

ATTACHMENT B – RCFD FIRE STATION LOCATION

Station Number	Location
1	210 W. San Jacinto Ave., Perris
2	24935 Hemlock, Moreno Valley
3	30515 10th Street, Nuevo
4	17650 Cajalco Road, Perris
5	28971 Goetz Road, Quail Valley
6	22250 Eucalyptus Ave., Moreno Valley
7	27860 Bradley Road, Sun City
8	16533 Trisha Way, Riverside
9	21565 Steele Peak Road, Perris
10	410 W. Graham Ave., Lake Elsinore
11	33020 Maiden Lane, Lake Elsinore
12	28339 Mercedes Street, Temecula
13	3777 Blair Street, Corona
14	1511 Hammer Ave., Norco
15	20320 Temescal Canyon Road, Corona
16	9270 Limonite Avenue, Pedley
17	10400 San Sevaine Way, Mira Loma
18	7545 Mission Rd., Riverside
19	469 Center Street, Highgrove
20	1550 E. 6th St., Beaumont
21	906 Park Ave., Calimesa
22	10055 Avenida Mira Villa, Cherry Valley
23	24919 Marion Ridge Road, Idyllwild
24	50382 Irene Street, Cabazon
25	132 South San Jacinto, San Jacinto
26	25954 Stanford Street, Hemet
27	6709 Cedar Creek Road, Corona
28	35655 Sage Rd., Hemet
29	56560 Hwy 371, Anza
30	70080 Highway 74, Mountain Center
31	16902 Bundy Ave, Riverside (BCTC)
32	78136 Frances Hack Lane, La Quinta
33	44400 Town Center Way, Palm Desert
34	32655 Haddock Street, Winchester
35	31920 Robert Rd., Thousand Palms
36	11535 Karen Ave., Desert Hot Springs
37	65958 Pierson Blvd., Desert Hot Springs
38	5721 Mission Blvd., Riverside

Station Number	Location
39	56925 Vic Higgins Street, Thermal
40	91100 Fourth Street, Mecca
41	99065 Corvina Road, North Shore
42	76800 Harrison Street, Thermal
43	140 West Barnard Street, Blythe
44	13987 Main Street, Ripley
45	17280 W. Hobson Way, Blythe
46	HCR 20, Blythe
48	10511 Village Rd., Moreno Valley
49	43880 Lake Tamarisk, Desert Center
50	70801 Highway 111, Rancho Mirage
51	32353 Ortega Highway, Lake Elsinore
52	44222 Sage Road, Aguanga
53	59200 Morris Ranch Road, Mountain Center
54	25730 Sultanas Road, Homeland
55	44900 El Dorado Dr., Indian Wells
56	72985 Dillon Road, Desert Hot Springs
58	28040 Eucalyptus Ave., Moreno Valley
59	21510 Pinewood Street, Perris
60	28730 Vacation Drive, Canyon Lake
61	32637 Gruwell Street, Wildomar
62	Lot 51 Verdugo Rd., San Juan Capistrano
63	49575 Orchard Road, Banning
64	25310 Campbell Ranch Road, Corona
65	15111 Indian Ave., Moreno Valley
66	628 Maple Street, Beaumont
67	73200 Mesa View Drive, Palm Desert
68	26020 Wickerd Road, Menifee
69	71751 Gerald Ford Dr., Rancho Mirage
70	54001 Madison Street, La Quinta
71	73995 County Club Dr., Palm Desert
72	25175 Fairview Avenue, Hemet
73	27415 Enterprise Circle West, Temecula
74	35420 Calle Grande, Lake Elsinore
75	38900 Clinton Keith Road, Murrieta
76	29950 Menifee Road, Menifee
77	41610 Lakeshore Boulevard, Aguanga
78	2450 W. Cottonwood Ave., San Jacinto
79	1377 6th St., Coachella
80	81025 Ave 40, Indio

Station Number	Location
81	37955 Washington Street, Palm Desert
82	17452 Lake Pointe Drive, Riverside
83	37500 Sky Canyon Drive, Murrieta
84	30650 Pauba Rd., Temecula
85	29405 Grand Ave., Lake Elsinore
86	46990 Jackson St., Indio
87	42900 Golf Center Pkwy., , Indio
88	46621 Madison St., Indio
89	172 North Murray, Banning
90	333 Placentia Ave., Perris
91	16110 Lassalle Street, Moreno Valley
92	32211 Wolf Creek Dr., Temecula
93	44555 Adams Street, La Quinta
94	22770 Railroad Canyon Road, Lake Elsinore
96	37700 Glen Oaks Road, Temecula

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ATTACHMENT C – EMPLOYEE SURVEY RESULTS

This document provides a summary of results from an online employee survey asking about the strengths, weaknesses, opportunities and threats to the Riverside County Fire Department.

Overview

Survey Distribution: March 2009

Total number of respondents: 304 out of 1,252 employees, or 24%

Positions: *Total Response - 277*

62.1% of the respondents are Line Staff

25.6% of the respondents are mid-Management Staff

8.3% of the respondents are Office Staff

4% of the respondents are Management Staff

Experience: 69% of the 248 employees that responded to this question have more than 10 years experience

Distribution of Strengths, Weaknesses, Opportunities and Threats, by Category

Staffing Level Issues Focus Areas

- Sufficient screening for paramedics
- Succession planning
- Recruitment of full-time firefighters
- Retention of full-time firefighters
- Level of employee recognition
- Level of employee morale
- Employee performance

1. Staffing Levels					
	Strength	Weakness	Opportunity	Threat	Response Count
Level of EMS Staffing	51.6% (145)	18.1% (51)	24.6% (69)	5.7% (16)	281
Sufficient screening for paramedics	9.6% (27)	47.5% (134)	16.0% (45)	27.0% (76)	282
Succession planning	9.2% (25)	42.6% (116)	33.5% (91)	14.7% (40)	272
Recruitment of full-time firefighters	12.5% (35)	47.5% (133)	26.1% (73)	13.9% (39)	280
Retention of full-time firefighters	21.5% (60)	41.9% (117)	20.8% (58)	15.8% (44)	279
Frequency of promotional opportunities	34.1% (99)	27.6% (80)	29.0% (84)	9.3% (27)	290
Level of employee recognition	10.0% (29)	53.4% (155)	25.5% (74)	11.0% (32)	290
Level of employee morale	8.5% (25)	46.6% (137)	16.0% (47)	28.9% (85)	294
Employee performance	30.9% (90)	34.0% (99)	27.1% (79)	7.9% (23)	291
				answered question	296
				skipped question	8

Employee Safety Focus Areas

- Availability of personal safety equipment
- Condition of personal safety equipment

2. Employee Safety						Response Count
	Strength	Weakness	Opportunity	Threat		
Safety procedures and practices	47.0% (135)	21.3% (61)	24.4% (70)	7.3% (21)		287
Availability of personal safety equipment	22.3% (64)	39.7% (114)	12.5% (36)	25.4% (73)		287
Condition of personal safety equipment	23.0% (65)	42.8% (121)	17.3% (49)	17.0% (48)		283
Safety training for employees	37.2% (107)	27.4% (79)	25.7% (74)	9.7% (28)		288
				answered question		291
				skipped question		13

Employee Skills and Training Focus Areas

- Training standards
- Service Center staff training
- Technical expertise of employees
- Technical expertise of supervisors and managers
- Management of employee performance
- Frequency of supervisory training
- Firefighter training
- Supervisory skills training

3. Employee Skills and Training					
	Strength	Weakness	Opportunity	Threat	Response Count
Certification of EMS employees	52.8% (143)	18.1% (49)	24.7% (67)	4.4% (12)	271
Training standards	32.6% (89)	26.7% (73)	32.6% (89)	8.1% (22)	273
Service Center staff training	2.8% (8)	43.8% (123)	12.8% (36)	40.6% (114)	281
Technical expertise of employees	31.9% (90)	31.6% (89)	31.9% (90)	4.6% (13)	282
Technical expertise of supervisors and managers	23.0% (65)	37.5% (106)	26.1% (74)	13.4% (38)	283
Employee performance	32.2% (91)	31.1% (88)	31.1% (88)	5.7% (16)	283
Management of employee performance	14.2% (40)	48.6% (137)	25.2% (71)	12.1% (34)	282
Frequency of firefighter training	33.2% (90)	30.6% (83)	31.4% (85)	4.8% (13)	271
Frequency of supervisory training	10.8% (30)	49.5% (137)	27.4% (76)	12.3% (34)	277
Firefighter training	32.1% (88)	28.5% (78)	33.2% (91)	6.2% (17)	274
Supervisory skills training	10.6% (30)	47.5% (135)	27.1% (77)	14.8% (42)	284
				<i>answered question</i>	292
				<i>skipped question</i>	12

Technology, Facilities and Equipment Focus Areas

- Condition of department infrastructure
- Availability of up to date administrative technology
- Adequacy of communications systems
- Condition of stations
- Adequacy of stations for equipment and staff

4. Technology, Facilities and Equipment					
	Strength	Weakness	Opportunity	Threat	Response Count
Condition of department infrastructure	12.1% (34)	39.6% (111)	25.0% (70)	23.2% (65)	280
Availability of up to date firefighting, emergency medical, and rescue technology	34.9% (94)	25.3% (68)	32.7% (88)	7.1% (19)	269
Availability of up to date administrative technology	19.9% (54)	35.7% (97)	33.5% (91)	11.0% (30)	272
Adequacy of communications systems	29.2% (79)	29.2% (79)	22.9% (62)	18.8% (51)	271
Condition of stations	25.3% (68)	45.0% (121)	21.9% (59)	7.8% (21)	269
Adequacy of stations for equipment and staff	21.5% (58)	40.0% (108)	30.0% (81)	8.5% (23)	270
Availability of vehicles and other motorized equipment	43.1% (118)	28.5% (78)	18.2% (50)	10.2% (28)	274
Condition of vehicles and other motorized equipment	38.5% (105)	30.0% (82)	24.2% (66)	7.3% (20)	273
Adequacy of planning for the replacement of vehicles	30.1% (81)	29.7% (80)	28.3% (76)	11.9% (32)	269
				answered question	285
				skipped question	19

Technology, Facilities and Equipment Focus Areas

- General, department-wide communications
 - Communication between management and volunteers
 - Timely provision of supplies to stations
 - Inventory control process in Service Center
- Department policies and procedures
 - Availability of supplies from Service Center
 - New employee orientation

5. Organization, Support Services and Technical Response

	Strength	Weakness	Opportunity	Threat	Response Count
Teamwork within Riverside County Fire Department	40.0% (114)	24.9% (71)	22.8% (65)	12.3% (35)	285
Size/complexity of the organization	48.6% (136)	17.1% (48)	26.8% (75)	7.5% (21)	280
General, department-wide communications	29.0% (81)	33.7% (94)	21.1% (59)	16.1% (45)	279
Empowerment to make decisions	32.5% (91)	30.4% (85)	22.5% (63)	14.6% (41)	280
Communication between management and volunteers	10.9% (28)	32.7% (94)	26.1% (67)	30.4% (78)	257
Radio communication	41.2% (110)	23.6% (63)	21.0% (56)	14.2% (38)	267
Communication between fire stations/contract cities	44.2% (115)	23.5% (61)	26.2% (68)	6.2% (16)	260
Timely provision of supplies to stations	6.7% (18)	48.9% (132)	12.6% (34)	31.9% (86)	270
Inventory Control Process in Service Center	1.5% (4)	39.9% (108)	12.2% (33)	46.5% (126)	271
Availability of Supplies from Service Center	1.4% (4)	41.3% (114)	8.3% (23)	48.9% (135)	276
Department Policies and Procedures	29.2% (81)	28.9% (80)	31.0% (86)	10.8% (30)	277
New Employee Orientation	11.6% (32)	42.4% (117)	27.2% (75)	18.8% (52)	276
				answered question	287
				skipped question	17

Customer Service Focus Areas

- Volunteer fire fighter program

6. Customer Service and Community Involvement					
	Strength	Weakness	Opportunity	Threat	Response Count
Complaints from the public about EMS services	50.2% (125)	13.7% (34)	32.9% (82)	3.2% (8)	249
Response time	68.3% (181)	11.7% (31)	17.4% (46)	2.6% (7)	265
Response planning	53.7% (139)	17.4% (45)	23.6% (61)	5.4% (14)	259
Fire prevention	44.7% (119)	21.1% (56)	28.6% (76)	5.6% (15)	266
Overall customer service	62.5% (167)	15.0% (40)	20.6% (55)	1.9% (5)	267
Volunteer Fire Fighter Program	7.2% (19)	30.2% (80)	20.8% (55)	41.9% (111)	265
				answered question	271
				skipped question	33

7. Areas not covered in the survey:

#	Comments A	Comments B	Comments C
1	Fire prevention or fire protection planning? In this department it is separate functions. Threat.		
2	Volunteer program: seriously needs to be revamped. Need a reserve program directly under control of paid staff and under NO influence by a political organization (RCofD Vol Assoc.) If a Captain can get in trouble for a volunteer's actions, then the Captain should have the authority to discipline volunteers, not an incorporated volunteer company.	Municipal staffing should be standard at all stations: safety issue, proper supervision	Support services are doing as best as they can for the most part, but need to remember they SUPPORT the fire department, not the other way around (specifically, the Service Center not supplying NEEDED equipment. They also seem to be the first to tell us how to do our jobs without in service safety gear, no hose, no BLS supply, etc.)
3	Planning & Engineering	Schedule "C" Employees	
4	Lack of continual/ongoing training & support of experienced, non-apprentice employees	Communication of goals, objectives, processes, initiatives, committees & decision making is sporadic, inconsistent and generally poor or non-existent	Department has never addressed its INTERNAL image, its self-image. We don't market ourselves to ourselves and our self-image suffers.
5	New employee probation is virtually non-existent	Important information not shared with every station	
6	Fire Prevention - whole bureau out there.		
7	Law enforcement, investigations, records - strength	Public Education/Information - strength	Dispatch staffing/retention - weakness

#	Comments A	Comments B	Comments C
8	<p>Your survey is consistent with the involvement that is currently managing this department. County employees that are not firefighters are not only placed on the back burner but are also simple forgotten. This survey does not address the current needs and training requirements sought by Riverside County Employees. This survey does not address the safety needs by Riverside County Employees.</p>		
9	<p>Fiscal mismanagement. Chief was presented ways of saving money to improve service; i.e. eliminating volunteers and going to reserve program similar to Orange County Fire Authority, and doing nothing with the information given</p>	<p>Volunteer program is a joke. The county wide standard for someone to respond to an emergency is so low that I would not want them responding to my home in an emergency.</p>	<p>We continue to hire paramedics from a list with little to no fire experience in the effort to save cost is ludicrous, when we invest as much time in these off the street firefighter/medics to learn fire skills as we would to train a seasoned firefighter to go through paramedic school.</p>
10	<p>Rules Regarding Limited Term Employees</p>	<p>Probationary Process</p>	
11	<p>Not enough Cost Recovery Staff</p>		
12	<p>County employee relations with Cal Fire Personnel</p>	<p>Promotional Opportunities for county employees</p>	<p>Recognition by Cal Fire of specific needs of County Employee</p>
13	<p>Leadership from administration</p>	<p>Decision making even when times are bad</p>	<p>reduced staffing levels and the expectation to produce the same amount or more work</p>

#	Comments A	Comments B	Comments C
14	Policy manual availability via intranet or internet with updates	ALL Battalion Chiefs being signed off and available for coverage	Admin and EMS Captains claiming 24s on staffing patterns and unavailable for response from home. If on 24 STAY at a station
15	Staffing Levels and Fire Equipment	Job-Related Education	
16	Equal Training opportunities, like truck academy for personnel without a truck at their station or battalion.		
17	Supervisory Accountability	Ethics	
18	accountability for actions or inaction		
19	work week,	Compensation	work injuries
20	Extended 72 hour shift poses serious moral and safety concerns.		
21	Physical fitness standards for entry level firefighters and on the floor personnel Ex: wt. to ht. ratio, current medical conditions.	Paramedic hires system. Ex: interview/test should only be for FF/PM not also for FAE.	Entry level FF's need to be on a regimented/rigorous probation period for at least one year.
22	Complexity of the department management is much disorganized.	Service center is a joke! Get rid of the employees that don't know how the fire service works. Dollies get better gear then the full time paid staff.	Planning, with the economy that was bombing prior to the housing market taking a plunge, the county should be more prepared for saving money and preparing for a raining day!
23	Allow FF's already employed to upgrade to Paramedic, this will keep experience level up, and my biggest concern on an engine is when I have a brand new Medic fresh from AMR with little to no fire experience.		

#	Comments A	Comments B	Comments C
24	Holding one to a standard. I.e. fire those who don't keep terms of employment	JAC program is a joke.	
25	Financial accountability needs to be a priority regarding the County Fire Budget	Volunteer program needs to go to a reserve program. Volunteer companies that have non-profit accounts (504 or 501C3) need to be stopped. They also need to be the second priority for Safety gear.	The training bureau is much better under the new training chief. The funding needs to be a priority for training; this is what is going to keep us going home to our families.
26	Honesty of our Chief Officers. They say one thing and practice another. We must bring back the confidence in our Chief Officer Ranks.	The battles between the Employees Union and the Management. We continue to promote individuals who have a proven history of wanting to battle the Union. We need leaders not Chiefs who want to fight everything the Union does.	The Union also needs to get their nose out of everything management does; they need to be concerned with employee wages and working conditions. Not the day to day operations of the fire department.
27	Attract lateral transfers for FAE & FC positions		
28	The LT and Permanent status for all ranks. Is quite confusing and creates constant movement and uncertainty for the position and lowers morale during promotions and demotions.	The 2 year commitments do not allow for expanding your knowledge of the county. 1 year commitment is better operational wise for better delivery of service.	Eliminating the 72 hour work week and adopting the 48 hours work week as a safety hazard for exhausted staff that may increase injuries and add liability to the department.
29			SERVICE CENTER DRESS CODE AND FAE OR UP TO SUPERVISE

#	Comments A	Comments B	Comments C
30	Exorbitant use of LT positions in lieu of permanent employees in permanent positions	Exorbitant amount of money wasted in the JAC program	Over-emphasis of Truck company specialty versus reality
31	IT used for inventory control, access to fire stations (Security), certificate/training tracking, Modernized ID cards tied to master database with ICS quals, Required employment certs (fit test card, EMS, Driver's license) tracking, updated OSS integrated to an Employee portal with easy navigation to training, safety, policies procedures, etc. Contact if you want more info FC Eric Cisney (760) 399-2126 or ecisney@fire.ca.gov		
32	Auto Shop needs help- ME-14s are not taken seriously or remedied in a timely fashion	Remedy system has no way of prioritizing which items are URGENT and which items are niceties.	There is no support for In-service training- supply replenishment, coverage, overtime for worth-while training
33	Volunteer not recognized for the years of service	Department decimation	Paid union members do not want volunteers
34	Camp Program		
35	Volunteers are a financial drain and money better spent elsewhere		
36	Officer training and promotion for volunteers	Instruct training for volunteers	Relationship between Union board and Volunteers is really bad and causes major problems in the county
37	Extremely long work shift.		

#	Comments A	Comments B	Comments C
38	<p>Fiscal department is not lead by a strong fiscal person. We have no mechanism for tracking and maintaining a departmental budget. We have been told that in 08/09 there is no budget, we have no money, yet we are able to spend when ever. Anyone can order and usually get whatever, whenever with no real good check and balance system. The fiscal department is staffed with a lot of people who need to work smarter, or be weeded out. We don't pay our bills on time and take advantage of discounts offered by vendors for timely payment. We do not have station level budgets. Fiscal staff should be used to help manage and track station level budgets with the BCs. Our current fiscal deputy director is in over her head and our fiscal issues prove that. It is not to say we are where we are because of her actions, but we are certainly not moving towards any solutions with her.</p>	<p>There is no annual inventory requirement for the stations. How can we determine our needs as a department if we don't even know what we have right now? Stations will stockpile items and hide things upon inspection. We could be sending people out in the field with faulty equipment, because they want to have more hose than someone else.</p>	<p>County employees are being managed by State employees. These systems are very different. I feel that county staff aren't adequately trained and managed with State supervisors are out on fires for weeks at a time. Chief Hawkins does not have a strong support staff under him. We have lost several good chiefs in recent months, and Chief cannot run this entire organization on his own. He needs a strong fiscal manager, a strong operations manager and more support from BCs who aren't out to get only what they want at the time.</p>
39	<p>Accountability of Supervisors</p>	<p>Accountability of Employees</p>	

#	Comments A	Comments B	Comments C
40	Our management staff: The younger that our supervisors become they the more power they think they have. Our unit chief needs to sit down with the Division Chiefs and they need to be aware on the way our Batt. Chiefs are treating their employees. We are a state department not just Riverside. If we are to adhere to the departments standards this needs to be state wide.		
41	Business Planning	Fiscal Planning	Executive Staff limitations related to business, finance, leadership, decision making skills
42	Media Contacts and Public Information		
43	Fiscal Budgetary Management Training.	Running Fire Stations Like a Business Empower Captains to Manage Their Own Station Budget.	Annual Competency Testing For Management and Rank and File
44	Indecision at upper levels combined with the inability to make decisions at lower levels	Highly micromanaged	Importance placed on administrative duties while operational competence is often overlooked
45	Service center is the NO SERVICE CENTER	Management does not talk to BC's except Chief mtg.	
46	Budget management / fire department	Specialized programs / hazmat & truck	
47	Salaries are extremely low and will cause some of to quit		

#	Comments A	Comments B	Comments C
48	Communications between upper management and employees need work regarding dissemination of information, and procedural changes.	Weakness regarding management, specifically Admin to back up support staff when conflicts arise between fire personnel and support staff	Weakness in reprimanding fire personnel regarding breaking other dept. policy other than the ones utilized for firefighting safety.
49	Jac testing should be brought back to Battalion levels. Hundreds of hours of overtime a being wasted. The testing proctors are station captains. The same captains that would be testing at Battalion levels. Over half of the last 6 jac testing dates have been cancelled not allowing last year jac employees to complete there jac on time. I understand the training staff was trying to make the testing more consistent but I have personally watched two proctors test different ways on the same practical test.		
50	Accountability of Supervisory Time Management	County Intranet made available to Fire Department Employees	Tools/equipment and supplies provided to efficiently perform job required tasks
51	Management Consistency	Changes and instability with training	Degrades in morale
52	Time to start acting like a municipal fire dept		
53	Announcement of steering committee and availability of involvement.	Lack of direction, leadership and consistency by executive staff	

#	Comments A	Comments B	Comments C
54	Lack of Support to the field from EMS due to staff decrease	Lack of accountability regarding the Volunteer Program	We continue to "grow" but are decreasing the support system of our department.
55	Value of Volunteers provides little assistance to the county	Pay rate of cal fire staff may cause loss of trained firefighters/supervisors	My Captain is a risk every time he touches a fire engine
56	Need more questions dealing with prevention		
57	Budgeting for Volunteers	Set of turnouts for line staff	
58	Salary parity is needed with other like fire departments	72 hour work week is a threat to employees	Break away from the state system and go county fire department
59	The Department needs to go to a 56 Hour work week to retain the best fire personnel and align us with other fire department work schedules	Provide us with pay parity compared to other fire departments in California	Up grading fire stations and PPE
60	MOU Protection	Management / Employee Union relationship	
61	Inter unit Transfers	Dress code and Grooming Standards (Policies)	Need to work as one Department not multiple departments
62	Fleet Maintenance		

#	Comments A	Comments B	Comments C
63	Need to look at how we do business more cost effectively. Make the purchasing process easier and make stations accountable for those costs. If you give them budgets they will be more aware of the situation...	Service center is out of date, I do believe in this economic period business's are hurting and would make a great deal with a department our size. I know we just received a letter from our dept. saying it would not from 1 vendor. Guess what. Competition is a good thing.	New facilities...need to look long range...build with the future in mind not today.. Look at size of building is it too big or small for an area 1 size does not fit all..Get rid of lawns/expansive landscaping save water..more natural light, windows that open, Photovoltaic systems, etc.... cost at beginning may be more, but our facilities are around for 50 years
64	Communication between ECC and Field is Threat. Field does not understand what dispatchers do.		
65	Ability of checks and balances of budgets between departments	No established annual inspection program for Building and Fire Code Issues	Support for quality training to keep up to date with recognized and adopted state standards
66	800 Mg system	Rescue system Riv. Co Fire / RSO	Wildland fire
67 68	Firefighter Pay Compensation Improvement is needed with PIO to educate the public about our department. Most people have no idea what Cal Fire is all about. A PIO should be well spoken, know the topic well and look professional especially on camera. After all they're representing Cal Fire Firefighters.		
69	Turnouts	Hose needs to be replaced	Equal pay to other departments

#	Comments A	Comments B	Comments C
70	Station Manager fiscal responsibility	Captains run stations Battalion chiefs run battalions	General hiring practices must be more stringent to progress us into the future
71	Pay scales, approximately 30-50% less than equivalent departments.	Schedule non-rotational	In most cases, equipment is understaffed.
72	Work week too long for a lot of us a stations running 3000+ calls a year	Salary not motivating people to stay with department	The state's old school attitude is holding back the department. Too much of when I was a firefighter or engineer etc. we did it that way. Junk
73	Our selection process for new and promotional employees does not provide the department with the best candidates. An interview and supplemental form will not identify the best or worst candidates for a position in the fire service. I realize that this is a "State" issue, but this affects the RCOFD.		
74	Accountability of Supervisors to be evaluated by employees is non-existent.	Sub-standard company officers not held accountable for actions/decisions that result in adverse situations (such as injury to a member).	Disconnection between support staff and operations that exists could be helped by having ride-along, or exchange programs between different functions.
75	Volunteers are a huge burden on paid staff at Fire Stations.	No communication from union personnel.	

#	Comments A	Comments B	Comments C
76	Employee training recording system	Holding employees and/or the department minimum qualifications for specialized equipment	Station inspections by BC's, Company performance evaluations by BC's
77	Basic level of training (threat)	Foresters in key positions (threat)	Need a written test for entry into department (opportunity)
78	Need for department to have same rules for both paid and volunteers is something that needs to be addressed		
79	Employee salary (ALL RISK DEPARTMENT) in comparison to other departments = Weakness		
80	Budgetary tracking and maintenance is a threat to our department	County employees working under State employees and being treated poorly is threat to our department by opening up the doors for lawsuits	Compliance in the workplace and an increase in the "it's not my job" attitude is a threat as well
81	employee morale	purchasing guide lines	
82	Inability to communicate our full service functions relative to municipal departments.	Inefficient spending. Our dollars don't go as far as private sector money...why?	
83	(Threat)-Non practical positions such as FAE/Paramedic(Overloaded responsibilities)	(Threat)-No funds available for necessary station repairs	(Threat)-Firefighter union not concerned with the well being of its members, bringing down moral

8. Additional Strategic Planning Issues to be Considered:

#	Comments
1	It is my feeling that CDF/CAL Fire is not progressive enough for all functions in this department. The lack of and the reluctant attitude for computer software and technology use in the fire protection planning section has held this department in a paper file system and is about 30 years behind other departments. The dual state/county system is flat holding the progress of this department back.
2	Municipal staffing at all stations. The economy is bad, but this should be first priority, even above new stations, new equipment, etc.
3	A clear separation of the Cal Fire and Riverside County Fire management and supervisor duties need to be clearly defined. Presently suppression is under total control of Cal Fire, OES is under control of Riverside County Fire, and however support is a mix and match which causes problems.
4	Fire investigation training for engine company officers.
5	Management needs to continue supporting and promoting improvement of systems technology, and that should be part of the strategic plan.
6	Organization of operations needs to become clearer. Too many chiefs for the amount of Indians in the field. Financial planning and prioritizing needs to become entrenched in organization thinking. Too many folks will splurge on non-essential items and then cut costs on essentials.
7	I think that the complaint process at the battalion level needs some work. Our BCs and DCs are quick to pass judgment if a complaint is lodged to cool down the complainant but it leaves the employee feeling that our collective backs are not covered. As far as contract cities are involved, I think that we, as a department, provide too much information to the cities. I came from a city contract where phone calls were made because equipment wasn't at the station or response times were not made on one call. They pay us for a service yet micro manage every detail of the fire department. We have managers (BCs and Captains) that we pay good money to do those jobs. As long as we, as a department, are meeting a goal, those city contracts should just have a hands-off approach when it comes to the day to day functions.
8	Making volunteer companies the thing of the past, and moving fwd with a paid call firefighter program. Doing background checks on new hires!!! And a county physical fitness standard.
9	Lack of EMS/safety infrastructure to support our current service delivery.

#	Comments
10	Support services, personnel/finance, and service center etc. often unable to handle their workload. The department grew (doubled?) in size of employees, but HR function did not grow.
11	New employee probation needs to be tough and mandatory. Service center needs MAJOR overhaul. Trucks need to be for fires not used as rescue units.
12	Standards of cover.
13	Business annual fire / life safety inspection program. It works. Look at the statistics in Palm Desert. Very low on commercial fires on any consequence.
14	Clerical support help. Need more employees. Opportunities for promotion on the support side.
15	need more mechanics and organization in our shops to get equipment back in a timely manner or even a response
16	The volunteer program needs to transition to a reserve program. Our staffing levels have increased, along with the number of stations to make the volunteer program obsolete and fiscally wasteful. We could have a testing process for reserves that already have a level of training and increase the level of protection, for much less than the volunteer program is costing now.
17	Maintaining Paramedic staffing on all equipment.
18	Cost Recovery has only one employee, with a 2-3 year long backlog of cases. This is resulting in lost revenue
19	Firefighter Probationary Rules and Procedures. Limited Term Employees and the Permanent Selection process
20	Return money taken for county personnel training.
21	Do not retain the CAL FIRE contract. Integrated fire services on work to the advantage of the larger entity, in this case, CAL FIRE.
22	Cal Fire operates the Riverside County fire Department on a Contractual base. There are many County employees that work for this department and most if not all answer to State of California Cal Fire Employees. It is very evident that Cal Fire employees receive better opportunities for promotion/Rank, Vehicles and Department. Many of the support issues such as vehicle maint, fuel, dispatch should be sourced out to already placed County owned resources such as County fleet services for fuel and repairs, Sheriff's Dispatch for Radio, County I.T. for I.T. issues etc...
23	Administrative facility replacement is critical at this point. Staffing levels should not be planned based on expected special revenue or taxes. Other county agencies continue to grow (Sheriff and District Attorney) while the fire department is expected to continue to do more with less.

#	Comments
24	Computerized record keeping of PPE's in accessible centralized computer system for tracking and accountability and assurance its within policy and conformance
25	The new hire process needs to be evaluated for medics. We are hiring below standard medics more often than not. The needs to be an equal opportunity for training, regardless of what station you work at or whether or not you're a medic. Permanent employees on JAC should have seniority with training over LT employees.
26	Fire stations should be built energy efficient. Not with large lawns to water. Maybe with sky lights and not with an entire apparatus bay of lighting. Time delay lighting all around throughout stations.
27	Volunteer program needs to be treated as part of the overall fire department program. Training has increased and is becoming more available but still needs to reflect the needs of the volunteer for scheduling. Basically, the department needs to treat the volunteers as if they belong.
28	I think team work in the field is good. The economic times are/is making morale a problem with budget and pay cuts from the state level. Fire personnel retention could become a problem with our salaries below that of other municipal fire departments.
29	Hold the supervisors accountable for poor employee performance. Stop allowing the Employee Association make decisions. No more "good old boy" favoritism. Make promotions earned, not given. If an employee (especially a Supervisor) commits a crime, hold them accountable.
30	Service Center needs LEADERSHIP that can Run the SC. They need a Captain with Experience or hire someone with more experience with the Department. Supplies are not getting ordered and stations are suffering.
31	With the progression of Riverside County Fire Department's advancements, we still work a 72 hour shift in contrast to other municipal fire departments.
32	Our current continuous 72 hour shift is the only one of its kind in the country. Family life suffers, and the safety of the employee and the public should be of concern with this extremely long shift schedule.
33	Service Center or lack thereof. Equal training standards for ALL technical rescue areas.

#	Comments
34	<p>1. Hiring system. Ex: background investigations, medical exam, physical standards, and age requirement. 2. Replacement of all open cab fire engines. 3. House hold requisition orders should be made at station level directly to vendor, just like we order through Zoll/Life Assist. 4. In service-training for all Companies. Ex: engine or truck goes out of service to report to training tower to drill for the day. 5. Include input from fire station personnel (Ex. FF's, FC's, FAE's) for planning and designing of new/future fire stations.</p>
35	<p>The infrastructure of our organization is appalling; Management refuses to acknowledge that Riv. County Fire is a 100 station Municipal fire dept. That needs a well balanced infrastructure to run smoothly. There are numerous issues that Riv. County Fire needs to address. We have a volunteer program that is non functional and is a financial burden to the county. Our hiring practices are nonexistent; training for new employees is hideous. Communications are getting better; our auto repair shops are staffed bare boned and shut down on the weekends and holidays. Tracking and servicing of safety gear is nonexistent. Our fit testing is non OSHA approved. Too many things to list. City contracts are much better off than any county station. Staffing levels are hit and miss depending if you are in a city contract or county.</p>
36	<p>Service center and availability of safety gear. Hiring practices (EX: Written exam, background checks, and orals interviews for every position.) Engineer position as Promotional only.</p>
37	<p>We need to look at contracting some of the fire departments support services. The service center is the biggest waste of money. The construction bureau is the second biggest waste of money. We need to give incentives to our station captains that conserve energy and manage their station efficiently. I also think that we need to take advantage of solar energy. Landscaping of fire stations needs to be readdressed. Why are we wasting time, money and water to maintain all the grass areas at our stations.</p>
38	<p>The union Should not be involved in running the department it should keep to employees benefits and grievances</p>
39	<p>Technical Rescue Roles, Responsibilities and Plan</p>
40	<p>Is there the possibility of leaving the CAL-FIRE contract to become Riverside County Fire</p>
41	<p>Update the CALJAC program (via our SubJac) to include the Fire Captain Rank, will increase grant/training funds</p>
42	<p>Operation of Service Center, ability to obtain equipment and supplies when needed.</p>
43	<p>Adopting the 48/96 work schedule. It will increase morale, decrease vacation time use-excessive sick leave use-holidays and other time off to save an enormous amount of money in overtime and keep employees' venous the retention issue with other fire department with more appealing work schedules.</p>

#	Comments
44	Service Center
45	<p>The states hiring practices are a severe detriment to the department and the quality/caliber of employees we get. Also, the lack of background investigation of employees is a detriment and has played itself out on numerous occasions. Better fiscal management in training through the elimination of the JAC program which quite literally spends a dollar to make a dime. Compliance with OSHA safety standards for firefighter safety equipment is the cost of doing business and we are sorely lacking in this area. Personnel in the service center that not only have a 98.6 temperature, but also have education and knowledge about the importance of their function, especially regarding inventory, maintenance and issuance of safety apparel.</p> <p>Respectfully, Darryl Cleveland</p>
46	<ol style="list-style-type: none"> 1. Management's treatment of subordinates is a major cause of such low morale. There is an extreme lack of respect projected towards the employees by much of the management staff. 2. The work week causes much stress on employees and their families. If we shortened our duty schedule it would alleviate much of this stress, thus improve moral and overall performance. 3. The Personnel Department, or at least some of the staff, should be more knowledgeable of their job. On several occasions many items that required their assistance, were not done correctly. When I called to inquire-the answer received was less than adequate. Due to my "Personnel" contact my paycheck deductions have been incorrect. 4. Although this survey is an excellent idea, the questions are very broad. The responses make it difficult to provide an accurate answer. Some issues/questions may not be deserving of a "strength" response, however it may not be harmful or a "threat".
47	The service center offers no quality service!
48	<ol style="list-style-type: none"> #1. The service center employee training and professionalism. #2 FAEs formally trained on equipment in this county. #3 FAE/PM Working on none municipally staffed engines. #4 Having a Cal Fire management staff not educated in how to run a municipal fire department. #5 Having a Cal Fire management staff runs the third largest municipal fire department in the state of California. #6 We should have college educated people in the area of public administration as managers of this department.

#	Comments
49	<p>The focus of the strategic plan needs to include IT at its core. Our department spends a large amount of wasted time duplicating efforts at multiple-levels of the organizational hierarchy. For example, each station or battalion creates their own way to do month-ends. Some are very organized and some are not. The county mileage form and ME-14 (out-of-service equipment reporting form) is a great example of where integrated IT would help immensely. I should be able to log the miles for each apparatus each day and when a significant event occurs (oil change, tire change, B-service, annual maintenance, electrical maintenance, etc). Based on the data entry the repair shops can trend tire usage, fuel consumption, electrical maintenance, etc. As well as developing trends for particular models of apparatus; like the 1994 E-One's need an alternator change at least every 1,000 miles. Factoring in the cost of the alternators and the expected miles to be placed on the apparatus would determine the best options (continue replacing because it is the cheapest or buy better alternators) to deal with the issue. The database can notify the shop and/or stations when vehicles need routine scheduled service. By filling out the ME-14 through the Web based system would allow the shop to schedule service for that item, let the station know the status of the repair (each open ticket should have a data entry each day by the repair shop manager after following up with their staff), let management review the typical downtime of apparatus based on various service categories (routine maintenance, electrical, comms, warranty, accident damage, etc.). This information is not available with our current system.</p> <p>The integrated IT system should give each employee an E-mail address and allow the employee to log into one portal that will give them access to various categories (training, certificate maintenance, performance reports, policies and procedures, etc.) based on their rank/level of supervision. As a Fire Captain, I should be able to log into my portal and manage the employees assigned under me to determine their how soon certain certificates will expire, how many JAC hours they have completed, what training needs they have based on the training matrix, see what annual vacation they have approved, review their evaluations done by me and when they are due, and many other useful tools. Also, our ID cards need to be modernized that have some type of bar code and/or microchip. They should act as our "red card" listing our ICS qualifications. The ID card should be needed to gain access to facilities based on various levels of access to improve security. Paramedics should need to use their employee ID to access narcotics and ALS supplies for re-stock purposes. This will increase accountability. A question may come up like: "Well, what if they forget it?" Simple answer: They need to have disciplinary actions taken against them! The ID card should be needed to "clock in" for duty integrated with an updated version of OSS. The ID card should be used to keep track of safety equipment issued by the service center. Our new turnouts have bar codes. Knox keys issued to employees/equipment can be tracked. The uses for an integrated IT system are countless. Please contact me if you have any questions FC Eric Cisney (760) 399-2126 or ecisney@fire.ca.gov.</p> <p>Station inventory should be done for our supplies each month and orders automatically sent to vendors to fill needed items.</p>

#	Comments
50	adequate PPE
51	<p>-Auto shop needs more help. ME-14's are not answered in a timely fashion unless we tell the shop we are putting the unit out-of-service.</p> <p>-The department puts more emphasis on LE-100's and LE-38s, and B-2 inspections than it does on in-service training.</p> <p>-The JAC program could be used more diligently to ensure employees are training and not just pencil-whipping their training. (i.e. the JAC Testing is the best thing to happen to the program in years.)</p> <p>-The department needs SOP manuals for training. (i.e. we still argue how to throw a 35' ladder because we have no written document. We argue how to cut a standard ventilation hole because it is not written as a department standard.)</p>
52	<p>-Employee screening could improve drastically. This would be a multi-fold plan including employee empowerment to succeed by providing a basic fire academy prior to being "operational on the floor", a formal probationary period with quarterly performance tests and the subsequent ability to terminate employment for substandard performance, and a competitive salary to solicit quality applicants. On the same note better department advertising and PR fully illustrating the "all risk" service we provide would be warranted. A better campaign fully informing the public of all the incidents and requests for management from CAL FIRE would better raise morale and make the tax payer aware of the job we do in hopes of just compensation.</p> <p>-Illegitimate promotion is an issue causing safety concerns. Too many people promote to officer rank without the necessary experience to justify it.</p> <p>-Bottom line there are two classes of firefighter in this department; the first being the minority is highly competent and here out of choice for the opportunities which the department provides, the second being here because they couldn't make it elsewhere. Unfortunately we recruit the bottom of the barrel with a couple of nice surprises!</p>
53	Need to get rid of volunteers, Have a group that doesn't pay by our rules.
54	Rethink new structure fire SOG, to better fit rural areas
55	Weakness of new company officers and SOG/SOP that enable their weaknesses. Over complicating the job.
56	Union members' vs. volunteers
57	Background Investigations

#	Comments
58	Hire supervisors who KNOW their job in a camp setting prior to their appointment. We currently have a WEAK supervisor who has no clue what he is doing and it shows when dealing with staff in an unfair practice treating certain individuals as GODS and us other Captains as nothing. He needs to understand that a captain is a captain is a captain no matter what function they do in the camp. There is NO WAY this place runs on a fair labor practice!
59	Weakness in up and coming leadership to take over the helm in future years
60	Change Volunteer Program to Reserve program for better control.
61	You need to talk with key players in the volunteer program. This is very important. The volunteer program is a great assist to the County but needs a better system of management. The Union is one of its problems.
62	Shorten the work week/ shift, from a 72 hour week to a 56 hour week, like every other "Fire Department".
63	The lack of availability of County Fleet Services to County Fire Vehicles is poor policy at best.
	There should be some sort of GPS/Navigation device inside of all inspection vehicles.
	Someone needs to look into the budget and identify where money has gone when it shouldn't.
	Too many duplicate offices... i.e. Fire Dispatch and the Dispatch Center in Downtown Riverside. Close the office in Perris and move all personnel to Downtown Riverside to operate under one roof and take advantage of an updated system.
64	Equipment support. Sort of hard to keep up with up to date technology if you get no training on your fleet. Fleet support gets no recognition but when things go bad they expect us to fix it now.
65	The elimination of the Volunteers
66	Comparable pay to surrounding fire depts.
67	Succession planning, fiscal planning, business planning, response criteria, demographic relationships to service, facility planning

#	Comments
68	<p>1st issue is the lack of "SERVICE" from the service center. Any time I go there to exchange anything, I get the impression that I am inconveniencing them and that's if they have what I need (sometimes my burned up or torn stuff is better than what they try and issue you). 2nd issue I have is the lack of freedom the station captains have to run their own fire stations without BCs approval to let them do their job. 3rd issue I see a problem with is the lack of accountability we hold to our own people. We are far more concerned with hurting somebody's feelings or having a complaint filled than holding people accountable for making a mistake, fix the employee not the whole department. 4th issue is the lack of department and station pride! Any time somebody takes some initiative to make their equipment or their station a little better or to stand out a little from the rest they are reprimanded and forced to put it back (which creates a lack of PRIDE!). I could probably continue but I won't.</p>
69	<p>Service center is horrible at best.</p>
70	<p>-We expect folks to be able to pass the JAC skills testing; however, we do not have the facilities for this firefighters/FAE's to do training. We now have one "tower" at CTC but with RCC training, FFA Training, 67 Hr Training, and all the other training going on there when can an engine leave their station and go train at the tower? The JAC Drill requires a firefighter to pull hose up exterior stairs, into a building, up more stairs inside the building, and then squirt water inside the building. The last time I looked there is NO location throughout the county where an engine company can leave the station for a few hours and practice that drill. The medical building at the corner does not want the fire department pulling hose through their building and getting their office wet! The field is sick and tired of having to do training in the parking lot of Stater Brothers or Walmart while having to deal with the public vehicles, delivery trucks, and the store manager getting mad that were blocking his parking lot. We do this while pretending there is a door we're walking through, and pretending there are stairs we're climbing. Even if we did have the training locations out there, we have no way to provide coverage at the fire station while that unit leaves their station to practice the drill. So in the end, units cannot leave their station, there is only one suitable training site in the county for 95 fire stations, and that location is so "booked up" we cannot train there anyway. However, with all that said, we still expect the JAC employees to be able to perform the drill that they have no way to practice. What a surprise people are failing JAC!</p> <p>-This department needs an education pay program. We have people who cannot read or write past the 6th grade level.</p> <p>-These same people cannot fill out a burn permit the right way, and they cannot do a fire report that does not look like a 10 year old did it. Then someone goes to college and gets an AA or BA degree. This employee does a great job and spreads his knowledge to others and one's paper work is done correct the first time, but there is no reason for that employee to spend their own time and money to get that college degree because the department does not care if your educated or not. There is no 2 percent education pay raise like most other departments. So instead, people refuse to go to college, and will continue to produce 6th grade skill on behalf of the department.</p>

#	Comments
	<ul style="list-style-type: none"> - We need time to train. -A location to train, NOT THE STORE PARKING LOT. -We need an education bonus program (NOT JAC, WASTE OF TIME AND MONEY!!) -With our cut in pay on top of being one of the lowest paid departments in the region, bad shifts, and cut in overtime, there is little reason to continue to work here. We need to give the staff a reason to stay because there are many people looking to leave. Almost any other department will have less work days (2 days less per month) and more pay. Do the math and where would you want to work? -We give paramedics 8 or 10 percent monthly pay increase above all others, and the paramedics get a yearly bonus of something like 6-8 thousand dollars. They tell us it's to help keep them here, a retention pay program of sorts. How about trying to retain everyone. It's not just the paramedics that are about to leave. It's everyone! Why should the 2 year paramedic make more than the 6 year non paramedic working the same job? All it does is make people mad and kills morale! This department is losing everyone; let's start to make efforts to keep all of them not just the pampered paramedics.
71	Stop taking Mitigation Money from new growth to replace and repair old infrastructure (stations and equipment). This practice is against the Brown Act!
72	Identify departmental priorities and support them. Often times, we are bludgeoned over improper paperwork, while fire ground operations are not held to a high standard. What are our priorities? Paperwork? Politics? Or providing the highest level of CUSTOMER SERVICE?
73	Is the direction of our unit the same as the rest of the state? Riverside unit thinks Quite differently than the rest of CAL FIRE. Is the rest of the state holding us back from where we would like to go?
74	New engineers are not departmentally trained for each type of engine that the county fire department has. Orientation as it relates to Riverside County is nonexistent.
75	We need to have specific's outlined from management. Like union issues, meet and confer, moving a BC and they hear it from the Firefighter. Executive meeting information does not get forwarded to BC.
76	Having the Fire Chief's office in or around the same area of the County board of Supervisors. (The Sheriff of the County is an elected official and his office is less than one block from the County administrative Center. Our Chief is way out in Perris. Why? Being closer as a department head will strengthen relationships and trust for the fire department. I'm the County board would welcome our chief to be closer to them.

#	Comments
77	When do we get to see a new Admin Facility where there is adequate parking for all employees and office space and file room storage capacity.
78	The use of LT FFII's in this county is an abuse of the system.
79	<p>The county needs to have a minimum of 10 additional engines staffed year round to keep up with call volume and coverage issues created by other incidents county wide.</p> <p>Additional staffing of squads, water tenders, and a fourth paid firefighter at stations located where extended response times between stations occurs.</p> <p>This is for firefighter safety and also to provide a better service to the public. Batt 8, 11, and some of Batt 6</p> <p>All firefighters need to meet a basic standard for the county fire department; standards continue to change and to provide a better service to the public we must continue to keep up with NFPA standards.</p>
80	The dropping morale of field staff secondary to an increase in micro-management in these fiscally hard times.
81	We are at a severe disadvantage in our vision of what service delivery on the street should be. When tasked with meeting industry standards we have failed to adequately staff or fire companies and command vehicles. Further, the volunteer program is a black eye to this fine Department and is an antiquated idea that fails to serve a meaningful purpose. Morale seems to be about 9.23% less than this time last year.
82	Number one priority should be to complete Municipal Staffing! 2nd, we need to act as one unified County Fire Dept when it comes to the dispatch of equip, specifically the Truck Companies and other specialized equip. Time to make training and response the priority instead of petty issues.
83	Improvement of the logistical support. Improved space and tools for vehicle repairs. Larger shops and tools available to repair all of our apparatus. Increased staffing, and expertise of those mechanics, to repair the vehicles in house. Improved repair coverage to include 24 hour, weekend and holiday coverage, and or, regular work days. Improved Service Center staffing. Improved professionalism and appearance. Improved knowledge of the tools, equipment and materials to be stocked. Improved stock/catalog item availability.
84	We need to focus on organizing and the accountability of the Service Center. We can save funds, time and loss of many items, ultimately saving the Department millions of dollars annually. We also need to focus on the purchasing of safety gear and making sure we have those items needed for all personnel.

#	Comments
85	Opportunity to promote within the Department due to WORKING OUT OF CLASS. Accountability for management's duties and for employees that are picking up management's slack if any.
86	Prevention
87	Our Service Center staff is ineffective. There are many times I have had to go up there and sit with the staff, and tell them how to do their job as far as receiving products is concerned. I cannot do my job, without them doing their jobs. Another problem I find throughout this department is the lack of communication between supervisors and their employees. Management seems to not give information that is important, and they do not communicate well with other departments. Most things are kept very "hush-hush" for no reason at all.
88	Our work week needs to be addressed. The call volume in Riverside County is too great for a 72 hour work week.
89	Do away with the volunteer program to save money More money and or less hours worked.
90	Do away with the volunteer program. Weekend warriors are no longer needed in this county. The County wastes millions of dollars and a failing program. Think of all the extra money the county would save if they ditched the program. Millions. Can you think of any other department in CA. who has 96 stations and runs over 115,000 thousand calls and has volunteers???? Thanks
91	As large as this county is, we are hindered by the states inability to manage a municipal fire department. We are treated the same as a small ranger unit in northern California that has one tenth the number of fire stations that Riverside has and responds to even less than one tenth the number of emergencies. Until this is addressed and adjustments are made, the moral of the department and retention of employees due to salary inadequacies will continue to decline. We need a drastic change!
92	56 Hour work week with a rotating schedule
93	This department MUST be run as multi - million dollar company, because in a sense it is. Several years ago an internal audit was conducted and found areas of needed improvement, I personally think they were NOT adequately addressed. We need to hire individuals of making sound financial decisions to move us forward and I am deeply concerned that previous management has not done this or current. Another in depth, no nonsense audit is needed with an honest evaluation conducted at the end, no fluff or political influence.

#	Comments
94	<p>The department has many strengths and weaknesses. The department needs to provide better training to the station fire officers such as faculty management, more knowledge how to properly fill out paperwork the right way the first time(too many times I've seen officers disagree on the proper way to fill out a document), and create a better checks and balances on personnel performances. One of the greatest weaknesses in this department is the constant changing faces of the top management. Coupled with the fact that we are trying to meet two different standards every day, State and County standards. I'm very proud to say I work for both, but I'm sad to say the STATE is holding Riverside County Fire Department back from becoming the high caliber department it has the opportunity to be. I see everyday strong, professional, motivated, and talented individuals fighting to move this county in the current and future standards of the fire service community to only be shot down and turned away. And on that note I have seen many of those MVP firefighters level this department to seek better career opportunities elsewhere. This department has failed to retain these individuals but does not waste a moment to throw time and money at an employee that will never perform at the minimum level. No of this should be alien to those that truly care about the lives and property that we are sworn to protect day to day.</p>
95	<p>RRU does not operate as one department it operates as multiple departments. We need to operate as one like LA County, Orange County, San Barbara County and Kern County. The Cities the contract for fire service in Riverside County from the County Fire Department. Take off the city names off the Apparatus and put the County's names on, and answer the phones CAL Fire Riverside County Fire Station. Give equal training to all personnel and not just the battalions with special equipment. Add truck training for all personnel starting with persons returning from the academy then all the remained of the unit.</p>
96	<p>Overall Planning of future of the fire department with new station planning to improve response times and engine availability to respond to major incidents. Also, with an emphasis in replacing stations. I feel if we all work in a good environment and some stations do not feel left out it will improve morale.</p>
97	<p>Lack of proper training of new hires. There is no formal academy before new hires start at their station assignments. The training that is in place, instructors are told all medics need to pass regardless of abilities. The fleet maintenance is lacking and million dollar pieces of equipments are being held together my duct tape (literally). They will not fix a problem until the unit is out of service. The volunteer program is broken. They don't ride out yet the department spends millions of dollars a year on them and get little in return. Also paid staff can't get new PPE because it goes to the volunteers. This money could be better spent in other areas such as training and PPE for paid staff.</p>

#	Comments
98	<p>POLICY</p> <ol style="list-style-type: none"> 1. set expectations through policy 2. train to the expectations 3. enforce the expectation <p>This needs to be applied at all levels, station management, engine management, internal department management; from entry level to chief officer we need to be held accountable.</p> <p>Example: if the policy is for the temperature to be set at 80 degrees then it is that everywhere.</p>
99	<p>Saving costs....we must re-think our business practices...I believe if we took a serious look at this, change the way we approve and do purchasing, make people accountable, give them the tools needed to be effective... the effects would change to whole picture of the entire department</p>
100	<p>The fire department's radio system needs to be updated so the radios can communicate to the outside of the large building throughout the county. Also, all radio frequencies need to be on the repeater system. These deficiencies will someday lead the death of a firefighter or firefighters.</p>
101	<p>Emergency Command Center (ECC) staff have outgrown the ECC. We are adding additional frequencies and dispatchers, but don't have the radios, phones, positions, and room to support them.</p>
102	<p>Volunteer Fire Companies and how they are managed and currently operate. 5 year department planning procedures</p>

#	Comments
103	<p>It has been brought up on several accounts that the fuel consumption and billing for the county vehicles for the Fire Department cannot be broken down and there is no way to know from different divisions how much fuel is costing. There is no way you can properly balance budgets if this very large and outstanding item cannot be broken down. Even though it is obvious that fuel saving vehicles cannot properly be administered within the suppression side of operations, but can be utilized in administration and prevention. We as an agency amongst other agencies by the least economically vehicles on the market. A great deal of money could be saved on gas, tax incentives with highbred vehicles, and county pooling of vehicles for individuals that do not use their vehicle very often, which we are still paying insurance every month on even though when you look at the mileage logs for these vehicles they are not being driven. These vehicles could be waddled down to the necessary amounts in one location, action of or sell the rest of the remaining vehicles, which you would save on insurance, maintenance, fuel and other cost associated.</p> <p>It would not take much for the highly trained and skilled personnel within this department create documents, white papers, pamphlets and documents for sale through the county website to create revenue. It would be a much needed source for the public who gladly purchase from the response that I have received. If there is a fee ordinance issue with this it can be amended and a package put together for the board to approve. It is important to utilize the resources and talents that the cooperative departments have. Other agencies have done this for years and have been successful. It would also be a good idea for the Riverside County Fire Department to start a Self inspection program for business. I have been told by business leaders that this would be something they would participate in. Most Jurisdictions allow this and usually charge between 75 to 125 dollars and is very a good tool for the Fire Department to have to collect inspections and building/fire safety information data to see how the business is complying with state and local regulations. Our state regulation allows this type of inspection anyways and the owner is the responsible party for this to occur. It could be available on line, printed online, paid for on line, and data collected and down loaded on line. Why does all non-operational employees who would be utilized an emergency situations have cell phones?</p> <p>Why does the curriculum for EMT being taught with the first responders? There is high number of filers with the ones who are taking these classes because they are being tested and taught EMT style material and not true first responders' fundamentals. This entire course needs to be totally revamped. Half of the traction items being taught and used for the courses isn't even on the vehicles they are driven or on the ones responding? Because the county and department is paying for these individuals to take these subjects they may want to ensure they are being taught what is necessary, otherwise it is a waste of money to have so many fail.</p>

#	Comments
104	<p>800 mg dispatch system "Bad Idea" throwing good money after Bad piggy back with RSO Need a complete overhaul of the service center and GET OUT OF THE COUNTY System into one that works with a Captain in charge of it. The county inventory system is old and it is no wonder there is no accountability where frustration abounds Get rid of the Volunteer services director and put a Fire Captain in that position that does not have a personal agenda Drop Sprint/Nextel and go to Verizon to get a far cheaper and better service. This would apply to the MDC system also. Need to improve the MDC program IE: better ma program, real time GPS, Verizon card. And there has to a good lap top out there that works better and costs less than \$3400 without programs. Why are we paying for someone to do this job when we have people during the winter that can get all of this info who are already on the payroll?</p>
105	<p>Hiring Standards, Training and accountability need to be addressed.</p>
106	<p>Riverside County Firefighters on the floor are so under paid for the great services that they provide to the public.</p>
107	<p>We have never gotten anything on time from the service center, office supplies are the worst. Getting new engines takes forever.</p>
108	<p>Rotational in service training, availability of classes offered to firefighters.</p>
109	<p>The volunteer program is broken. It is my belief that a large amount of money could be saved without impacting service at all if the volunteer program is discontinued.</p>
110	<p>Lacking Values within Department as a whole, management and respect from subordinates</p>
111	<p>Organized planning effort to address the reduction of staff and services due to our dire budget situation.</p>
112	<p>Replacement of old/obsolete/deteriorated facilities. Many fire stations are 50+ years old that no longer can properly house today's fire apparatus and 3 person crews.</p>

#	Comments
113	<p>Where are our second set of turnouts? Why are we getting turnouts with "patches" on them from the service center? How are we to clean our turnouts? Legally? Does the public know all of our ALS meds are expired and or out of service due to heat? Checks the box there is set standards by the maker of the product. We don't follow them? Why is that? As per OSHA, doesn't the department need to make repair to our leather turnout boots, BY LAW? You might want to look into how we as a department can give medics re-certs for CPR, ACLS, PALS. In classes that last only 2HOURS each? Those aren't the standard set by AHA?</p>
114	<p>General hiring practices</p>
115	<p>1. I would Like to express my severe concern of our work week. Our 72 hour shifts are extremely dangerous to our firefighters due to being tired on your third day of your shift. Also having to work a weekend shift for any length of time is detrimental to my family's health. Two days on with four off would open up opportunity to rest and allow some weekends on and off duty. 2. We are losing some of the best Firefighters to other departments due to schedules and pay, which in turn is creating a large influx of new hires with reoccurring training costs that must be enormous. We train LT Firefighters at a large cost to the County and lose the investment we have made because we do not offer them permanent positions after this time. We are also losing permanent staff for the same reasons. If the County allows this practice to continue, our Fire Department runs the risk of reducing its quality. 3. I personally do not understand why State is given the responsibility of running one of the 4th largest Fire Departments in California. I have worked for a full Municipal Fire Department in Southern California and truly believe this County's Fire Department's mission is being manipulated to serve the needs of the State as a wild land fire agency.</p>
116	<p>The fact that we do not do promotional ceremonies to firefighter up through the ranks. We are the largest department in the state and we have no pride or ownership to instill in our firefighters coming up in our organization. Our badge doesn't mean anything to us since our department doesn't do anything for it; we just get in the mail, or the service center! I can't believe how much history and tradition has been lost with our fire service of today.</p>

#	Comments
117	<p>In the current recession that we are experiencing I am sure that most departments are having a lowered state of moral and that is to be expected. Although in this department it seems that pay/days off, equipment and other company specific benefits are removed and taken away with no form of repayment of replacement. This doesn't show the employees that there is any form of support for all of our efforts. In a department with so little it is great to know that as a team we do not hinder performance of customer service with so little.</p> <p>There is absolutely no assistance to further any form of education and obtain a degree of any sort. The union seems to be for the employer and not the employee, taking more and more money but not there to support those whom fund them.</p> <p>Employee retention is difficult and it seem that folks come to the department and get the training and experience and then go to work somewhere else for better opportunities. I love my job and have decided that I will remain here for the long term but I would hope that it is in my best interest to remain faithful and loyal.</p>
118	<p>Earthquake procedure & plan; stability & operations of alternate ECC's; disaster planning for communications</p>
119	<p>Creation of battalion utility drivers (volunteer or seasonal) to help handle routine logistics missions between fire stations and support locations.</p> <p>Creation of Patrol companies staffed by Division Supervisor qualified Fire Captains to be deployed in high-risk State and Local Responsibility Areas during planned staffing patterns may help with initial attack.</p> <p>Create a program for Chief Officer evaluation by subordinates to create accountability for strengths and weaknesses at the supervisor level, and improve performance.</p> <p>Create exchange program with other fire departments of similar size/scope for Captains/Chief Officers to allow for different perspectives to ultimately improve our delivery.</p> <p>Create month long training detail assignments for employees to shadow their supervisor as an observer to further mentoring for promotion.</p>
120	<p>Office location and space allocation</p>

#	Comments
121	<p>Attention and focus on Public Affairs Information and Education. The PIO Bureau is small and needs to grow with the department, with this comes the development of a more modern user friendly department website. Public education is a huge problem the department needs to take a serious look at funding resources to fund a full time education bureau that will focus on public education and senior education programs as well as new fire safety education programs for school age children. RVC Fire is a contract through CAL FIRE as such it has limited ability to change or make decisions on the overall operation of the department, especially for hiring, promotions, transfers etc. RVC Fire is now over due for a new Headquarters building the current HQ is out dated and overcrowded.</p>
122	<p>Volunteers are too much work when you combine their work with paid staff work. Bottom line...paid staff is responsible for volunteer work if not completed by the volunteers.</p>
123	<p>Auto aid to further enhance our strategic planning. Rather than opening a new 5 million dollar station in a pocket of county land surrounded by a non contract city or on the other side of the street from the a city department within 1 mile radius of their station. I think auto aid would increase PR with all parties and save the counties and cities money then and now. It would also increase interagency familiarization as well.</p>
124	<p>IDP's not completed annually. If one fails the FFA or FAE academy they should not be sent to the academy until next testing. Six times for one employee is a joke. BC's should be more involved with training and less with mail runs. Hire a sch. C employee for that or use the service center folks. BC's need to supervise emergency ops not chase down toilet paper and mops. Give them the chance to develop strong fire ground tactics and to praise and discipline the ground pounders. Also I am against and will not allow unqualified personnel to ride on a truck without proper training. e.g. truck academy river/flood, trench, confined space, RS1 and LARRO. Why? Here is your answer, "my firefighter is not trained to perform a swift water rescue and I do not need Cal-Osha and/or a lawyer suing me because my department failed to provide training. Overall, RRU has dodged numerous bullets. Too many near misses due to lack of training, supervision or just plain follow-up by supervisors.</p>
125	<p>What is RVC's strategic plan? If there is one shouldn't the employees know about so we could be supportive of it?</p>
126	<p>I think we should get a 4-0 staffing level to provide better customer service/ county and city contracts.</p> <ol style="list-style-type: none"> 2. We need to get more mechanics to work on our fleet in a timely manner. 3. Get rid of all open cab engines and have reliable reserve equipment.

#	Comments
127	<p>The idea of hiring an outside consultant for RCFD. The idea of hiring a Fire Chief that is non-CalFire and works for the Board of Supervisors. The idea of having policy changes, committees, and enforcement of these be available to all levels of firefighters.</p> <p>Better training on Building inspections in un-in cooperated Riverside County and enforcement of the fire code.</p> <p>Better pre-planning for replacement of fire equipment and fire stations.</p> <p>Better inventory control and ordering with service center, possible using RFI technology.</p> <p>Better wellness program based on Orange County Fire Dept program.</p> <p>More frequent Company officers meetings within the battalions.</p> <p>The closing of the gap between paid staff and volunteer.</p> <p>Better public education supplies and public information.</p>
128	<p>Availability of supplies from the service center is poor. Basic training is good, but specialized training is hard to get. Stations and equipment have improved over the last few years, but we still have old stations and equipment that need replacing. Moral has declined because of the furlough program and the email from the chief that no one can take any time off along with poor decisions coming out of H.Q. Poor information flow from H.Q. there was a budget working group put together to find ways to save money and was presented to the chief 4 months ago, but to date we have no direction from him on these issues. If we are going to try and continue to do VMP burns we need to have the state resources available. The state pays for the staffing and yet we have them unavailable because the chief keeps them in their station for the county mission.</p>

#	Comments
129	<p>The fiscal department and procurement need to be examined and revamped from the top down. We need to have reasonable, tracked budgets that are adhered to. Telling us there is no budget, when people are able to spend whenever they want is a joke.</p> <p>We need to have an annual inventory system in place for all stations. How can we plan our future expenditures if we don't know what we have right now?</p> <p>Chief Hawkins needs an assistant aside from Dreena to help him with the day to day activities. Our organization is huge. We have lost some great DCs and I fear this organization is falling apart because of it.</p> <p>Fiscal, fiscal, fiscal. I can't reiterate enough how much we suffer in this area. We lose \$1,000s of dollars by not making timely payments and taking advantage of vendor discounts. Why are the fiscal people responsible for tracking the budgets at a Battalion or station level?</p> <p>BCs need non-fire personnel (like analysts) to maintain the day to day operations and budget tracking.</p> <p>Timesheet coding for the state is huge. Recovery of item lost on incidents needs to be more important than it is now. How can one person track recovery for a staff of over 900?</p> <p>We need non-fire personnel ingrained in every process, so when the fire's start and half of our leaders are assigned our business as usual can continue.</p> <p>Headquarters needs to improve its image from a customer service stand point. The way people dress and the way they speak to both internal and external customers is extremely unprofessional. Although we aren't out on fire trucks in the public's eye, we still need to represent ourselves as if the Chief were sitting with us all day.</p> <p>There are a handful of great employees out there who could really make a difference in this organization if they were only given a chance. I have seen some leave already and I hate to see more go, but right now the grass is looking greener on the other side.</p>
130	<p>Municipal Staffing with a minimum staffing level of 3</p> <p>Paramedics on all equipment</p> <p>56 hour work week</p> <p>Heavy Rescues</p> <p>Additional Truck companies</p>
131	<p>Fire fighter support infrastructure like SCBA fill stations located in strategic areas. Turn out extractors and PPE maintenance training to extend the service life of an important piece of equipment. Firefighter SFM certified training from the academy level up. The lack of a FF in house recruitment into FF/PM classifications. Lack of asset tracking system for accountability, service life repair costs and replacement forecasting. (COSTCO can do this why can't we?).</p>

#	Comments
132	There is a disconnect between the uniformed individuals and not uniformed employees. We need to understand the challenges involved with doing each others job professionally.
133	Monitor and maintain EMS equipment and resources.
134	I believe that the training of our firefighters (paid and volunteer) to a level that is consistent with state and federal standards for the job that they perform is critical to improve job consistency and performance. I also believe that we should integrate risk management principals into the training and decision making process at all levels within the department. These types of skills are frequently lacking and may lead us to a tragic incident involving our personnel. While the many in the field understand that that the budget times are tough and we must tighten the belt as much as possible we must also ensure that we are not crippling the ability of the department to support the personnel in carrying out their day to day duties by cutting the supporting staff of the department so severely that they cannot be adequately supported. We must also look to the future in supporting critical infrastructure such as vehicle repair facilities and warehouse (service center) which we have long since out grown the current facilities capabilities.
135	Eliminate the EAC position or Greatly reduce the staff. Eliminate most county support positions
136	More Training towers at locations Explorer Posts needed more throughout the county with support from admin and the Board of Supervisors
137	Confidential reporting system to cover dangerous department practices and substandard Paramedics
138	Apparently we are unable to provide adequate equipment, both PPE & hardware, for the employees we have, so why are we building new stations we can't staff while we are losing employees we have spent thousands of dollars on in training and experience. We need to stabilize before we do any more growing. We need to ensure our employees are well equipped and their jobs are secure before any more planned development. We are losing employees, attitude and moral because we are stretching our dollars too thin.....we need to be strong and secure before any more growth.
139	Training that is not taught to the level of an EMS certification, most EMS training is dummed down for the paramedic (test questions are provided to students at the beginning of the course or prior to completing the training for ease of passing the class). As a result problems associated with patient care show direct correlation to the types of problems or complaints received. Lack of EMS oversight in the field to help mentor and assist with training in the EMS spectrum. Over 80% of the department's responses are EMS related but medical training hours assigned is not equally represented in department planned training.
140	Basic complement for ALL fire apparatus including rescue equipment. Standard markings for all fire apparatus.

ATTACHMENT D – VOLUNTEER SURVEY RESULTS

This document provides a summary of results from an online volunteer survey asking about the strengths, weaknesses, opportunities and threats to the Riverside County Fire Department.

Overview

Total number of respondents: 92 out of 738 volunteers, or 12%.

Experience: 28% of the 80 volunteers that responded to this question have more than 10 years experience

**Distribution of Strengths, Weaknesses, Opportunities and Threats, by Category
Staffing Level Issues Focus Areas**

- Recruitment of full-time firefighters
- Level of volunteer recognition

1. Staffing Levels					
	Strength	Weakness	Opportunity	Threat	Response Count
Level of EMS Staffing	69.7% (62)	12.4% (11)	15.7% (14)	2.2% (2)	89
Sufficient screening for paramedics	51.7% (46)	21.3% (19)	19.1% (17)	7.9% (7)	89
Succession planning	42.2% (35)	21.7% (18)	32.5% (27)	3.6% (3)	83
Recruitment of full-time firefighters	23.9% (21)	36.4% (32)	37.5% (33)	2.3% (2)	88
Retention of full-time firefighters	46.0% (40)	27.6% (24)	19.5% (17)	6.9% (6)	87
Frequency of promotional opportunities	38.8% (33)	37.6% (32)	21.2% (18)	2.4% (2)	85
Level of volunteer recognition	15.4% (14)	44.0% (40)	18.7% (17)	22.0% (20)	91
Level of volunteer morale	37.4% (34)	31.9% (29)	18.7% (17)	12.1% (11)	91
Volunteer performance	58.2% (53)	15.4% (14)	23.1% (21)	3.3% (3)	91
				answered question	91
				skipped question	1

Volunteer Safety Focus Areas

- None

2. Volunteer Safety		Strength	Weakness	Opportunity	Threat	Response Count
Safety procedures and practices	76.7% (69)	10.0% (9)	11.1% (10)	2.2% (2)	90	
Availability of personal safety equipment	41.1% (37)	32.2% (29)	16.7% (15)	10.0% (9)	90	
Condition of personal safety equipment	41.6% (37)	30.3% (27)	18.0% (16)	10.1% (9)	89	
Safety training for volunteers	46.2% (42)	22.0% (20)	23.1% (21)	8.8% (8)	91	
				<i>answered question</i>	91	
				<i>skipped question</i>	1	

Volunteer Skills and Training Focus Areas

- Technical expertise of volunteers

3. Volunteer Skills and Training					
	Strength	Weakness	Opportunity	Threat	Response Count
Certification of EMS employees	68.2% (58)	8.2% (7)	20.0% (17)	3.5% (3)	85
Training standards	69.0% (60)	9.2% (8)	17.2% (15)	4.6% (4)	87
Service Center staff training	40.2% (35)	36.8% (32)	16.1% (14)	6.9% (6)	87
Technical expertise of volunteer	37.5% (33)	20.5% (18)	39.8% (35)	2.3% (2)	88
Technical expertise of supervisors and managers	62.1% (54)	18.4% (16)	18.4% (16)	1.1% (1)	87
Volunteer performance	61.4% (54)	13.6% (12)	22.7% (20)	2.3% (2)	88
Management of volunteer performance	51.7% (45)	23.0% (20)	20.7% (18)	4.6% (4)	87
Frequency of firefighter training	48.9% (43)	21.6% (19)	23.9% (21)	5.7% (5)	88
Frequency of supervisory training	50.6% (43)	28.2% (24)	15.3% (13)	5.9% (5)	85
Firefighter training	65.1% (56)	18.6% (16)	14.0% (12)	2.3% (2)	86
Supervisory skills training	40.7% (35)	20.9% (18)	31.4% (27)	7.0% (6)	86
				answered question	88
				skipped question	4

Technology, Facilities and Equipment Focus Areas

- Adequacy of planning for the replacement of vehicles

4. Technology, Facilities and Equipment						
	Strength	Weakness	Opportunity	Threat	Response Count	
Condition of department infrastructure	36.9% (31)	27.4% (23)	25.0% (21)	10.7% (9)	84	
Availability of up to date firefighting, emergency medical, and rescue technology	54.1% (46)	21.2% (18)	20.0% (17)	4.7% (4)	85	
Availability of up to date administrative technology	42.4% (36)	35.3% (30)	16.5% (14)	5.9% (5)	85	
Adequacy of communications systems	40.0% (34)	36.5% (31)	10.6% (9)	12.9% (11)	85	
Condition of stations	46.4% (39)	21.4% (18)	25.0% (21)	7.1% (6)	84	
Adequacy of stations for equipment and staff	50.0% (42)	26.2% (22)	16.7% (14)	7.1% (6)	84	
Availability of vehicles and other motorized equipment	42.9% (36)	26.2% (22)	20.2% (17)	10.7% (9)	84	
Condition of vehicles and other motorized equipment	50.6% (43)	24.7% (21)	15.3% (13)	9.4% (8)	85	
Adequacy of planning for the replacement of vehicles	26.2% (22)	33.3% (28)	26.2% (22)	14.3% (12)	84	
				answered question	85	
				skipped question	7	

Organization, Support Services and Technical Response Focus Areas

- Communication between management and volunteers
- Availability of supplies from Service Center

5. Organization, Support Services and Technical Response						Response Count
	Strength	Weakness	Opportunity	Threat		
Teamwork within Riverside County Fire Department	44.0% (37)	33.3% (28)	11.9% (10)	10.7% (9)		84
Size/complexity of the organization	65.5% (55)	15.5% (13)	19.0% (16)	0.0% (0)		84
General, department-wide communications	45.9% (39)	27.1% (23)	20.0% (17)	7.1% (6)		85
Empowerment to make decisions	43.5% (37)	27.1% (23)	24.7% (21)	4.7% (4)		85
Communication between management and volunteers	25.6% (22)	34.9% (30)	16.3% (14)	23.3% (20)		86
Radio communication	51.8% (44)	24.7% (21)	20.0% (17)	3.5% (3)		85
Communication between fire stations/contract cities	53.2% (42)	19.0% (15)	26.6% (21)	1.3% (1)		79
Timely provision of supplies to stations	38.1% (32)	35.7% (30)	14.3% (12)	11.9% (10)		84
Inventory Control Process in Service Center	32.5% (26)	30.0% (24)	13.8% (11)	23.8% (19)		80
Availability of Supplies from Service Center	25.9% (21)	40.7% (33)	8.6% (7)	24.7% (20)		81
Department Policies and Procedures	62.7% (52)	19.3% (16)	15.7% (13)	2.4% (2)		83
New Volunteer Orientation	48.2% (41)	15.3% (13)	27.1% (23)	9.4% (8)		85
					answered question	86
					skipped question	6

Customer Service Focus Areas

- None

6. Customer Service and Community Involvement						
	Strength	Weakness	Opportunity	Threat	Response Count	
Complaints from the public about EMS services	49.4% (39)	15.2% (12)	32.9% (26)	2.5% (2)	79	
Response time	85.9% (73)	1.2% (1)	11.8% (10)	1.2% (1)	85	
Response planning	73.8% (62)	8.3% (7)	15.5% (13)	2.4% (2)	84	
Fire prevention	69.0% (58)	14.3% (12)	13.1% (11)	3.6% (3)	84	
Overall customer service	75.0% (63)	10.7% (9)	14.3% (12)	0.0% (0)	84	
Volunteer Fire Fighter Program	67.1% (57)	8.2% (7)	18.8% (16)	5.9% (5)	85	
				answered question	85	
				skipped question	7	

Open-ended questions (Areas not covered in survey)

#	Comment A	Comment B	Comment C
1	Paid staff (union) disrespect of volunteers	Few training offered to Volunteers	Chaplain services
3	Appropriate equipment for mountain areas	Consistency in station VFS liaisons	Overtime crews being unfamiliar with IA
4	There has always been a feeling of 2 different departments in Riverside County. The volunteer and the full time staff. I have be a volunteer with the county for 5 years, most of the time I get treated as the unwanted step child by full time staff. I feel that it will never stop.	Training for vollyls	Cal Fire Union staff and volunteer relationship (Threat) Riverside chapter only
7	PPE's. Volunteers can't get new up to date gear or replace old broken gear at service center.	Equipment - For many years volunteer companies have been told they would receive better equipment to respond in. We live in the desert and our engine has no A.C. unit	The county should try and help the volunteers. See them as equals, not a second hand person to look over the station and be some person that is in the military when they are not in an academy. Treat them like you treat your firefighters.
9	Some fire engines are non NFPA compliant: open cab, lap belt only & no fall out safety bar. Serious threat to safety.	Some field BCs are arrogant and not open to suggestions for improvement. REAL THREAT TO CONTRACTS!	Paid Firefighters treat Volunteers like second rate Firefighters and Cities are getting upset with Paid Staff. REAL THREAT TO CONTRACTS!
10	Some field Chief Officers are not looked upon well by the associated City Councils. REAL THREAT TO CONTRACTS!	More class requirements	

Open-ended questions (Specifics)

#	Comment
1	The CDF Union is not beneficial to the community. They have a negative impact on the Fire Department
2	Fire shelters for the volunteers. We do not have the new ones and we fight wild land fires right along with the full time.
3	Paid staff vs. volunteer program- hostile work place
4	Better mission statement for the volunteer
5	Need more than one radio per piece of equipment
6	Update old stations
7	Providing appropriate apparatus for mountain areas, no 2 wheel drive units in areas with difficult access roads, quick attacks similar to what LACF has now, consistent reliable back country repeaters, BC's more concerned with the safety of their stations rather than political appearances and cost containment.
8	I think volunteers should be helped more in the Riverside County Fire dept and not treated as "Lower" people, we are, but we need help to learn not to just be treated like junk and then expected to perform. We deserve adequate respect too. I also think the program should be changed into PCF and work more closely on communication between all volunteer companies and cal fire etc.

#	Comment
9	<p>-Volunteer FF deployment within County during Staffing Patterns</p> <p>-Volunteer FF deployment to incidents outside County. When California was burning in 2008, our volunteers were not deployed to help, but FFs from other states and counties were. We were ready to go and were held back.</p> <p>-A commitment (through words and deeds) from the Administration that Volunteer FFs are a valued resource despite what the Paid Union says.</p> <p>-The importance of having a trained and ready reserve force (volunteers) to help mitigate the County's varied threats. Throughout the world Ready Reserve forces have been necessary and are very successful in the military and law enforcement, but for some reason the (paid) fire service doesn't like us. This is especially troubling because more than 90% of the CAL Fire paid staff came from the volunteer ranks and over 80% of the FFs in the US are volunteer. Other RRU's do not have this problem.</p> <p>-During difficult economic times governments need volunteer FFs to provide backup. Citizens deserve service despite what the Paid Union says.</p> <p>-Volunteer attrition is too high. We've been hiring mostly young people who are using it as a stepping stone to a paid FF job. They get trained and they leave which causes a lack of experience for promotion. We need to have a better mix of people who just want to serve as FFs not looking for a paid position (50%) and those that do (50%).</p> <p>-The individual station level VFC structure is outdated and has created fiefdoms that are largely ineffective at managing their organizations. We need a County wide organization that all Volunteer FFs report to.</p> <p>-Administration must mandate a better relationship between the Paid Union and the Volunteer FF Association. We're on the same team.</p> <p>-More advanced training opportunities</p>
10	<p>Better safety equipment, example helmet and hoods. Out dated old style plastic helmets with little protection. Issued a hood that is at least eight years old. Better purchase of gear needed!!</p>

#	Comment
11	<p>The Riverside Chapter of Cal Fire Preaches Hate!! To all union members. I myself am a union member proudly out of San Diego unit. I volunteer in Riverside on the off season. It is sad that people easily forget how they got into the fire service the Volunteer program has helped many of the firefighters in Riverside get the jobs they have today. But these are the people that are preaching the hate today, people I volunteered with many years ago. We have the best job in the whole world nothing even compares or comes close to the fulfillment that comes with the job! But my Riverside brothers and sisters have found a way to make life in this county miserable. And I believe it all stems from the Union President himself and his Executive members as well as the General staff. Pull up the Riverside County Press Enterprise there is an article where the Union President clearly defines his feelings about the Volunteers. You can also log into the Union web site (CDF Firefighters Riverside Chapter) Go to what we call "the bitch page" and you will find much opinion on the Volunteers and the much hated Association. I hope someday we could work side by side, but sad enough as it is I probably won't see this in my lifetime.</p>
12	<p>1. Service center organization. 2. More training classes to bring the volunteer program together.</p>
13	<p>Volunteers need to be treated as part of the fire dept. and not a threat to paid staff positions.</p>
15	<p>The volunteers need to treat as a member, not an outsider. Promises have been made and not happened because someone throws a fit that volunteers are getting something and then everything changes. If the county wants the company to make the volunteer program work, they need to help us out as much as a paid staff member. Training, equipment (PPE's) could be a great start.</p>
17	<p>Vol programs need more access to chaplain's</p>
18	<p>Start listening to the City Councils and City Managers. One on one meeting with the Chief and each Council Members without anyone else around so each can be honest without peer pressure. We are about to jeopardize some contracts because of our BC's a feeling of a lack of real support to our City Contracts and especially our Volunteer Firefighting force! This has got to be fixed real soon! Some of us that love Cal-Fire are heartbroken about what we are hearing out here in the real world about the lack of "Customer Services" by the local BC's and Paid Staff. If not for the Volunteer Firefighters that are attending meetings and supporting the Cal-Fire Department, we would have lost some contracts already AND would not be securing the new ones. Start listening to the Volunteers and the Cities and stop catering to the Union!</p>
20	<p>The non credited volunteer academy, which I feel is a waste of time. It is a good orientation for fire service, and good training, but it doesn't really help with a career in the fire service.</p>

#	Comment
21	New volunteer T-list train? More explanation on it.
22	Hiring process should be a test for promotions not the current supplemental test. Should be hiring within the department
23	I think that the Firefighter Union should stop encouraging elimination of the Volunteer Program. A large portion of Cal Fire in Riverside started off as Volunteer Firefighters and seems to have forgotten where they came from. Yes the volunteer program has come a long way in the form of training and each station could use some stricter guidelines and follow up at their station to terminate the volunteers who do not meet the station requirements. There are good employees in every profession just as there are bad employees and that includes Cal Fire and the Volunteers. There just seems to be more bad mouthing than there is working together as professionals
24	How to integrate CISM into the mainstream of the Fire fighting culture, along with general acceptance of validity of function of chaplains. Always available to assist in times of death, disability, sickness, and stress---how can we avoid the "political correctness" bug-a-boo that has plagued our department for the past few years. We are depriving help to 90% of our troops.

Training: Volunteer recruit training through the recently established RCOFD volunteer academy is phenomenal. Prior training was haphazard and although a standard was in place there was no means in place to test the standard, rendering it ineffective. Current sustainment training is left to the station level, but a standardized continuing education program is needed.

Performance: Volunteers do not receive the same amount of training as career personnel and are held to the same standard. Considering the time difference volunteer performance on an individual basis is very good. The overall performance of the volunteer program would have to be rated as below average, bordering on poor. This has been the direct result of several factors. Increased certification requirements, increased training requirements, increased response requirements are among a few. Possibly the most destructive thing to the program as a whole is a combination of management malaise and indifference combined with a concentrated effort by the Riverside Chapter of Union Local 2881 to either completely eradicate the volunteer program or at the minimum to downsize it to a point of irrelevance. The volunteer program has no effect on the working conditions, current MOU or the salary and benefits package of the career firefighters and therefore should be of no concern of the union. Union opinions toward the volunteers in Riverside County should be considered irrelevant, but instead their influence is felt on many levels, none of them positive towards the volunteers.

Usage: The volunteers are intentionally under-utilized, taking away the opportunity to prove the value of the program. Volunteer operated fire engines and squads are routinely cancelled in route to or upon arrival at calls. The ECC (Emergency Command Center, or dispatch) routinely fails to dispatch squads to structure fires in their own battalions and the newly published structure fire SOG's do not mention volunteers of volunteer squads at all. During recent fire sieges volunteers in the desert region of the county were forbidden from staffing available second roll fire engines to cover vacant stations or possibly take fire assignments under the logic that within 24 hours overtime firefighters would be available to staff the engines. Even if the volunteers had been required to surrender the fire engines to paid staff after 24 hours, which was 24 hours that those fire engines could have been in service in their communities or throughout Riverside County. This is not an isolated occurrence, rather a way of doing business that marginalizes or completely overlooks the volunteer program.

Team Work: There are battalions in Riverside County that have excellent teamwork between the career and volunteer staffs and others that are the complete opposite with animosity bordering on hostility. There have been union local elected officers assigned as career staff are notorious for treating volunteers horribly, without any noticeable effort on the part of executive staff to foster a harmonious relationship.

Communication: There is very little communication between the department and the volunteer staff. Mail is routinely misplaced, and in many cases mail addressed to the various volunteer companies is discovered opened by the paid

staff, in direct violation of multiple federal postal laws. There is no direct communication system between the department and volunteers, leaving us to rely on internal networks of personal phone and e-mail lists. Recently the department fielded VSS, or the Volunteer Staffing System. This is a computer based scheduling system the mirrors the career staff computerized staffing and scheduling system called OSS. This is an excellent tool for scheduling and tracking volunteer coverage and would mitigate many of the communication issues plaguing the volunteer program. This is an intra-net based system that can only be accessed from station computers. The union complained about volunteers accessing station computers, effectively stopping the program from being fully implemented. On another note, the union representatives routinely access station computers and use the taxpayer owned servers and taxpayer owned Microsoft outlook webmail services to conduct routine union business. I would have to ask why the union can commit waste and abuse of taxpayer funded web services, but volunteer firefighters cannot access a scheduling system that was developed by a government entity to conduct official business?

Radios/Pagers- The department does not enough radios to fully supply both the career and volunteer staff, creating a safety hazard for all involved. The department recently made major changes its radio tones which made all existing volunteer station pagers obsolete. They purchased very few replacements and left the volunteers to buy their own pagers at a cost of \$430.00 each. The result of this is that normally active volunteer firefighters have lost their primary means of knowing when a call has gone out, rendering them unable to respond. This is another example of the department leaving the volunteers behind technologically, the result of which is the perception that we are less valuable than we truly can be.

Water Tender Program: The Dept relies on Volunteers for water tender coverage, but has not invested in a standardized system of calling the operators. Until very recently all volunteer WT dispatches were done through a series of haphazard alpha pagers that the ECC rarely used and a volunteer phone tree calling system that was highly inefficient. The dept recently added WT's to the initial dispatch on all State Wild land dispatches. This would initially seem like a great vote of confidence in the volunteer program. The department has only fielded 13 pagers that match the ECC's dispatch capability. Unless 40-50 additional pagers are fielded immediately the policy of dispatching WT's on initial dispatch will fail, again making the volunteer program seem to be of lesser value. This will be due to the dept's lack of investment in infrastructure and communications equipment, not through lack of volunteer involvement. Unfortunately the result will be the same regardless of who should be held responsible: The volunteers will be unable to cover every dispatch simply because 13 people cannot be expected to cover each wild land dispatch during a routine fire season, much less a heavy one.

Breathing Support Apparatus: For many years the dept relied upon volunteer coverage of breathing supports. Breathing Support units were strategically placed around the county where they would receive the most active volunteer coverage. During 2007 the county staffed the breathing supports with full time career personnel through

grant funding, and the majority of breathing supports were consolidated in 2 locations. During 2009 that grant will (or has) expired. Instead of moving the breathing supports back into areas that will receive volunteer coverage, the units remain consolidated where volunteers cannot cover them. In one recent instance the health and safety division went so far as to confiscate a volunteer owned breathing support, causing a major rift in the relationship between the department and that volunteer company. Many in the volunteer ranks believe this move was made in order to eliminate the volunteer's ability to show any breathing support coverage, thus making a stronger case for renewal of grant funding.

Volunteer Engineer Training- The position of volunteer engineer is perhaps the most important position in the volunteer program. Without trained engineers that can staff and operate fire engines the volunteers are relegated to filling empty seats on paid staff engines or operating squads. Until 2009, the dept had not held a volunteer engineer's training course since January 2005. Through hiring of volunteers into career positions, retirement and natural attrition we have gone from 2-3 engineers in each volunteer company to the same number of engineers in each battalion. This is wholly unacceptable. The lack of engineers is another factor causing the volunteer program to appear far less effective than it has the potential to be.

Volunteer Safety Gear- The volunteers are issued the same safety gear as the career firefighters. Until January 2009 any volunteer that left the volunteer service was supposed to return his/her safety gear to the local fire station where it was to be documented and returned to the service center for cleaning, inspection and re-issue. More often than not, this gear would never make it back to the service center. It would instead be pilfered to allow career personnel, and to some small extent volunteer staff, to have a second and sometimes third set of safety gear. In some cases the gear was (and still is) being hoarded at stations for use as training gear. This created a multi-fold problem: First; the service center has no way of accurately accounting for the amount of safety gear owned by the County of Riverside. Second; volunteers that turned in their issued safety gear in good faith are still financially responsible for gear that never made it to the service center. Third; many people throughout the county are in possession of what amounts to stolen equipment. Fourth; one of the union's main complaints against the volunteers is that we have safety gear, so their members have to have second hand gear. This is a greatly exaggerated complaint, but a very vocal complaint. This is a paradox, because it is primarily the paid staff that has pilfered the gear that volunteers have returned to the stations. The dept has addressed this situation by publishing a policy that all volunteers that leave the program must now return their issued gear directly to the service center, but this does not address the problem of all of the previously pilfered equipment that the volunteers are being blamed for by the union.

Leadership: The department leadership states publicly their support for the volunteer program but fails to adequately equip the program for success. The executive staff says one thing, and oftentimes the division and

battalion chiefs either scoff at or completely ignore the directives of the County Fire Chief without fear of discipline, safe in the knowledge that the union will protect them. This breakdown of the chain of leadership combined with the knowledge that there is little to no chance that they will be disciplined for disobedience makes the situation for the volunteer program dire. An example of this is a recent incident during which the Unit Chief inquired about the feasibility of placing a cap on the number of volunteers at 400. There was no policy written nor was any guidance given. The volunteer association was not notified of any pending changes; however various Division and Battalion Chiefs took it upon themselves to order the volunteer companies within their respective districts to cease all hiring. As of the writing of this document the Fire Chief is aware this is occurring but has failed to respond to the matter by either ordering the various Chiefs to cease this action or to codify the action by publishing a written policy.

Summary- The volunteer program in Riverside County has not been afforded the opportunity to flourish to its former level or its current potential. The volunteers are quickly being marginalized by a department that is allowing itself to be governed less by the policies of the County of Riverside and more by the labor union that represents its firefighters. This must stop. CALFIRE is a good organization that provides a good fire dept at a reasonable price, but they are contractors to the County of Riverside. A normal contractor relationship does not include the contractor telling the person paying for the contract how things are to be operated, but that is the case here. In fact, it has gone a step further to include the labor union. The volunteers of Riverside County are under a continued, concentrated assault by a union and some of its members that are determined to eradicate a useful and viable program. The County Board of Supervisors as well as the current fire chief has continually expressed support of the volunteer program, yet the union persists in its assaults. Facts and budgetary numbers are distorted and many times outright lies are told by the union leadership in its efforts. The volunteers are no threat to the union. We are not positioned to take any paid jobs, interfere with any planned or unplanned overtime and we have a minimal impact on the working conditions of the paid firefighters. The Volunteer Firefighters Association has made multiple inquiries to other areas of the State of California that have a similar combination department arrangement with CALFIRE and have specifically inquired about the union chapters and their relationships with the volunteer firefighters. Universally the answer has been the same: The volunteers have no impact on the union or its members and are therefore a non-factor in any decisions regarding the volunteer program.

The volunteer program in Riverside County is a timed honored tradition that still has a viable place in serving the citizens of Riverside County. Although modernization and increased staffing have decreased the immediate need for volunteers to respond to each and every call for service we still have an important role to play as well as a vested interest in the protection and betterment of our individual communities.

ATTACHMENT E – PERFORMANCE MEASURES EXAMPLES

Program: *Emergency Services*

Purpose: To provide emergency services that reduce the loss of life and property by providing fire suppression, emergency medical services, technical rescue operations, and hazardous material response.

Descriptors: Adopted Budget ____; FTEs ____; Number of Fire Stations ____; Square Miles Covered ____; Population Served ____; Number of Structures ____

	OUTCOME/EFFECTIVENESS MEASURES	Baseline Data FY 2008-09	Current Year Data FY 2009-10	Target	Comments/Definition
1	Percent of emergency calls responded to within ____ minutes from dispatch to arrival on scene: <ul style="list-style-type: none"> • By station - ALS equipped unit - BLS equipped unit - Code 1 fire suppression • Overall - ALS equipped unit - BLS equipped unit - Code 1 fire suppression 				
2	Percent of structure fires responded to within ____ minutes from dispatch to arrival on scene <ul style="list-style-type: none"> • By station • By call type • Overall 				
3	Percent of fire-related incidents involving firefighter injuries				
4	Average time from call notification until time en route (chute time)				
5	False alarms as a percentage of total runs				
6	Percent of fires contained to room of origin				

OUTCOME/EFFECTIVENESS MEASURES		Baseline Data FY 2008-09	Current Year Data FY 2009-10	Target	Comments/Definition
7	Percent of time fire units arrive on EMS scene prior to med-act arrival				
8	Percent of time battalion chief arrives on a structure fire as the third arriving unit or sooner				
9	Total fire property loss				
10	Civilian fire injuries per 1,000 population				
11	Civilian fire deaths per 1,000 population				

EFFICIENCY MEASURES		Baseline Data FY 2008-09	Current Year Data FY 2009-10	Target	Comments/Definition
1	Cost per run (all types)				
2	Number of calls for service per FTE				
3	Cost of fire service per resident				
4	Total number of runs per FTE				

KEY WORKLOAD MEASURES		Baseline Data FY 2008-09	Current Year Data FY 2009-10	Target	Comments/Definition
1	Number of emergency calls responded to within ___ minutes of dispatch to arrival on scene: <ul style="list-style-type: none"> • ALS equipped unit • BLS equipped unit • Code 1 fire suppression 				
2	Number of structure fires responded to within ___ minutes of dispatch to arrival on scene				
3	Total number of emergency calls responded to				
4	Number of firefighters injured in fire related incidents				
5	Number of fire related incidents				
6	Total number of runs made				
7	Number of incendiary or suspicious fires				

	KEY WORKLOAD MEASURES	Baseline Data FY 2008-09	Current Year Data FY 2009-10	Target	Comments/Definition
8	Total number of fires				
9	Number of false alarms responded to				
10	Total response time in minutes				
11	Number of fires contained to room of origin				
12	Number of times a battalion chief arrives on a structure fire as the third arriving unit or sooner				
13	Total cost of fire response				

Program: *Emergency Management*

Purpose: To coordinate and manage all functions and policies of the City's emergency preparedness by preparing for, responding to, recovering from, and mitigating the effects of all potential community hazards.

Descriptors: Adopted Budget _____; FTEs _____; Number of Emergency Sirens _____

OUTCOME/EFFECTIVENESS MEASURES		Baseline Data FY 2008-09	Current Year Data FY 2009-10	Target	Comments/Definition
1	Percent of sirens tested on schedule				
2	Percent of emergency sirens in working condition upon testing				
3	Average downtime of emergency sirens (in hours)				
4	Percent of departments submitting annual department emergency operations plan within 30 days of due date				

EFFICIENCY MEASURES		Baseline Data FY 2008-09	Current Year Data FY 2009-10	Target	Comments/Definition
1	Cost per emergency siren tested				
2	Number of sirens tested per FTE				

KEY WORKLOAD MEASURES		Baseline Data FY 2008-09	Current Year Data FY 2009-10	Target	Comments/Definition
1	Number of sirens tested				
2	Number of times the EOC is activated Level I Level II Level III				

The department standard, utilized posted speed limits along with the Master Plan values to determine response areas, response capabilities and ultimately station placement. Improper facility placement can cause overlapping and/or under lapping coverage and increased costs as a result of staffing and facility construction. Improper facility placement will extend response times and create a less-than-desirable service ability.

Fiscal Impact

Facility construction, maintenance, deferred maintenance and replacement become inherent costs when a commitment is made for station placement and service. In addition to the above costs, furniture, fixtures, equipment and utilities become an annual reoccurring cost for all facilities and their life span.

Improper location of a facility outside the determined and adopted response guidelines opens the question of liability for improper service levels to communities with predetermined expectations based on the Master Plan.

Methodology

In 2007, the Strategic Planning Bureau was formed. They reviewed the guidelines utilized to evaluate responses and station placement. The GIS section was current with fiscally available technology; however, they utilized standard inputs related to speed, intersections, traffic, time of day, etc.

During inquiries with other GIS consultants and neighboring departments, it was determined the one factor creating the greatest inaccuracy was the speed limit. On an average, the results from the above stated agencies identified an overall response speed of 28 to 32 MPH. These were driven from a small geographical area mostly multi-use developed. For an interim application we are using a 30 MPH average as it provides a more conservative approach.

Our task is to apply this methodology to a large county with a mosaic/mixed use of heavy urban, urban, rural and outlying areas. Utilizing NFPA 1221, NFPA 1710 and NFPA 1720 as a guideline, we established a scope for software capability that would interact with the current computer aided dispatch (CAD) technology. This is based on a resource tracking system and GPS. The concept is to gather information from emergency responses based geographically on land management planning area zoning layers within the County General Plan. This would establish an average MPH under different conditions, variables and time frames within each geographical area. The average would be used in an equation to determine an approximate travel distance capability that could be used to establish spatial layout for facilities.

In addition to the response time, we will be evaluating the transfer time from the primary PSAP to the secondary PSAP, answering and dispatch from the secondary PSAP to resources and turnout time SOP.

This analysis will also be used as a fire station needs assessment tool. The information will be used to determine threshold values for square footage of commercial/industrial and residential units allowed prior to a facility requirement including mobile equipment type and style. These thresholds will be applied through the planning process for predetermined locations on the planning area zoning layers.

Recommendations

Continue with the planned methodology to establish appropriate facility placement in concurrence with the adopted Strategic Plan response criteria for the identified area.

Continue to pursue new technologies that support improved dispatch capabilities and reduced timeframes.

Continue evaluation of response times through contrast and comparison data to meet response goals within the adopted Strategic Plan.

Continue to pursue new technologies that support improved response evaluation in support of the most accurate available data.

