding streams that can address the capital expenditure needs of the department.

Critical Tasks: Annual strategic planning meeting for grant applications and management. Management and tracking of all grants for efficiency and transparency.

Timeframe: Annually – ongoing

GOAL 2: Develop, promote, and enhance the professional development of all CFD members to improve operational effectiveness and quality of life by providing exceptional training and education.

Objective 2A: Ensure career development opportunities provide for continuity of leadership at all levels of the department and members regularly seek to fill leadership roles.

Critical Tasks: Analyze current departmental structure and resources provided for personnel development and training.
Identify current programs used for succession planning/leadership growth.
Analyze current programs to determine applicability and utilization.
Research best practices within industry for leadership growth.

Timeframe: 1 year- ongoing

Objective 2B: Enhance the training program to meet the needs of the department.

Critical Tasks: Analyze current training programs and strategies to determine effectiveness.
Research best practices within fire service for discipline specific operational skills training.

Timeframe: 1 Year-ongoing

Objective 2C: Develop an equitable and competitive promotional process for members of the department based on job qualifications, personal development, skills, and demonstrated performance. This includes providing clear feedback and opportunities for staff to develop skills required for advancement.

Critical Tasks: Assess promotional process for each rank within department.
Evaluate competencies for each rank within department.
Develop additional methods for personal development of members.

Timeframe:1 Year

Objective 2D: Review current strategies for recruitment to identify areas for improvement.

Critical Tasks: Assess current recruiting venues for effectiveness.
Examine current pay scale and compare it to other fire departments within the region.
Evaluate accessibility of initial application process and candidate applicant testing.
Evaluate potential new recruiting avenues with local school system(s).

Timeframe: 1 Year

Objective 2E: Develop and implement strategies and processes to remedy identified gaps in recruitment and retention of members.

Critical Tasks: Seek input from stakeholders.
Continue focusing on competitive compensation and benefits for members.
Develop strategies to assist department members with high cost of living challenges in region, including affordable housing.
Develop strategies that highlight the work life balance and quality of life for department members.

Timeframe: 1 Year

GOAL 3: Continue to increase the number of outreach and engagement opportunities to external stakeholders and continue to align our efforts with the community's expectations.

Objective 3A: Increase relationships with local and regional mutual aid partners and develop standardized operational practices.

Critical Tasks: Identify strategies to utilize shared technology.
Evaluate current response practices for effectiveness.
Determine needs to address response deficiencies by both CFD and regional mutual aid.
Establish additional relationships regionally.

Timeframe: 1 Year

Objective 3B: Evaluate current initiatives and programs related to community risk reduction and community preparedness.

Critical Tasks: Analyze current departmental structure and resources provided for community risk reduction.
Identify current programs and methods used for community outreach.
Analyze effectiveness of current programs.

Timeframe: 1 Year

Objective 3C: Develop and improve emergency management processes and relationships that allow the department to plan for, prevent, respond to, and recover from both manmade and natural disasters for a more resilient community.

Critical Tasks: Research industry best practices for programs not currently provided.
Establish relationships with community partners to collaborate and leverage abilities.

Timeframe: 1 Year-ongoing

GOAL 4: Provide the highest quality of service in the most efficient manner of current departmental programs and enhance capabilities for the future needs of our community.

Objective 4A: Review all current services/programs provided to community to ensure alignment with fire service best practices and community expectations.

Critical Tasks: Review outcomes of current services to determine if comprehensive and modern.
Determine current state of department's demonstrated performance and establish benchmarks for outcome measurement performance for department.
Create list of needed adjustments of the services which will be provided.
Identify current funding gaps within established programs.

Timeframe: 1 Year

Objective 4B: Determine the future service needs of the community.

Critical Tasks: Review and analyze community and industry trends.
Review new and current legislation impacting service delivery.
Develop methodology for ongoing/annual stakeholder input into department programs and seek opportunities for collaboration.

Timeframe: 18 Months - Annually there after

Objective 4C: Perform an analysis of current program outcomes being measured to ensure accuracy, need, and appropriateness.

Critical Tasks: Identify what is currently being measured.
Analyze methods to improve understanding and access to performance measures.
Determine other performance measures to be added to inventory.

Timeframe: 2-3 Years – ongoing

Objective 4D: Implement or modify services provided to meet the needs of the community.

Critical Tasks: Develop implementation plan.
Ensure an adequate funding stream has been identified.
Ensure implementation is created in accordance with all federal, state, and local regulations.
Educate personnel and community.
Ensure service delivery changes are aligned with department mission.
Execute implementation plan.
Develop process to engage members for suggestions to improve service delivery.

Timeframe: 2 Years

Objective 4E: Reassess service delivery model to ensure it meets needs of the community.

Critical Tasks: Perform continuous analysis to assess the impact of our interventions.
Share results of analysis with internal and external stakeholders.
Perform modifications to programs as needed.

Timeframe: Ongoing

GOAL 5: Develop a culture of internal engagement within the department that promotes empowerment, trust, and open communication.

Objective 5A: Improve internal department communication to maximize effective messaging in a safe and open environment.

Critical Tasks: Identify and evaluate the effectiveness of current methods of internal communication.
If needed, implement changes to existing systems.
Train personnel on how to determine which method of communication is most appropriate for the subject matter and audience.
Develop additional communications training and skills for entire department.

Timeframe: Ongoing

Objective 5B: Identify methods to enhance cross divisional collaboration within department.

Critical Tasks: Provide opportunities for personal development in project management and/or work teams or committees.

Timeframe: 1 Year

Objective 5C: Explore differing approaches to communication, motivation, and training with newer/younger members.

Critical Tasks: Research industry practices for emerging technologies and best practices for generations entering the workplace related to communications.
Research emerging practices related to adult learning techniques.
Convene younger employees to provide better understanding of generational values.

Timeframe: 2 Years

Objective 5D: Perform continual analysis of the department's internal engagement to assess effectiveness.

Critical Tasks: Establish a method for regular ongoing feedback from members.
Determine interest in formalized surveys of membership bi-annually.
Modify plan as needed.

Timeframe: Ongoing

Goal 6: Develop, promote, and enhance the wellness of all CFD members in order to improve operational effectiveness and quality of life.

Objective 6A: Analyze current programs and available data to determine trends and effectiveness of current health and safety programs and potential gaps.

Critical Tasks: Benchmark against best practices.
Consolidate current data and provide accessibility for stakeholders.
Convene Wellness Committee and other key stakeholders to analyze current status.
Incorporate firefighter health and wellness impacts into decision-making relating to infrastructure and equipment design and procurement.

Timeframe: 12-18 Months

Objective 6B: Establish a culture of personal and organizational accountability to health and wellness.
Critical Tasks: Evaluate and enforce current policies related to firefighter health and wellness.
Develop training sessions on nutrition, fitness, behavioral health, and firefighter wellness for CFD members.

Timeframe: 2 Years-ongoing

Objective 6C: Enhance and improve current programs to address deficiencies.

Critical Tasks: Address gaps identified in Objective 6A.
Identify necessary resources (funding, locations, and staff).

Timeframe: 2-3 Year

Objective 6D: Initiate and develop new programs to address departmental needs.

Critical Tasks: Address gaps identified in Objective 6A.
Identity needed resources.
Develop and deliver curriculum or educational needs to ensure an effective implementation.
Collect and analyze data from program implementation and adjust to meet departmental goals.

Timeframe: 3 Years

Objective 6E: Analyze effectiveness of program annually.

Critical Tasks: Evaluate data relevant to programs and develop performance metrics.
Analyze feedback from internal stakeholders.
Update current programs and incorporate other avenues of wellness into the plan.

Timeframe: 2 Years-ongoing

Vision

The process of strategic planning would be incomplete if at the conclusion of the process there was not a shared vision. At the end of this process the department's executive team was presented with a group of strategic initiatives and measurable objectives. The team was then asked to help develop a vision statement that articulates where the department will be when the plan is completed. This is not to override the department's overall vision, but to confirm to its members that the goals established by the members are part of the future of the department.

Clayton Fire Department's 2029 Vision

To continue to be known as a fire department that is engaged and focused on meeting the needs of our community by continuing to deliver the highest level of customer service.

As we work towards the completion of the goals and objectives stated within this plan, we envision the Clayton Fire Department continuing to be focused on our most important resource, our people. We envision even more opportunities for our members' health, wellness, and quality of life to improve. We will continue to be considered the fire department of choice in our region. We believe that upon meeting the goals and objectives we have developed, our department will foster a culture of excellence in all things we do. We look forward to the growing opportunities of a more diverse community and that our department will reflect our community.

We will continue to work to be the department our community desires. Our community expects us to respond and assist in emergency situations, and we will continue to do so to the best of our abilities. In addition to responding to emergencies, we will continue to engage in the community to do everything we can to prevent emergencies. We will educate our community on the importance of reducing risk in all phases of their lives. We will continue to grow relationships to make our community safer.

To meet the needs of our community it will take continued financial and staff resources to address the various operational and maintenance requirements. As our community invests resources to meet these needs, we will continue to be the best possible stewards of the resources provided to us. Our processes and business practices will continue to be aligned with best practices. We will always be transparent and accountable.

Performance Measurement

The development of a strategic plan with truly SMART objectives is only the beginning of the process of continuous improvement. The organization must be able to assess and ensure that the promises made to its stakeholders are being met. The organization's leadership must determine performance measures for which they are fully accountable. Determining what will be measured and how to measure it can be a significant challenge, the organization must focus on assessing the organization moving toward the desired or intended outcomes. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with the accomplishments of the organization and environmental changes that occur.

To determine if the department's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of this plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

The department will quarterly review the objectives of the established strategic plan to ensure forward progress and success. In the book *Reinventing Government,* Osborne and Gaebler aptly state the importance of this process.

- **If you don't measure the results of your plan, you can't tell success from failure.**
- **If you can't see success, you can't reward it.**
- **If you can't reward success, you're probably rewarding failure.**
- **If you can't see success, you can't learn from it.**
- **If you can't recognize failure, you can't correct it.**
- **If you can demonstrate results, you can win public support.**

Measures utilized to indicate performance include:
- **Inputs-** Value of resource used to produce an output.
- **Outputs**- Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency**- Inputs used per output or outputs per input.
- **Service Quality**- The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome**- Qualitative consequences associated with a program or service, the ultimate benefit to the customer. Focused on the "why" of providing a service.

The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from both the community and its members during the developmental stage of the planning process. The department has followed the community-driven strategic planning process. The success of this strategic plan will not depend upon the implementation of the goals and their related objectives, but from support received from the Town of Clayton, the members of the Clayton Fire Department, and the community-at-large.

Provided the strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision. How the organization will measure and be accountable for its progress and successes. Dr. Gerald Gordon in his book *Strategic Planning for Local Governments* defined strategic planning as a "systematic process by which a community anticipates and plans for its future." The way to anticipate the future is through goal setting, and the way to plan for it is by setting the right objectives to reach that desired future. A strong link between our city's goals and the activities of its employees is the key to a strategic plan.

Glossary of Terms, Acronyms, and Initialisms

Accreditation A process by which an association or agency evaluates and recognizes a program of study, or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.

CRR Community Risk Reduction

Customer(s) The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.

Efficiency A performance indication where inputs are measured per unit of output or vice versa.

EMS Emergency Medical Services

EM Emergency Management, the process of preparing for, responding to, and recovering from disasters or other significant events within a community.

Environment Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.

Input A performance indication where the value of the resources is used to produce an output.

Mission An enduring statement of purpose; the organization's reason or existence. Describes what the organization does, for it does it, and how it does it.

Outcome A performance indication of where qualitative consequences are associated with a program/service. The ultimate benefit to the customer.

Output A performance indication where a quality or number of units produced is identified.

Performance Measure A specific measurable result for each goal and/or program that indicates achievement.

Stakeholder Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.

Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim, the final result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about their future, develop procedures and operations to achieve that future, and determine ow success will be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities, and Threats.
Vision	An idealized view of a desirable and potentially achievable future state-where or what an organization would like to be in the future.

Appendix 1

Identified Strengths

All Sessions
Service delivery to community/Operationally sound
Training culture of department
Community engagement

Multiple sessions
Well equipped (2)
Compensation and benefits (2)
Support from town administration and community (2)

Individual sessions
Welcoming culture of department- opinions are valued
Opportunity to learn and grow
Department's personnel
Number of firefighters able to send to emergency scenes
Command presence
Relationships with other Town of Clayton departments
Family oriented culture of department
Retention
Progressive mindset of department

Identified Gaps or Weaknesses

All Sessions
Training- lack of dedicated staff has led to views that quality and support have decreased.
Communications between department administration and operations
Department administration has not grown proportionally with department.

Multiple sessions
Lack of operational consistency between shifts (3)
Lack of accountability/policy adherence (3)
Lack of career development plan (3)
Retention of new employees (2)
Leave management challenges (2)
Policy direction/support for outside training opportunities (2)
Need to better focus operational disciplines/ "jack of all trades" lack of proficiency (2)
Recruitment strategies (2)
Promotional processes/lack of advancement (2)

Compensation plan addressing career advancement (2)
Lack of trust and/or leadership (2)
Program management/delegation to operational staff/additional duties assigned (2)
Relationships with mutual aid departments (2)
Resource/facility needs (2)
Social media/image focus instead of mission focus (2)

Individual sessions
No out of class policy
FLSA impacts to Mandatory Overtime
New hire academy has been discontinued
Loss of Deputy Chief
Lack of focus on Technical Rescuer Skills
Apparatus specs not operationally focused
Minimum staffing levels
Community engagement focus taking away from core mission.
Previous successes requires department to fill multiple roles for TOC.
Emergency Management roles
Lack of growth within FMO
Excessive response times to parts of district
Follow through on past strategic initiatives
Good ole boy club

Identified Opportunities

All Sessions
Clayton and Fire Department
Greater engagement with mutual aid/town departments

Multiple sessions
Enhanced/strengthened departmental training (3)
Improved recruitment strategies (3)
Retention strategies/Compensation improvements (3)
Career Development Programs (2)
Advancement and promotional opportunities (2)
Consistency of operations (2)

Individual sessions
Out of Class policy development
Single parent support
High rise operations preparations
Operations staff involvement with apparatus specifications
Stability
Better/enhanced service delivery
Pursuing accreditation
Seeking additional grants

Becoming a deployable asset for NCEM
Obtaining Delivery Agency status
Greater communication about TOC administration's vision
Formal memorial for LODD in 2020

Identified Threats

All Sessions
No clear themes from all four sessions

Multiple sessions
Growth challenges/lack of resources (3)
Neighboring/mutual aid departments growing (3)
Department's morale/complacency (3)
Compensation challenges (3)
Relationships with mutual aid departments (2)
Wrong Leader (2)
Departmental communications (2)
Town staff not supporting departments plans (2)
Former chief still involved in operations (2)
"The way we have always done things" culture (2)
Lack of career development/training (2)

Individual sessions
Lack of applicant pool
Culture of department difficult to acclimate to for new employees
Lack of compensation for out of class assignments
Lack of SOPs/policies
Lack of promotional opportunities
Involvement within TOC functions reduces core service delivery.
Lack of experience within Administration responsibilities

Mission and Value Statements

All Sessions
All sessions stated Mission Statement and Values are current and still relevant.

Multiple sessions
"Everyone goes home" not obtainable/not agreed to- understand the source of the phrase but LODD has impacted (3)
5C's need to focus on meeting/living out values/operating within values (3)

Individual sessions
Add language reflecting community engagement

Member's Vision for the Future

All Sessions
A department that is growing, additional stations, personnel, and apparatus
Administrative support/stable leadership, a vision for the future

Multiple sessions
Becoming a department of choice in the region (2)
Company/discipline specific operations (2)

Individual sessions
Collaboration across Johnston County in service delivery
Pride in department and work
Greater crew continuity
Improved apparatus specifications
Continued community engagement
End of the "good ole boy" system
Career development plan

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