

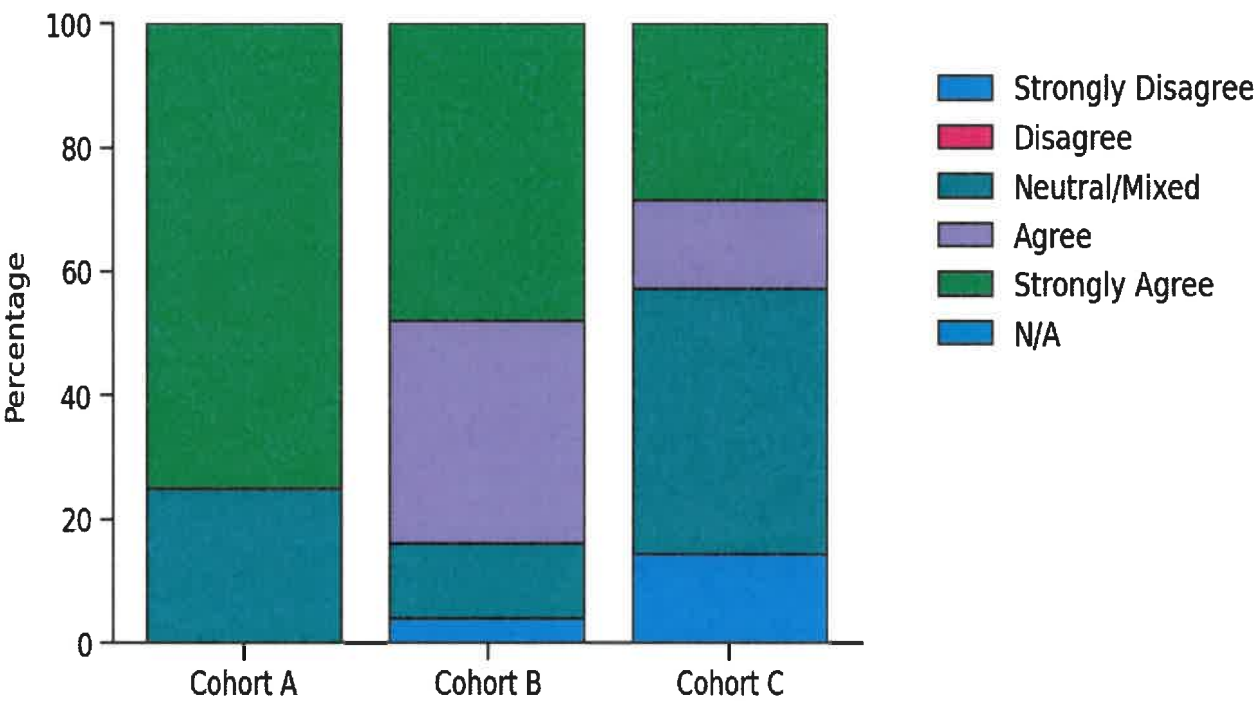
**Fire Chief Leadership and Organizational
Effectiveness Survey Results with
Aggregated and Cohort Distributions**

Cohorts A, B, C distributions and aggregated averages for Q1-Q15

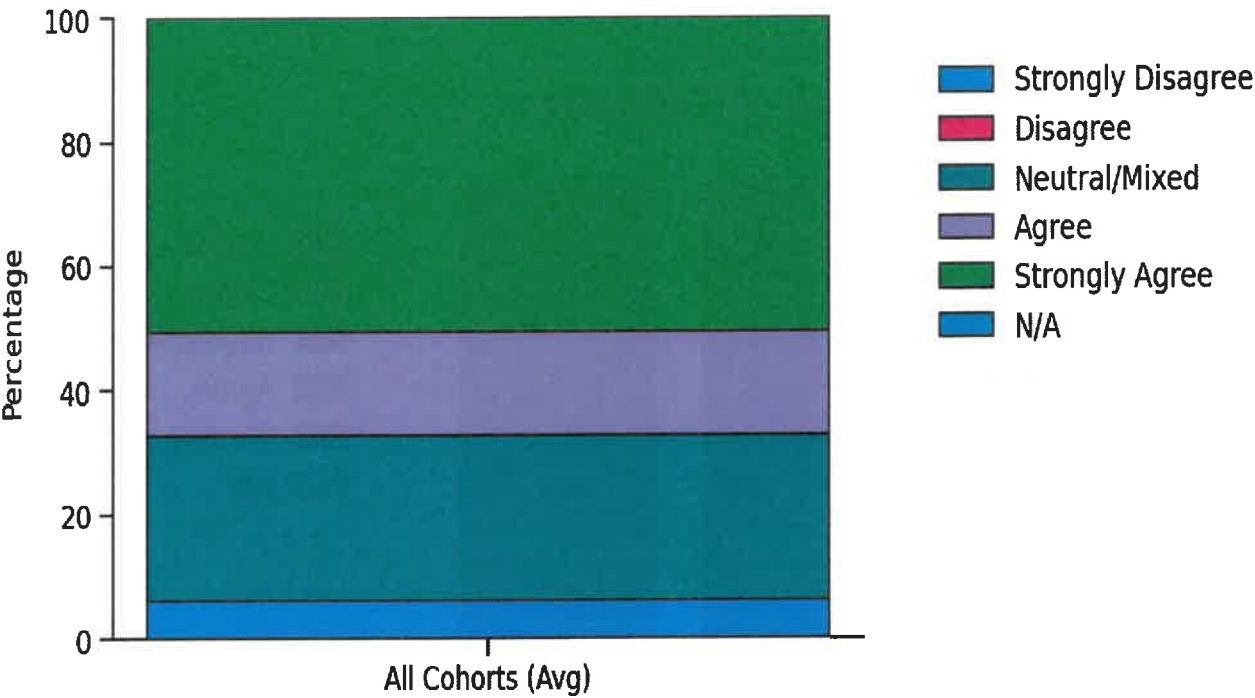
Question 1: The Fire Chief demonstrates high ethical standards and professionalism.

Individual Cohort Distributions

Q1 Individual Cohort Distributions



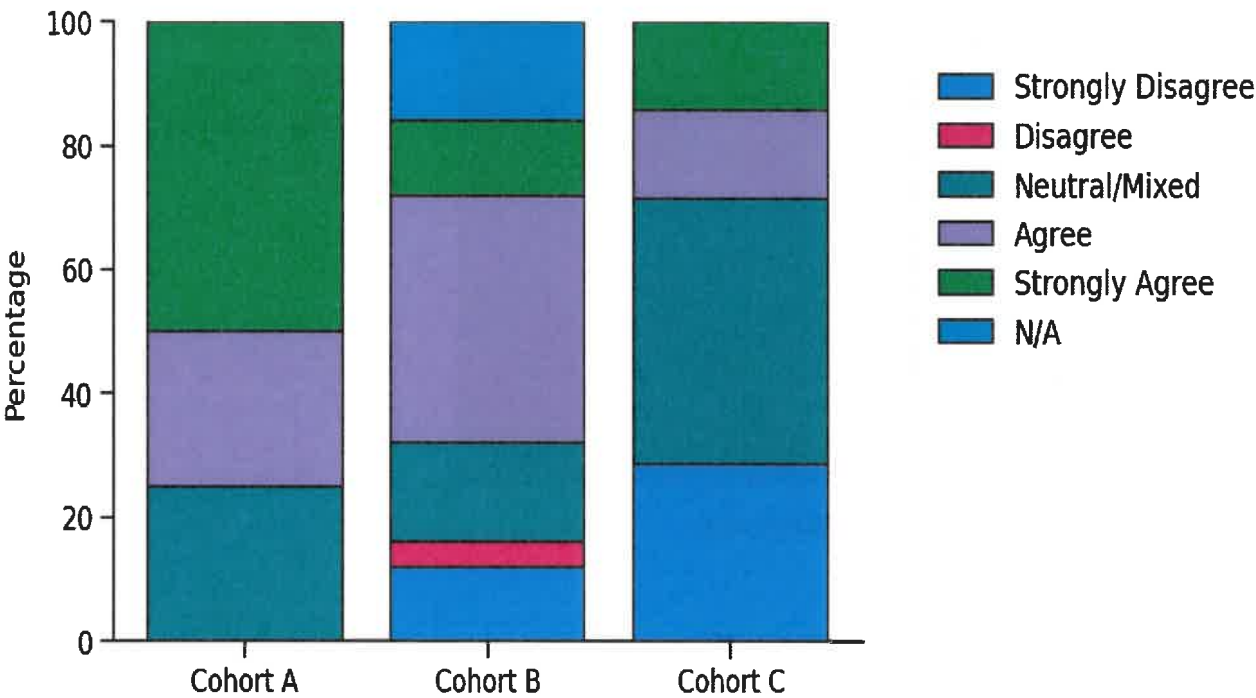
Q1 Aggregated Distribution (Average of Cohorts)



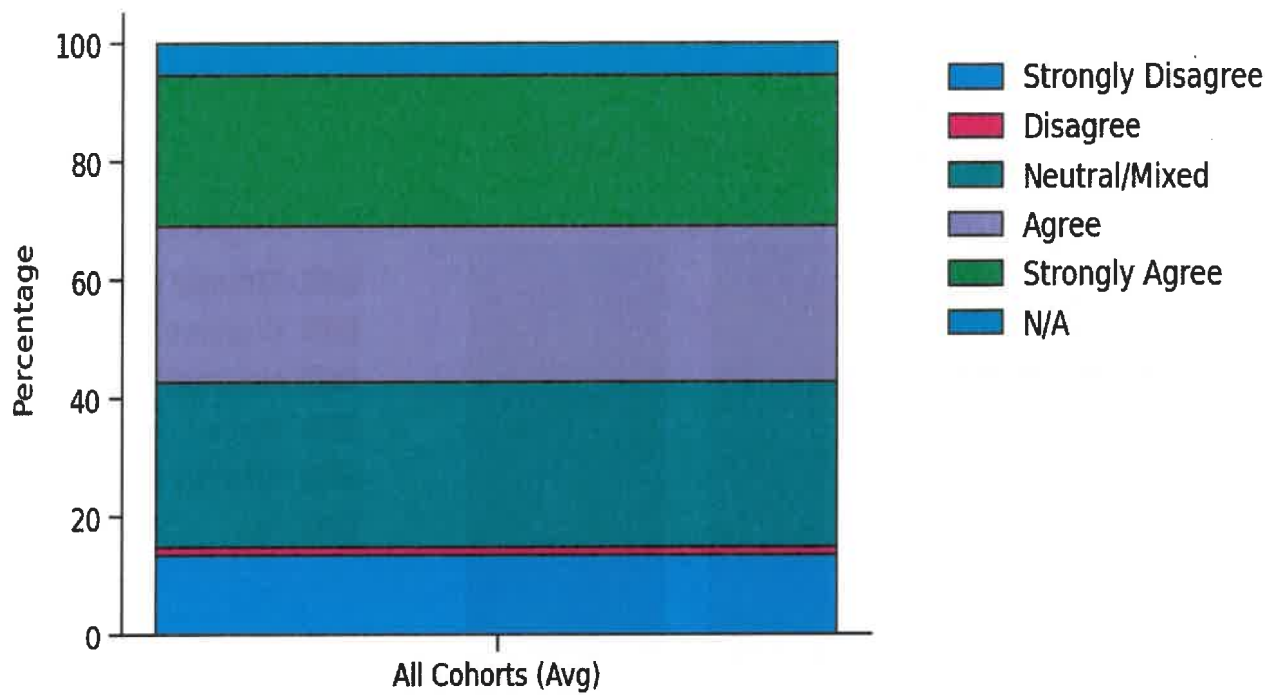
Question 2: The Fire Chief leads by example.

Individual Cohort Distributions

Q2 Individual Cohort Distributions



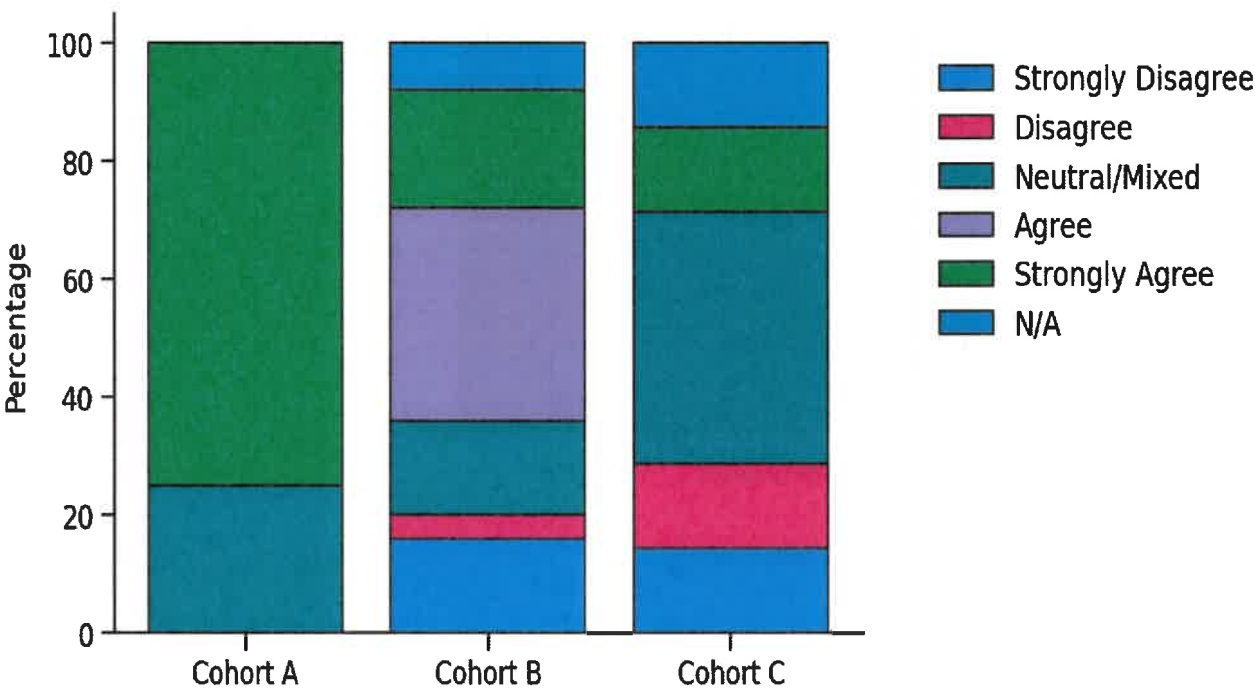
Q2 Aggregated Distribution (Average of Cohorts)



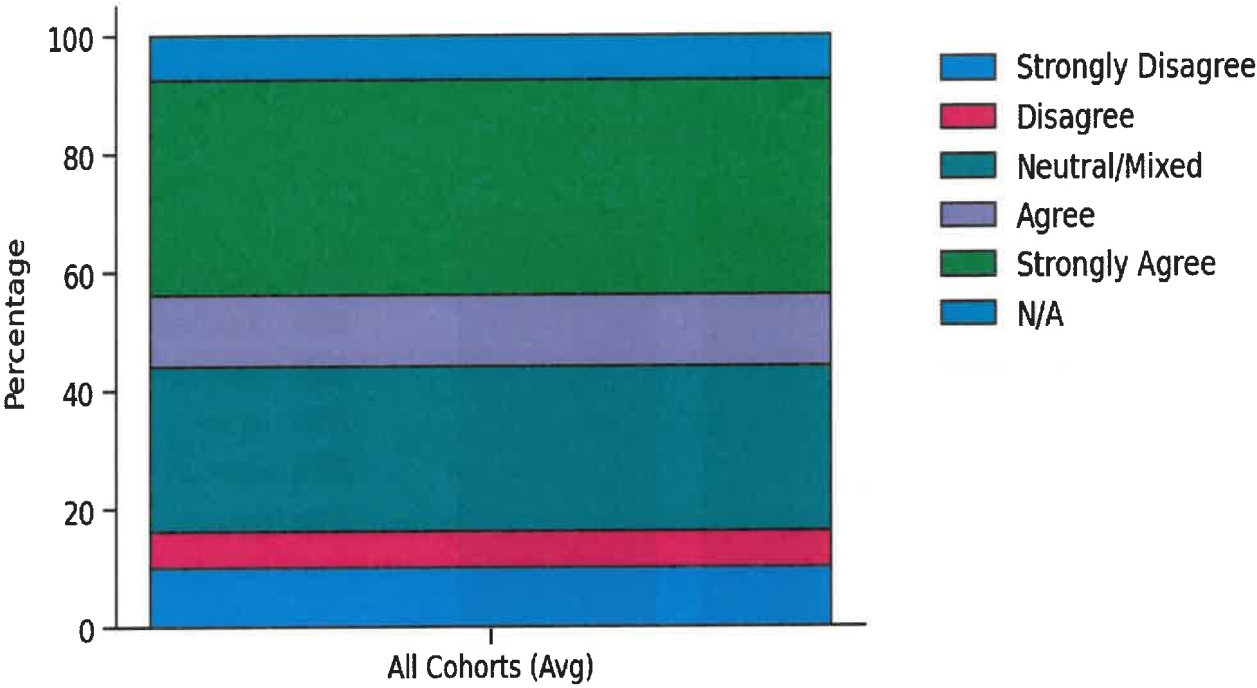
Question 3: The Fire Chief’s decisions reflect the best interests of the District.

Individual Cohort Distributions

Q3 Individual Cohort Distributions



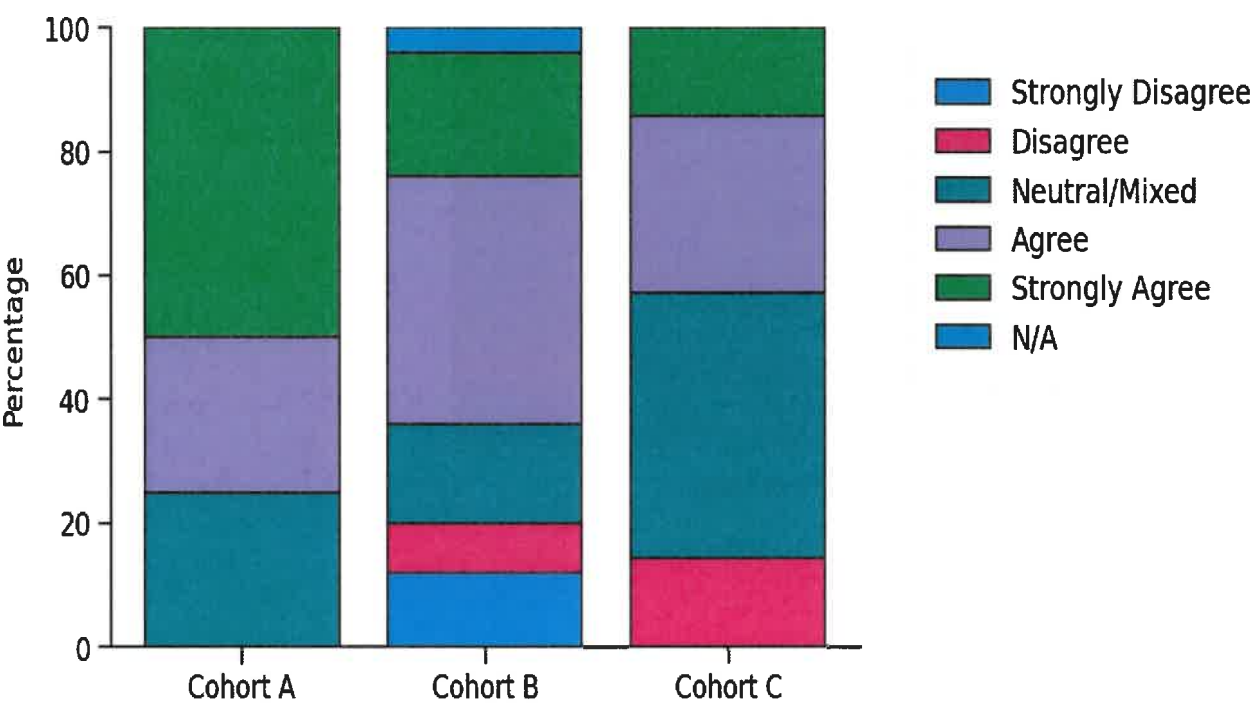
Q3 Aggregated Distribution (Average of Cohorts)



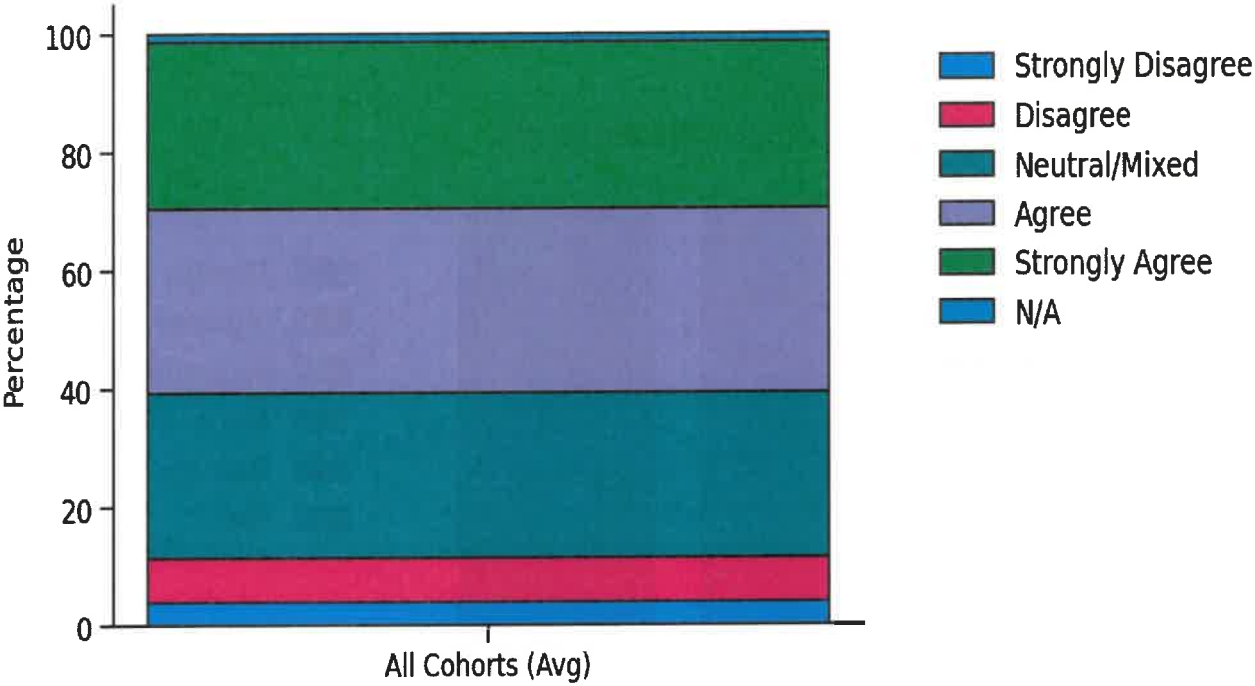
Question 4: The Fire Chief communicates important information clearly and in a timely manner.

Individual Cohort Distributions

Q4 Individual Cohort Distributions



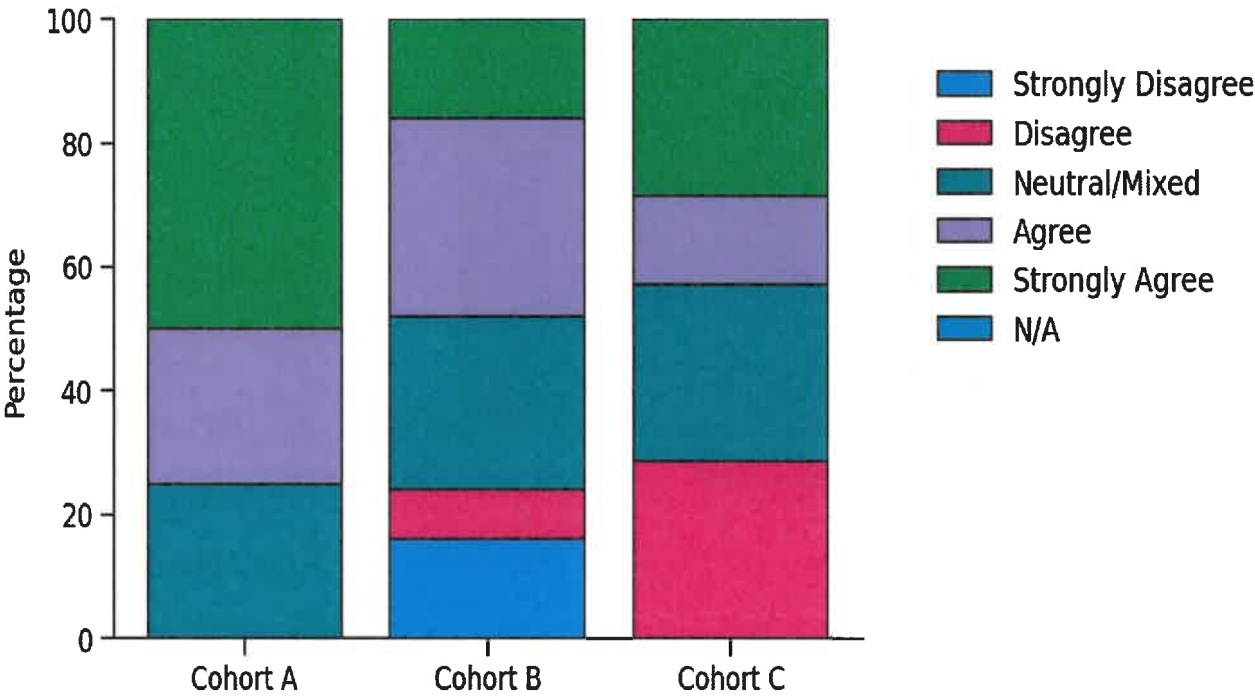
Q4 Aggregated Distribution (Average of Cohorts)



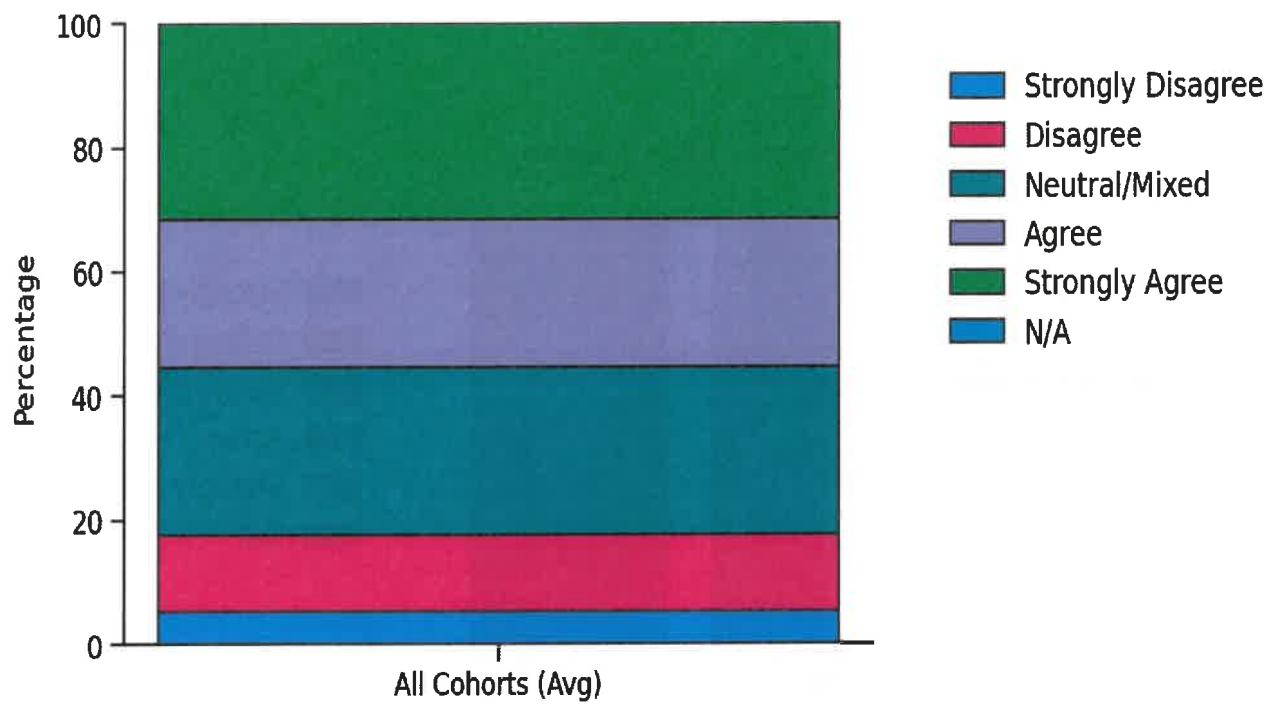
Question 5: The Fire Chief provides clear direction regarding priorities and expectations.

Individual Cohort Distributions

Q5 Individual Cohort Distributions



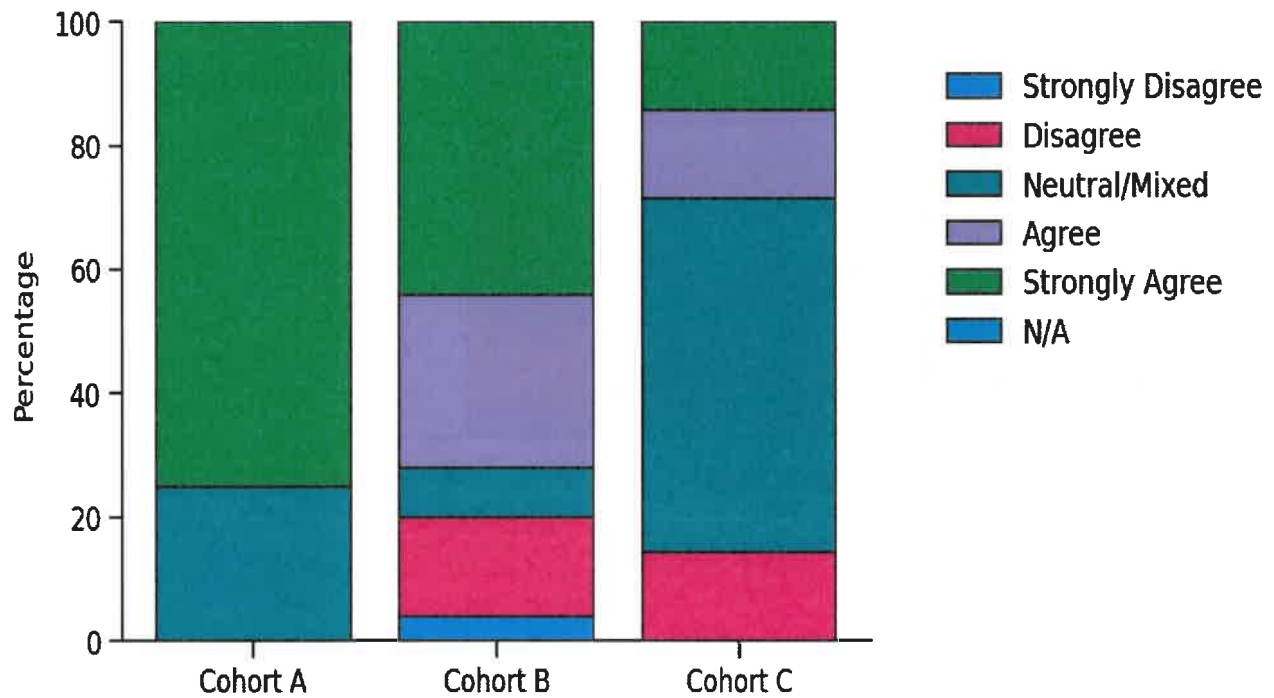
Q5 Aggregated Distribution (Average of Cohorts)



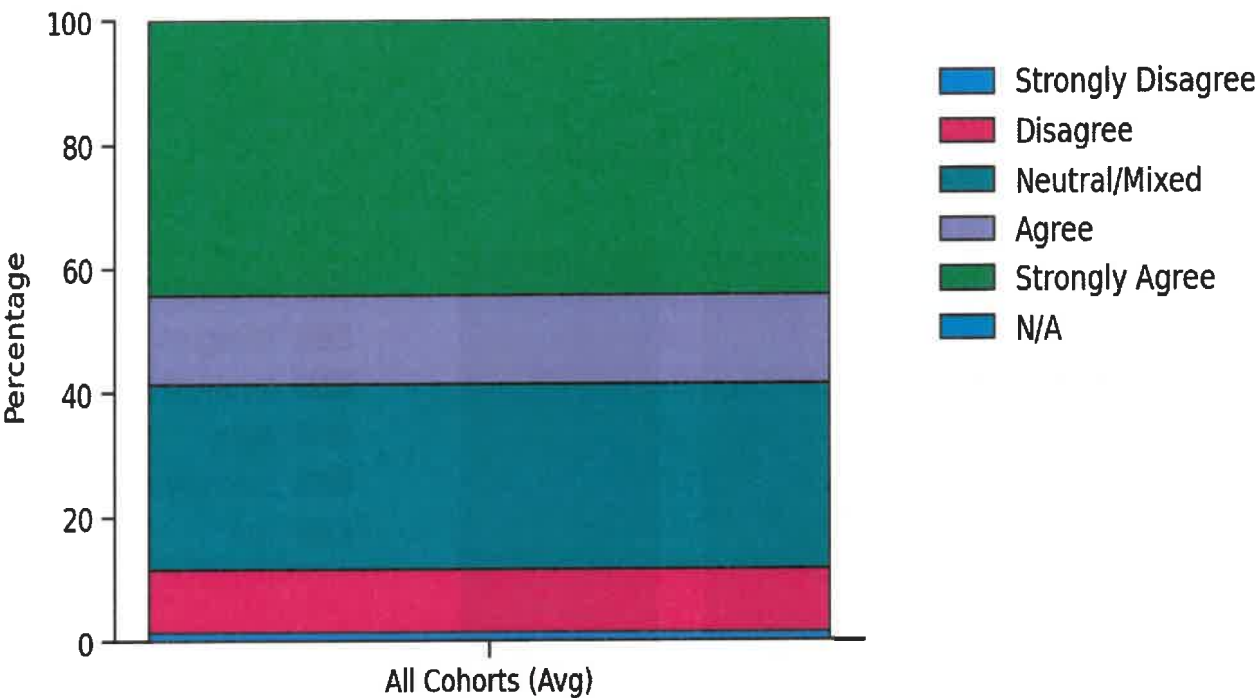
Question 6: The Fire Chief is approachable and receptive to staff questions or concerns.

Individual Cohort Distributions

Q6 Individual Cohort Distributions



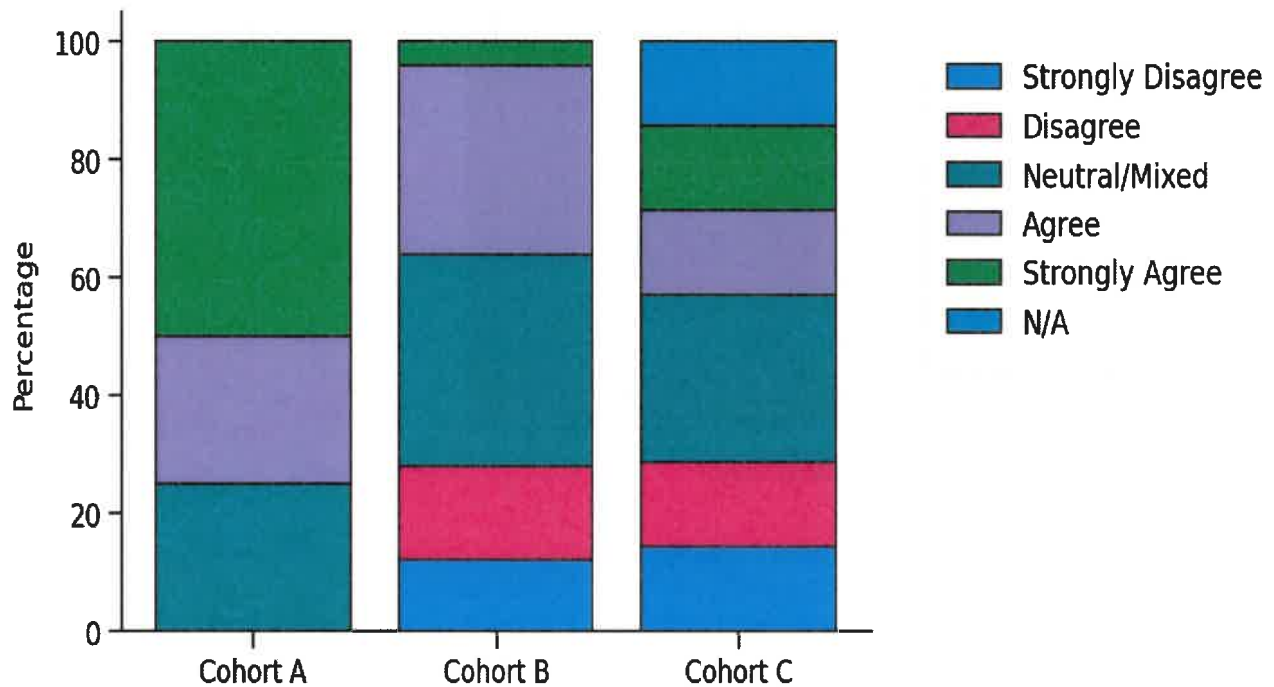
Q6 Aggregated Distribution (Average of Cohorts)



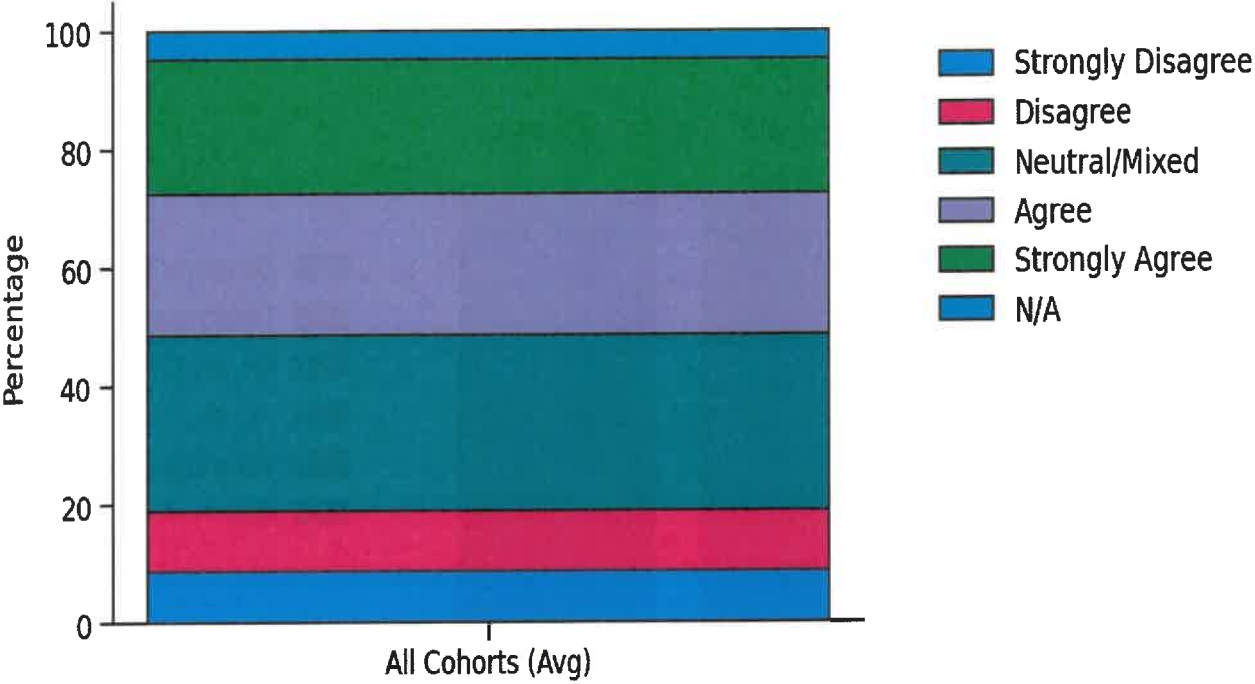
Question 7: The Fire Chief demonstrates an understanding of operational needs and challenges.

Individual Cohort Distributions

Q7 Individual Cohort Distributions



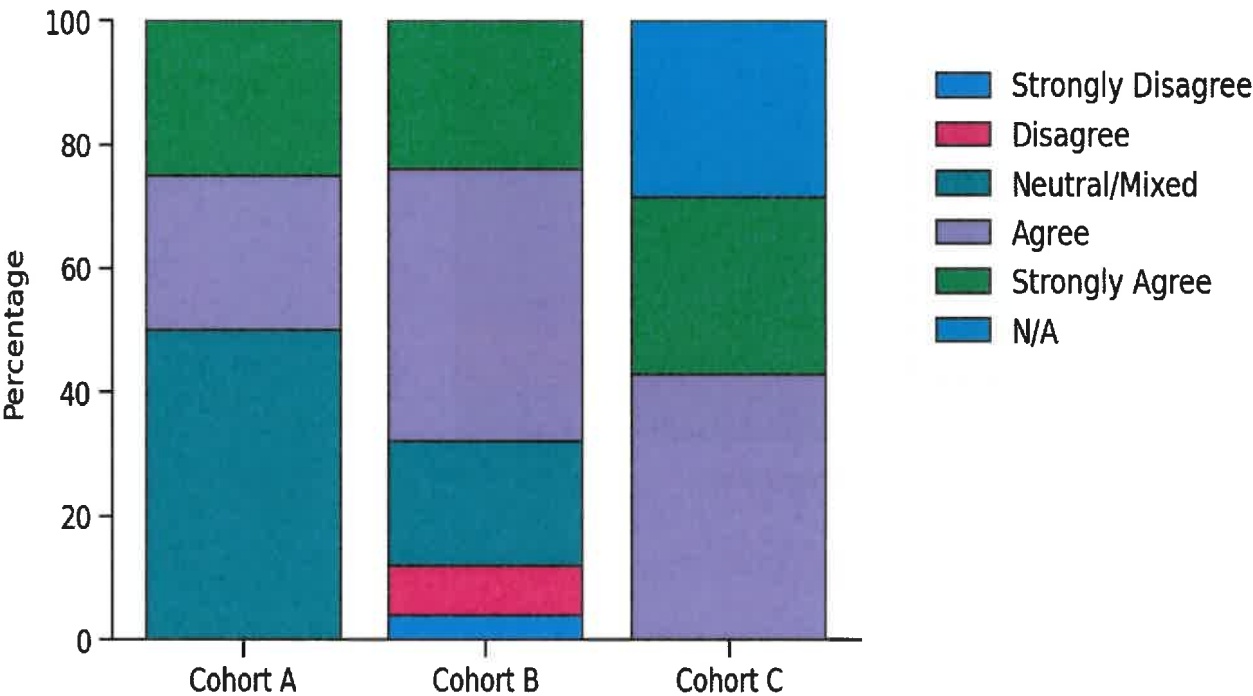
Q7 Aggregated Distribution (Average of Cohorts)



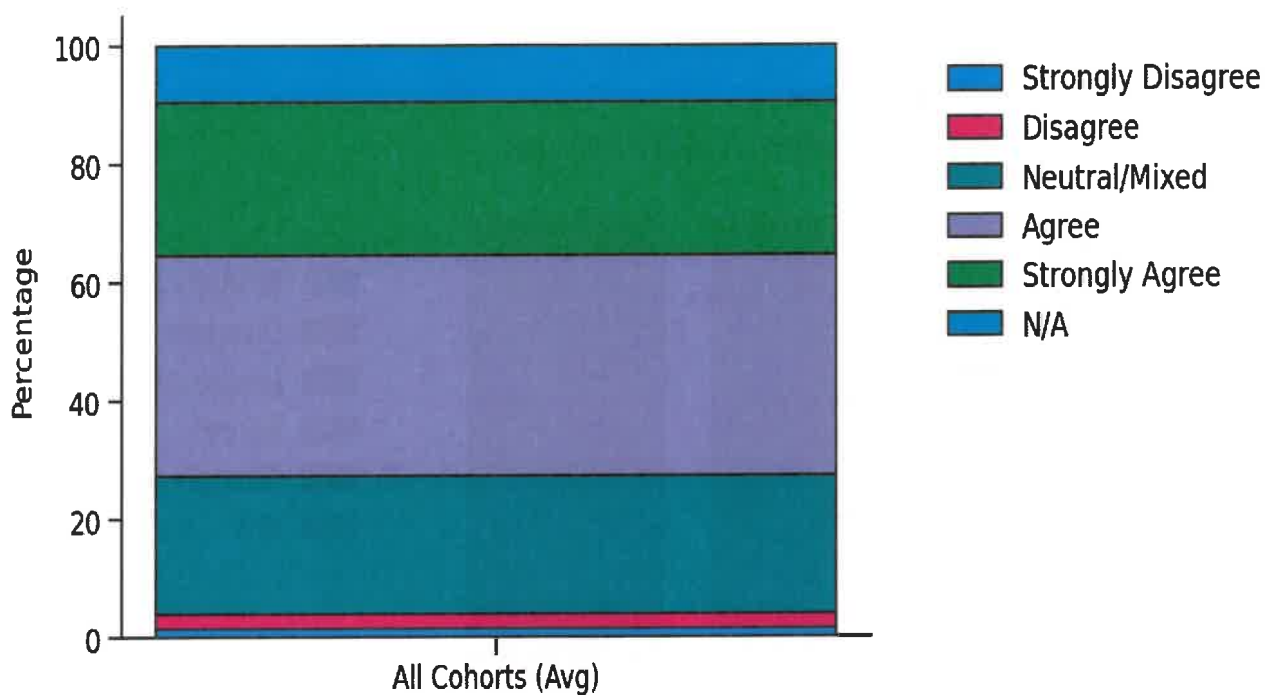
Question 8: The Fire Chief supports employee development, training, and mentoring.

Individual Cohort Distributions

Q8 Individual Cohort Distributions



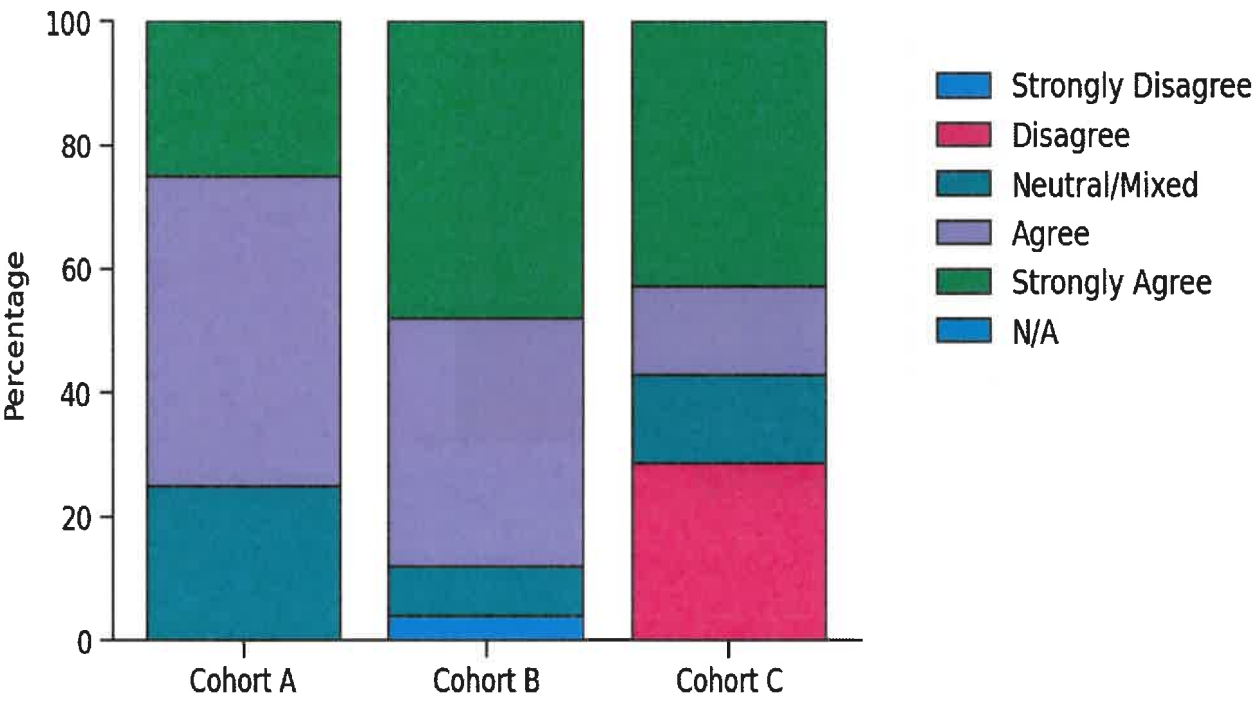
Q8 Aggregated Distribution (Average of Cohorts)



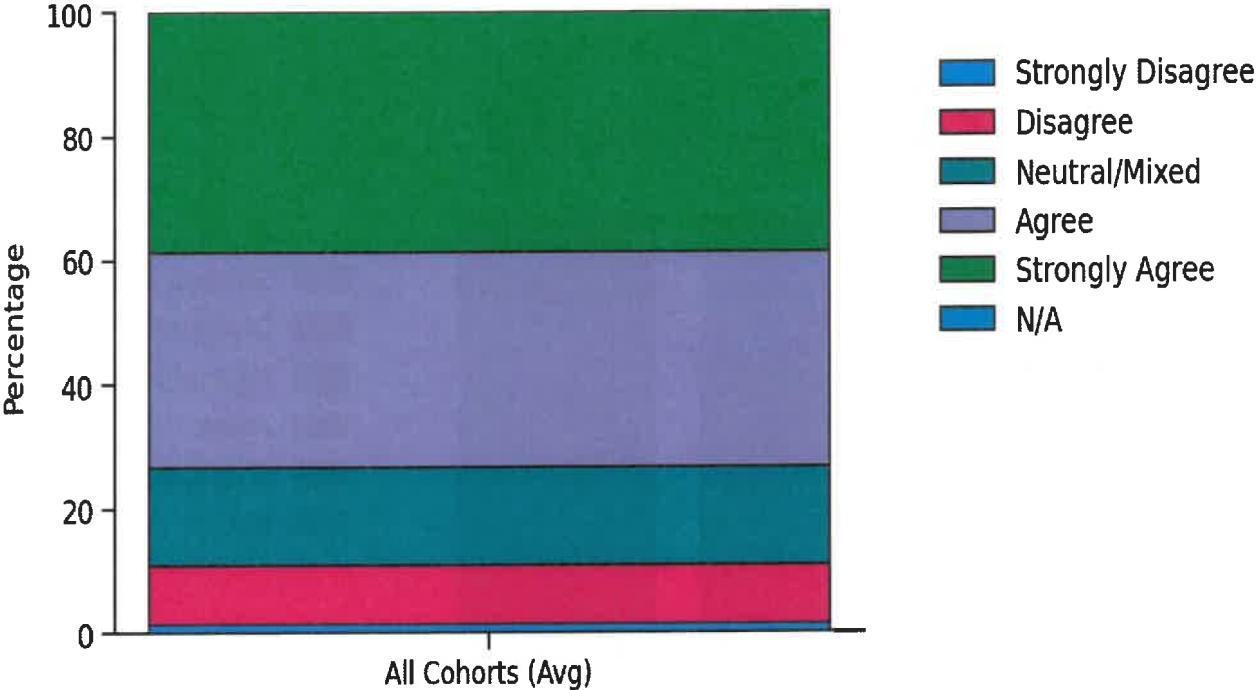
Question 9: The Fire Chief treats employees with respect and fairness.

Individual Cohort Distributions

Q9 Individual Cohort Distributions



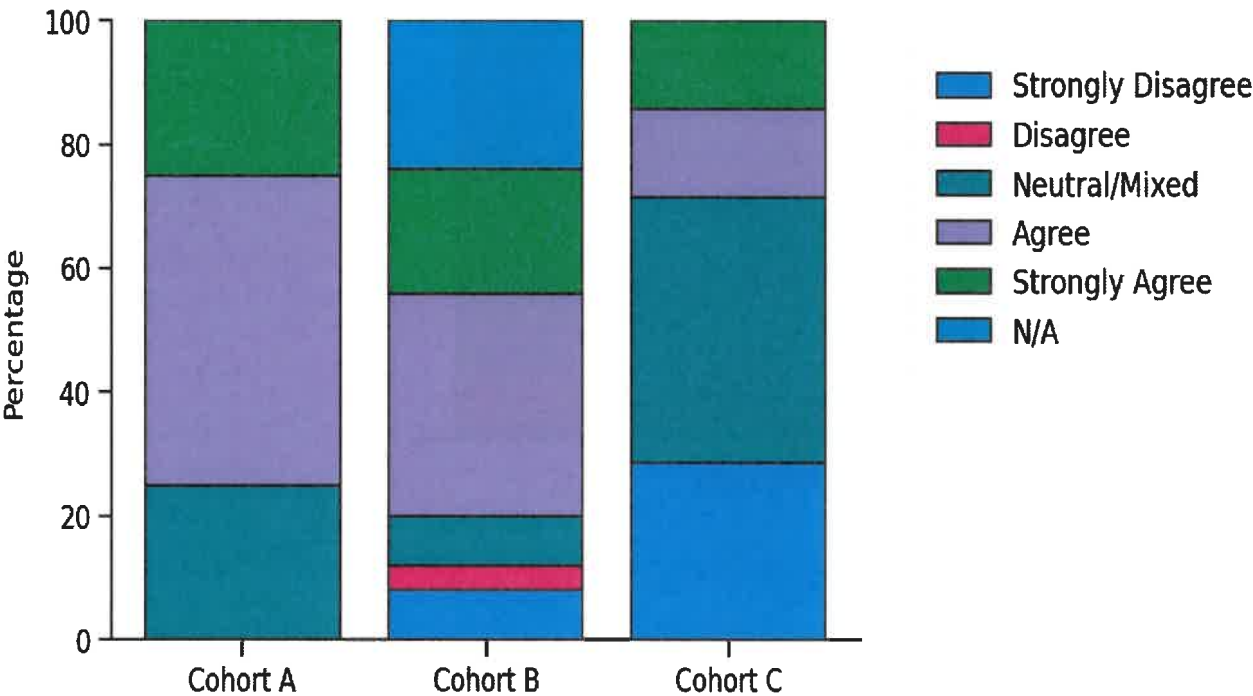
Q9 Aggregated Distribution (Average of Cohorts)



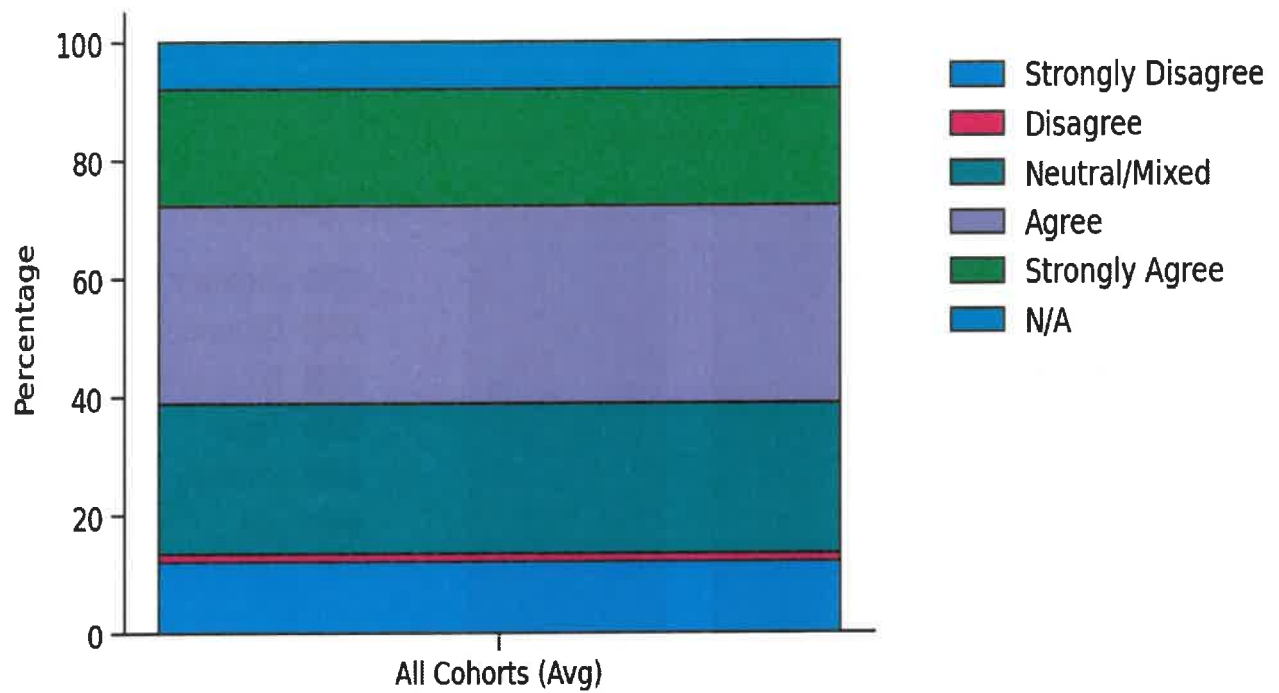
Question 10: The Fire Chief promotes accountability and consistency in personnel matters.

Individual Cohort Distributions

Q10 Individual Cohort Distributions



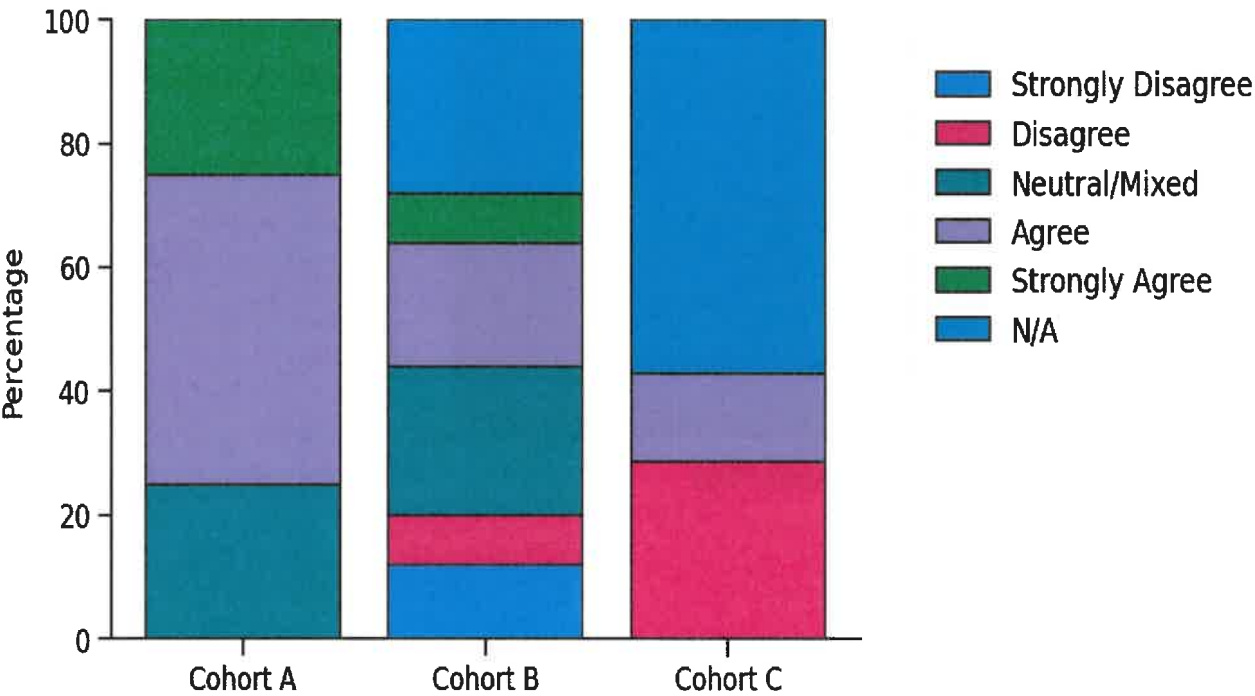
Q10 Aggregated Distribution (Average of Cohorts)



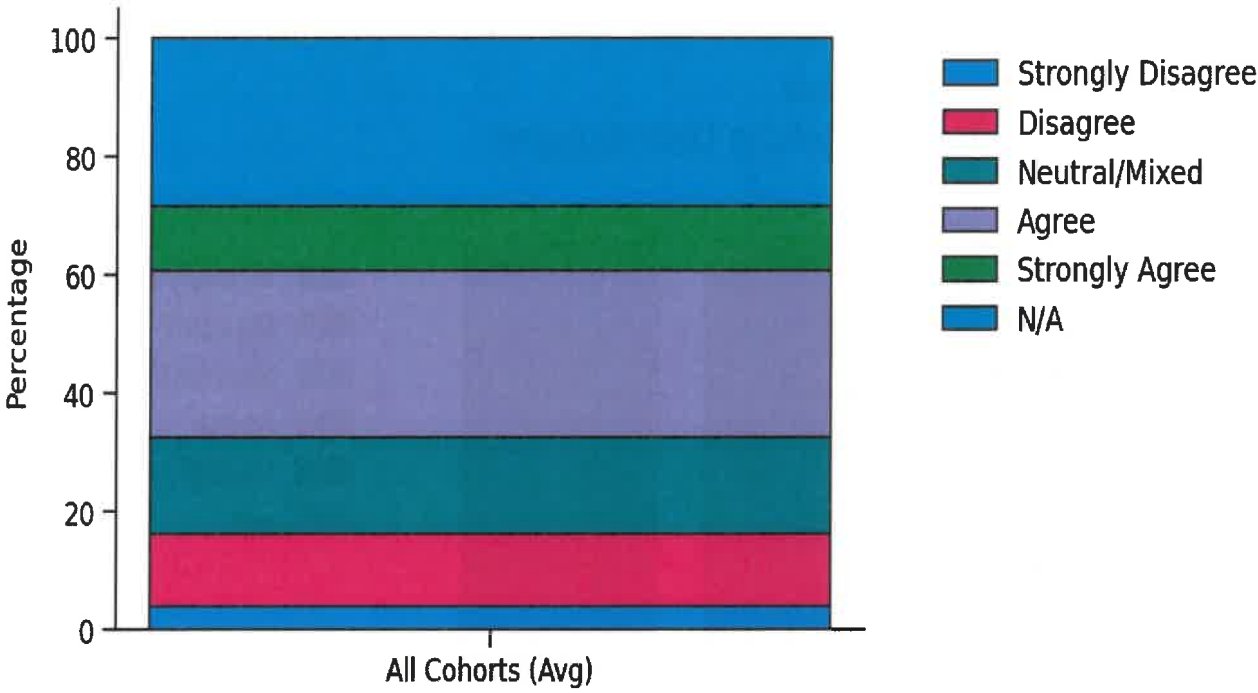
Question 11: The Fire Chief responds appropriately to operational problems.

Individual Cohort Distributions

Q11 Individual Cohort Distributions



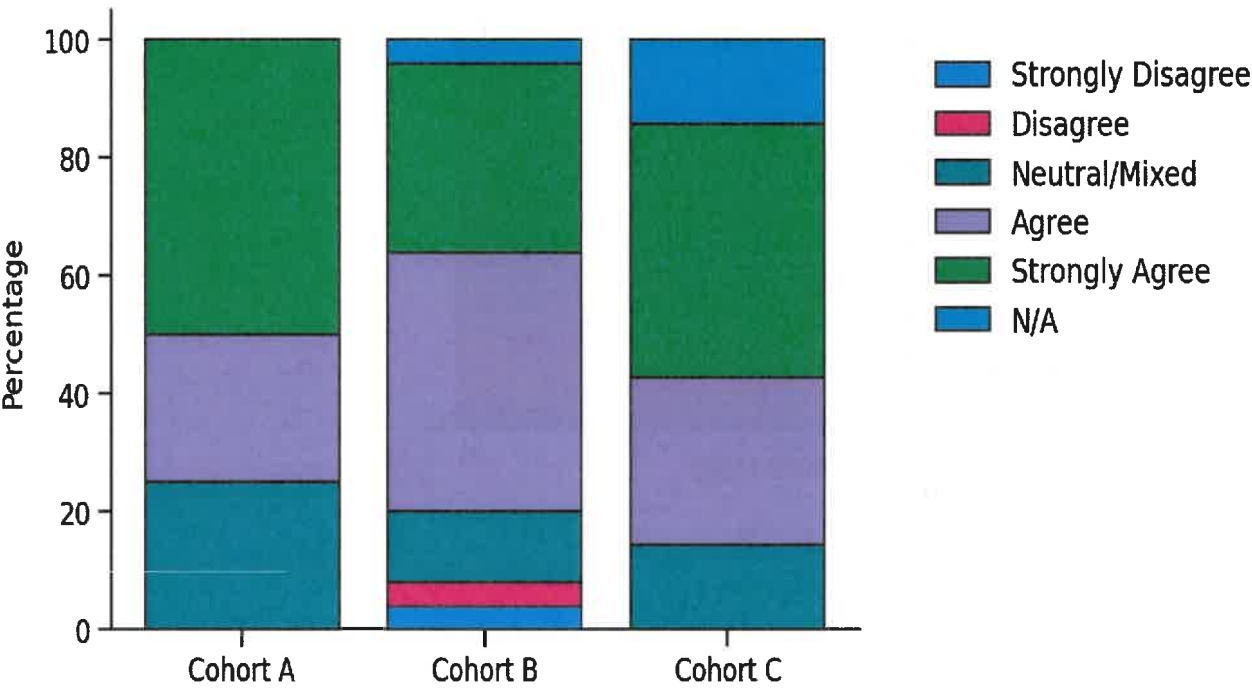
Q11 Aggregated Distribution (Average of Cohorts)



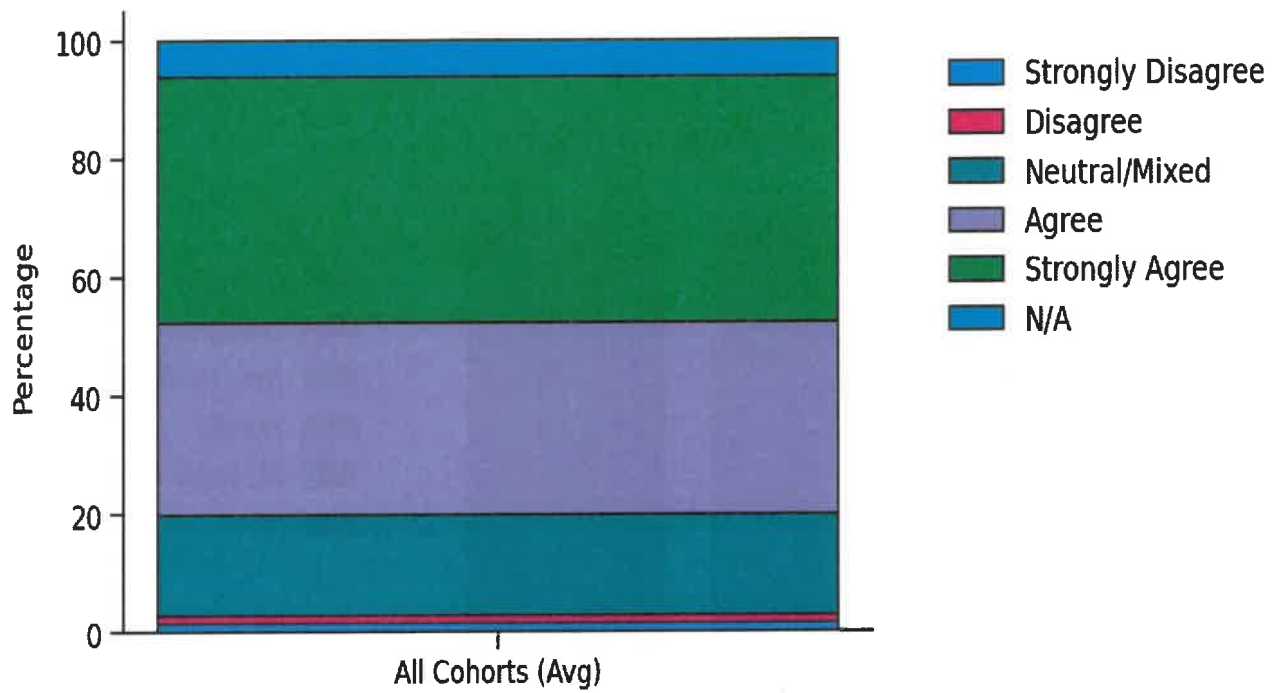
Question 12: The Fire Chief supports effective delivery of fire, EMS, and emergency services.

Individual Cohort Distributions

Q12 Individual Cohort Distributions



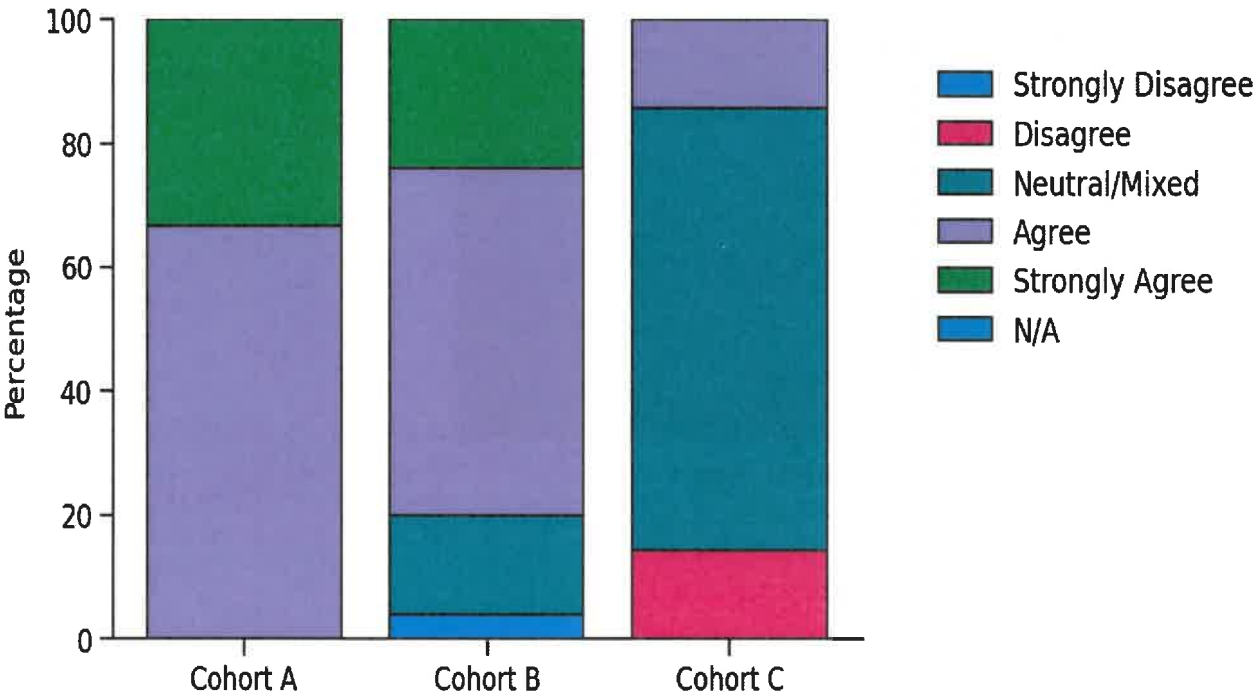
Q12 Aggregated Distribution (Average of Cohorts)



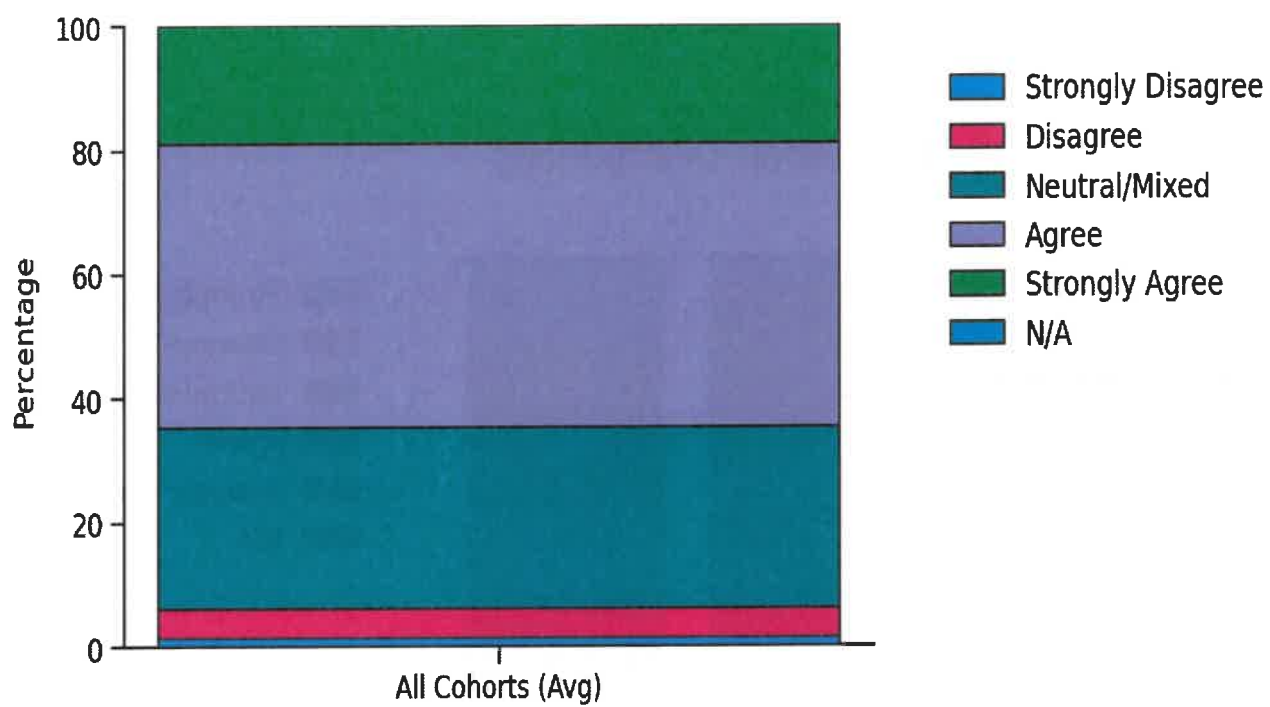
Question 13: The Fire Chief fosters positive working relationships across career staff, volunteers, and administration.

Individual Cohort Distributions

Q13 Individual Cohort Distributions



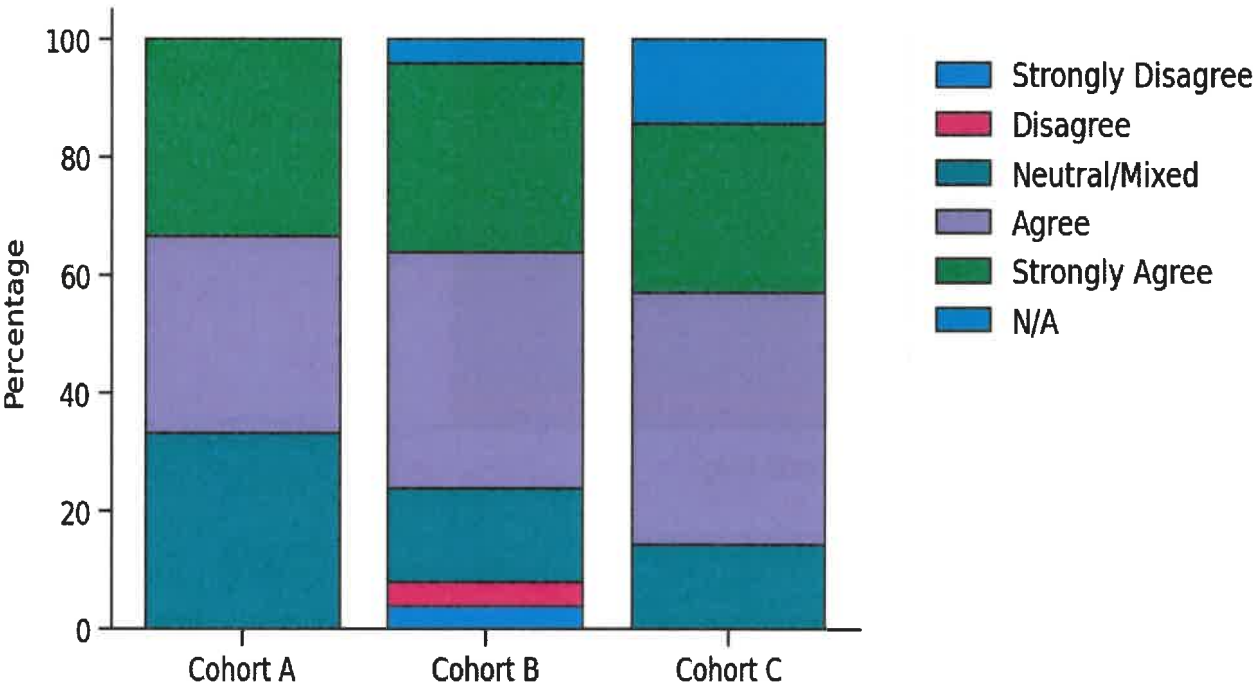
Q13 Aggregated Distribution (Average of Cohorts)



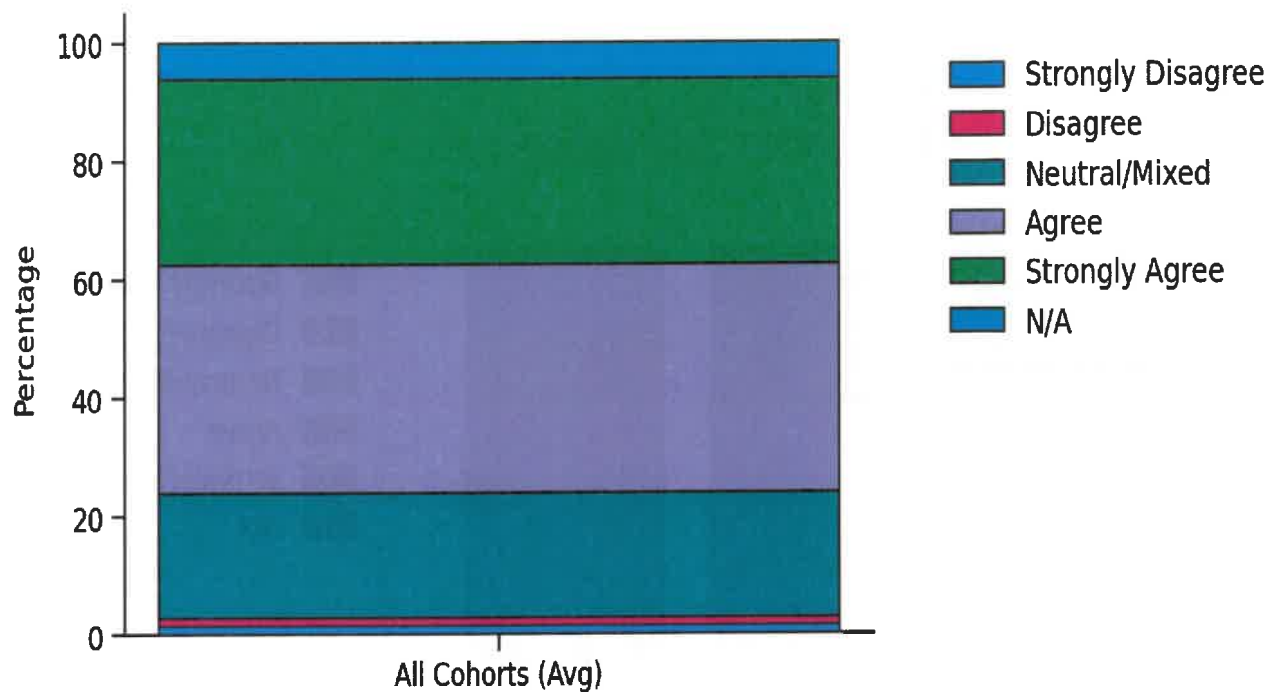
Question 14: The Fire Chief promotes a culture of safety, teamwork, and continuous improvement.

Individual Cohort Distributions

Q14 Individual Cohort Distributions



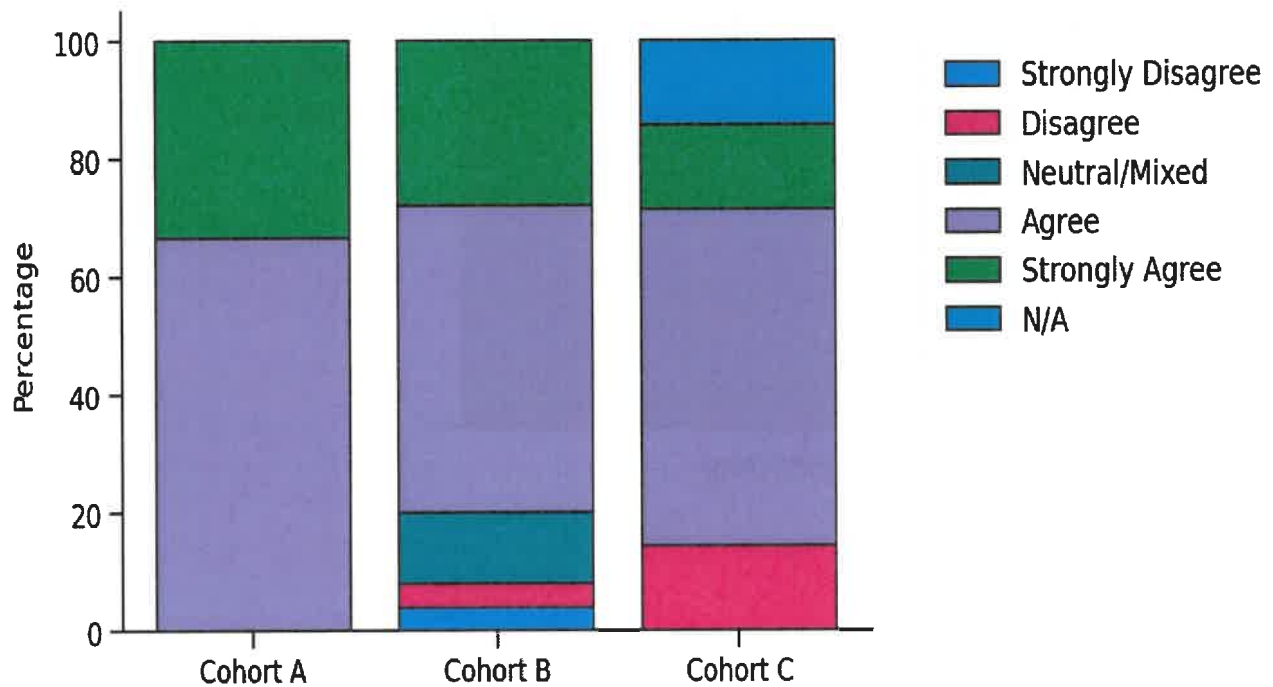
Q14 Aggregated Distribution (Average of Cohorts)



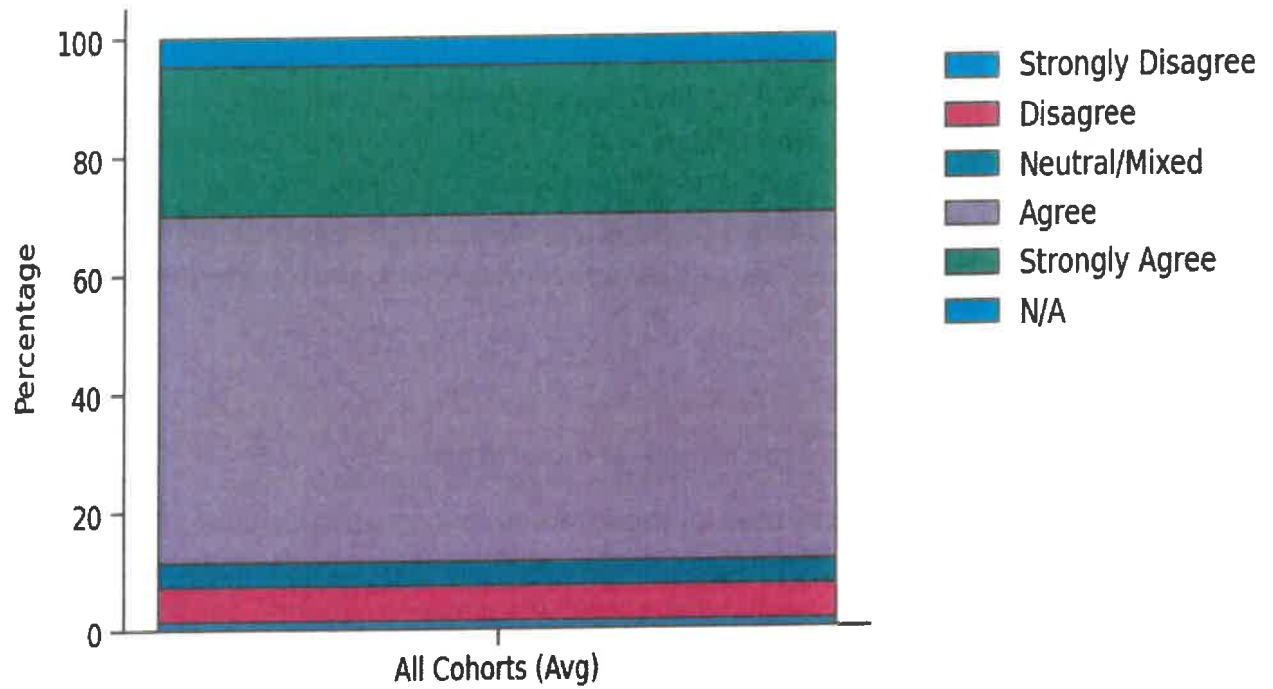
Question 15: The Fire Chief supports a cooperative and professional work environment.

Individual Cohort Distributions

Q15 Individual Cohort Distributions



Q15 Aggregated Distribution (Average of Cohorts)



Anonymized Q16 and Q17 Comments

Question 16: What is one thing the Fire Chief does well that should continue?

Overall, respondents described the Fire Chief as approachable, personable, and committed to maintaining high standards for both the District and the community. Common themes included strong communication, transparency, active listening, and a willingness to seek input from employees at all levels before making decisions. Many appreciated his positive attitude, recognition of employee accomplishments, trust in staff through delegation and empowerment, and support for leadership development and organizational growth. Employees also noted his efforts to engage directly with personnel, visit stations, clarify expectations, strengthen fiscal accountability, and support assigned areas of responsibility through appropriate budgeting and resources. Several comments highlighted his focus on improving the District's operations, equipment management, and long-term opportunities for employees.

Question 17: What is one area where the Fire Chief could improve?

The feedback suggests that the primary area for improvement is increasing visibility, engagement, and connection with personnel throughout the District. Several respondents expressed a desire for the Fire Chief to spend more time in stations, be present in the District more frequently, and become more involved in day-to-day operations to better understand line personnel, response models, and operational challenges. Other themes included improving communication by highlighting completed accomplishments, providing stronger leadership and guidance during challenges, implementing a clear strategic plan, increasing volunteer representation in District discussions, and expanding mentoring and coaching opportunities. A few respondents felt that operational, facility, and long-standing organizational issues have not yet seen significant improvement or that attention has sometimes been focused on projects perceived as lower priority. However, many respondents either had no specific recommendations, felt it was too early to assess due to the Chief's relatively short tenure, or stated that they had not identified any areas needing improvement at this time.