

# City of Merced Fire Department

# Strategic Plan 2011-2016

Produced by the Members of the City of Merced Fire Department



Michael W. McLaughlin, Fire Chief

**FIRE CHIEF'S MESSAGE**

On behalf of the Merced Fire Department, I am honored to present the Department's 2011-2016 Strategic Plan. This Plan was brought together through the hard work and dedication of 13 Fire Department members who comprised the Strategic Planning Team. Their efforts and commitment have developed a common vision, a common mission, and common goals for the Department. This Strategic Plan is intended to be used as a guide for the Department as we collectively strive to meet the ever changing challenges in our future.

The Strategic Plan is a living document that will need to be nurtured, revised, and followed in order for us to remain united in our efforts, and to effectively meet the expectations and needs of our great City. This Plan has been developed to not only be consistent with, but also to effectively support the Mission and Goals of the City of Merced.

To make the Plan realistic and relevant, the development of the content was based on the input received from our internal and external stakeholders. This information was gained through interviews; surveys; and a strengths, weaknesses, opportunities, and threats analysis.

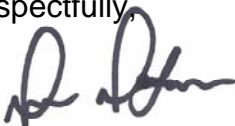
As a result of the input received, six goals areas were identified:

1. Administration
2. Operations
3. Training
4. Fire Prevention
5. Community Relations
6. Emergency Preparedness

Over the course of the next five years, Fire Department members will work together to accomplish our goals by completing the action items that support our Strategic Objectives.

In closing, I want to thank the members of the Strategic Planning Team, the members of our Department, and all of the stakeholders whose commitment allowed us to take this Strategic Plan from concept to reality.

Respectfully,



Michael W. McLaughlin  
Fire Chief

# Table of Contents

<b>FIRE CHIEF'S MESSAGE</b>	2
<b>1. EXECUTIVE SUMMARY</b>	5
<b>2. STRATEGIC PLANNING METHODOLOGY</b>	
2.1 GETTING STARTED	6
2.2 PRELIMINARY PLANNING	7
2.3 STRATEGIZING	8
2.4 AUTHORIZING	9
2.5 MONITORING	9
<b>3. CURRENT SITUATION</b>	
3.1 WHO ARE WE?	10
3.2 WHERE ARE WE NOW?	11
3.3 MEETINGS WITH THE FIRE CHIEF	13
3.4 STRENGTHS AND WEAKNESSES	14
3.5 OPPORTUNITIES AND THREATS	16
3.6 ORGANIZATIONAL ANALYSIS	17
<b>4. VISION, MISSION, CORE VALUES, AND GOALS</b>	
4.1 VISION	18
4.2 MISSION	18
4.3 DEPARTMENT MOTTO	18
4.4 CORE VALUES	19
4.5 GOALS	20
<b>5. STRATEGIC OBJECTIVES AND ACTION PLANS</b>	
5.1 ADMINISTRATION	21
5.1.1 PURCHASING	21
5.1.2 BUDGETING	22
5.1.3 FACILITIES	24
5.1.4 PERSONNEL	25
5.1.5 RECORDS AND REPORTS	27
5.1.6 POLICIES AND PROCEDURES	28
5.1.7 PROGRAMS	29
5.1.8 PLANNING	30
5.2 OPERATIONS	31
5.2.1 RESPONSE	31
5.2.2 COMMUNICATIONS	33
5.2.3 APPARATUS	34
5.2.4 SAFETY	35
5.3 FIRE PREVENTION	36
5.3.1 INSPECTION / CODE ENFORCEMENT	36
5.3.2 PUBLIC EDUCATION	38
5.3.3 PRE-FIRE PLANNING	40

5.3.4 FIRE / ARSON INVESTIGATION -----41

5.4 TRAINING -----42

    5.4.1 HIGHER EDUCATION AND CERTIFICATION -----42

    5.4.2 CURRICULUM AND TRAINING RECORDS -----44

    5.4.3 SUCCESSION PLANNING -----45

5.5 COMMUNITY RELATIONS -----47

    5.5.1 DISSEMINATION OF INFORMATION -----47

    5.5.2 COMMUNITY INVOLVEMENT -----49

5.6 EMERGENCY PREPAREDNESS -----50

    5.6.1 EMERGENCY PREPAREDNESS -----50

    5.6.2 EMERGENCY OPERATIONS CENTER (EOC) -----51

    5.6.3 EMERGENCY PLANNING -----52

    5.6.4 COMMUNITY EMERGENCY RESPONSE TEAM (CERT) -----53

**6. IMPLEMENTATION OF THE PLAN**

    6.1 LESSONS-LEARNED -----54

    6.2 IMPLEMENTATION OF SUB-PROJECTS -----54

    6.3 PHASING AND MILESTONES -----54

    6.4 BUDGET PLAN -----55

    6.5 MARKETING THE PROGRAM -----55

    6.6 MEASURING SUCCESS AND RECALIBRATION -----55

**APPENDICES**

    APPENDIX A – 2011 S.W.O.T. ANALYSIS RESULTS

    APPENDIX B – 2011 ORGANIZATIONAL ANALYSIS SURVEY RESULTS

## 1. EXECUTIVE SUMMARY

Many changes have occurred within the City of Merced Fire Department (MFD) over recent years. We experienced exponential growth that was followed by the most depressed fiscal climate that this Country has faced in many decades. As such, the Department has assumed a self-preservation posture while working to continually improve itself. This has resulted in the membership losing sight of its vision and mission.

Furthermore, in 2010 the MFD experienced the retirement of a 28-year tenured Fire Chief. This has created a change in the culture of the Department as the membership works to acclimate itself from the only Fire Chief that many have ever worked for, to the leadership and management style of the new Fire Chief. Other factors have also influenced the culture and expectations of the MFD and the modern fire service: The average age of department members is younger now than it has been in the past, and the emphasis on education has converted the fire service from a job to a profession.

The most recent Merced Fire Department Strategic Plan was developed and adopted in 2003. The needs, times, and expectations of the Department have changed; it is time for the MFD to once again become strategic in its approach to the future.

Strategic planning is a critical element for articulating a shared vision, and for building the partnerships that are necessary for the MFD and outside organizations to work together on common goals. The key is to identify the needs that are shared by the many stakeholder groups. Effective strategic planning is essential for moving the Department forward and for becoming sustainable and effective while meeting the expectations of the internal and external fire service stakeholders.

The strategic plan is designed to provide a clear explanation of how one or more strategic goals are to be achieved by the MFD. It outlines long-term goals and details the specific strategies and programmatic goals that are to be pursued. Areas of risk are analyzed and specific strategies for overcoming those risks are adopted. The strategic planning process must be participative in order to effectively map a clear path between present conditions and the vision for the future. Revisiting the Strategic Plan to review accomplishments against documented objectives, establishes a feedback loop that can then influence future planning and decision making.

The Plan took shape through an interactive process of facilitated group discussions, research, drafting, and review. The questions that the planning process is designed to answer are primarily broad strategic concerns, though some are quite specific. The broader strategic questions include:

- Who are we?
- Where are we?

- Where do we want to go (or not go) and why?
- How do we get there?
- How do we know when we get there?

The Strategic Plan is divided into the following sections:

- Strategic Planning Methodology
- Current Situation
- Vision, Mission, Core Values, and Goals
- Strategic Objectives and Action Plans
- Implementation of the Plan
- Appendices

In completing this strategic planning process, the MFD has a consistent framework for articulating its vision, mission, values, goals, objectives, strengths, and weaknesses. This effort was intended to provide a roadmap to a future where the needs of the organization and its constituents are better served.

## 2. STRATEGIC PLANNING METHODOLOGY

### 2.1 Getting Started

For many years, it has been identified that the current version of the City of Merced Fire Department's Strategic Plan is outdated. This was identified through the expansion that the City and the Department faced in the mid-2000's. It was re-affirmed with the contraction the Department has faced since 2008 when the downturn in the economy began. The Strategic Planning process was initiated in March 2011 following the appointment of Fire Chief Michael W. McLaughlin. Since this time, several actions have occurred to prepare the Department to plan strategically.

The first step was to identify all stakeholders in the Merced Fire Department. The internal stakeholders include all of the members of the MFD. These are the stakeholders who take personal risks to protect the members of our community. The internal stakeholders also include the staff that works behind the scenes to ensure the members are equipped, trained and capable of providing the highest levels of service. The external stakeholders include all of the other City Departments, contiguous fire service and emergency medical services (EMS) agencies, regional fire and EMS agencies, and the community we are sworn to protect.

The internal and external stakeholder agencies have been included in the preparation for the Strategic Planning process. The involvement included conversations; formal

interviews; Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis; and surveys. Involving a wider range of community members would have been more advantageous in the planning process.

Of paramount importance was the collaborative and participative approach to the Strategic Planning process. If all stakeholders were not represented and/or did not have a voice, the Plan would never have attained the level of buy-in and success that is vital for the MFD to move forward. Therefore, a Strategic Planning Team was assembled to develop the Plan. The Team consisted of the Fire Chief, Deputy Chief, all three Battalion Chiefs, six line members (two from each shift), fire inspector, and both secretaries. In addition to drafting the Plan, the team members were responsible for taking the draft back to their respective shifts to review the content and solicit input. Once the review period closed, the Team met to finalize the language and to prepare the Plan for publication and implementation.

The Strategic Planning Process was managed/facilitated by Chief McLaughlin. This decision was reached based on two factors. First, the Department could not afford to hire a consultant to lead the process based on the fiscal position of the City. Second, the input obtained from the internal stakeholders emphasized the need for leadership from the Fire Chief and the expressed support for the new Fire Chief to move the Department forward.

## **2.2 Preliminary Planning**

The planning approach was to use a variety of brainstorming activities that ultimately resulted in a collective decision. The Planning process began with an overview of why the team was assembled and the expectations of developing a Strategic Plan that is both applicable and meaningful. In advance of the planning sessions, each of the team members was provided copies of the current City Mission and Values; the current Department Mission, Goals, and Values; several articles that provided in-depth details regarding each aspect of the planning process; and the results of all internal and external assessments. The planning session began by reviewing the results of the assessments so that the Team was starting on the same page. It was important for the Team to know where the MFD was before they could plan where the MFD wanted/needed go.

Emphasis was also placed on the importance of knowing that the MFD Strategic Plan is subservient to the City's Master and Strategic Plans. Moreover, the plans must complement one another as the City's success is based on the several departments within the City working together to provide the greatest good for the greatest number of community members.

As previously noted, the MFD had a Strategic Plan in place at the time this Plan was developed. However, its content was outdated and research found that fewer than ten personnel in the organization knew of its existence.

The success of this Strategic Plan will be based on buy-in to the Plan, coordination of efforts within and without the Department, improving effectiveness and efficiency, and most importantly, empowering and providing autonomy to Department members to achieve the tasks included herein.

Potential pitfalls to the success of the Plan include but are not necessarily limited to: future funding restrictions, a lack of available time for individuals based on reductions in staff, a lack of buy-in by the membership, and failing to follow through during the implementation phases of the Plan.

### **2.3 Strategizing**

To initiate the momentum in the implementation of the MFD Strategic Plan we will implement action items that are visible, yet require the least amount of time and resources to achieve. These actions can include, but are not limited to: appointing essential committees, issuing credit cards to captains to streamline purchasing processes, providing in-house fire prevention training, and updating the website to reflect the professionalism of the Department.

The action plans shall consist of realistic action items/tasks that are achievable in the next 5-years. Any action that will require longer than 5-years to complete should be broken down into smaller items that will lead the Department toward accomplishing its final outcome.

Based on the input received from the internal and external stakeholders of the Department, and the recognized needs, the Plan was developed to address the following six goals areas:

- 1) Administration
- 2) Operations
- 3) Training
- 4) Fire Prevention
- 5) Community Relations
- 6) Emergency Preparedness

Once the Strategic Plan has been approved and implemented, the members of the MFD need to market the future of our Department to the internal and external stakeholders. This will include formal and informal company and multi-company meetings; presentations to the other City departments, service organizations, and media releases; and by developing partnerships that are vital to achieving success in all areas.



## 2.4 Authoring

The Fire Chief was ultimately responsible for crafting the content of this Plan; however, all members of the Strategic Planning Team were responsible for providing input, reviewing draft language, and ensuring the final draft was ready for publication.

Once the Team completed the draft Plan, including all action items, the Plan was posted in Buzzword at [www.acrobat.com](http://www.acrobat.com) to solicit input, comments, and ideas from the entire Department membership. At the close of the review period, the Team reconciled the input from the members and the Strategic Plan was finalized.

The final draft of the Strategic Plan was submitted to the Fire Chief for approval and implementation.

## 2.5 Monitoring

From the time of implementation, all members have oversight and review authority of the content of the Plan. If members identify discrepancies, needs, or other factors that impact the applicability of the Plan, they need to submit their input to the Strategic Planning Team through their respective chain-of-command. The ultimate oversight, review authority, and implementation of the Plan are the responsibility of the Fire Chief.

The measurement of performance will be completed using two methods. First, each action item in the Plan will have an individual or group of individuals who are responsible for the task and a due date. Secondly, the action plan will be assembled in Microsoft Project to provide an effective means for tracking the progress. The progress of the implementation of the Plan will be reviewed during the monthly Staff Meetings and during the Quarterly Captains Meetings. Furthermore, regular correspondence that outlines the progress will be presented to the membership.

## 3. CURRENT SITUATION

Planning started with an assessment of our current situation. It began with a couple of basic questions: 1) Who are we and 2) Where are we? In this regard, strengths and weaknesses were important to articulate: The existing foundation to be built upon needed to be understood. Understanding the status quo was an important precursor to implementing change.

WHO was coordinating efforts to lead the Merced Fire Department into the future, WHAT has been accomplished in the past, and HOW was it accomplished.

The planning facilitator needed to get the planning participants to start talking (or writing) so that the content for characterizing the current situation could begin to

emerge. The process itself was as important as the answers, and some questions were more straightforward than others. In some ways, this portion of the strategic planning effort was a reality check on what ultimately might be feasible. This was not always the case, but more often than not, it was relevant to understand how someone made something happen, including the execution of a planning process, based on whom they are accountable to and what empowers them.

### **3.1 Who are we?**

This section of the Strategic Plan is basic and fundamental. The Plan started with an assessment of who we are.

The questions of who we are and who we represent needed to be answered. It is this 'we' that is further questioned and analyzed in the Strengths and Weaknesses and Opportunities and Threats sections below. We cannot determine where we want to go and how to get there if we do not know where we are.

Appropriate representation requires that the Strategic Planning Team reach out to the stakeholder community to harvest insight and feedback. Involving the wider community in the analysis of strengths, weaknesses, opportunities and threats can begin to lay the groundwork for community participation, as well as promote buy-in for the process and the final strategic plan.

There are internal and external stakeholder groups that were represented in the planning activities. The stakeholders included: MFD members, City departments, operational area, regional, and state fire agencies, non-profit organizations, private businesses, and the public we have sworn to protect.

The common interests of the stakeholders are emergency response capability, emergency/disaster prevention, and maintaining a safe community. Our relationship and communications with stakeholders is essential for the implementation of this Plan to be successful.

Outside of our immediate external stakeholders, it is important to recognize that the MFD is only one of the 33,000 fire service organizations in the United States. Our successes and failures impact other agencies, and potentially the fire service as a whole.

The Merced Fire Department was developed to respond to and mitigate non-law enforcement emergencies within the City and to provide resources outside of the City under the auspices of the California Master Mutual Aid Plan. Furthermore, expectations from the City and the community had a significant impact on what services the MFD provides and at what level they are provided.

The Department values an open source, participative approach to moving the organization forward. The Department also values the importance of regionalization and interoperability. The Department cannot effectively or efficiently provide the appropriate level of response to all types and sizes of incidents without the support of cooperating and supporting agencies.

The Merced Fire Department is one of eleven Departments within the City of Merced governance model. It is imperative for the departments to work together and eliminate duplicated efforts to help the City achieve sustainability.

The Mission of the City of Merced is:

- Serve our citizens by delivering superior service exceeding expectations in cost, safety, and quality.
- Serve the City Council by providing clear, concise, accurate, unbiased professional staff work.
- Serve our employees by establishing goals, objectives, and measurable standards for performance; and, to compensate them accordingly.
- Model our shared values.

The Merced Fire Department directly supports the City's Mission by placing emphasis on superior service to the community, supporting the the various departments within the City, and by valuing the input and participation of our members.

### **3.2 Where are we now?**

This section of the Strategic Plan provides an assessment of the existing situation. The specific details will be outlined in the following sections.

The following figures outline the organizational structures of the City (Figure 1) and of the Merced Fire Department (Figure 2). The relationships and the hierarchy are important factors to consider when implementing changes that affect any of our stakeholders.

The Merced Fire Department had a Strategic Plan in place that was adopted and implemented in 2003. The plan was organized into the following sections: On-Going, One-Year, Two-Five Years, and Five Plus Years. The Plan listed strategic objectives/tasks, but did not include information on who was responsible for each item

nor were there any identified estimated completion dates. Upon reviewing the 2003 MFD Strategic Plan, it was learned that approximately one-half of the identified tasks had been completed, approximately twenty-percent of the tasks are no longer applicable, and the remaining thirty-percent are applicable, but have not been completed. These items were rolled-up into this Plan.

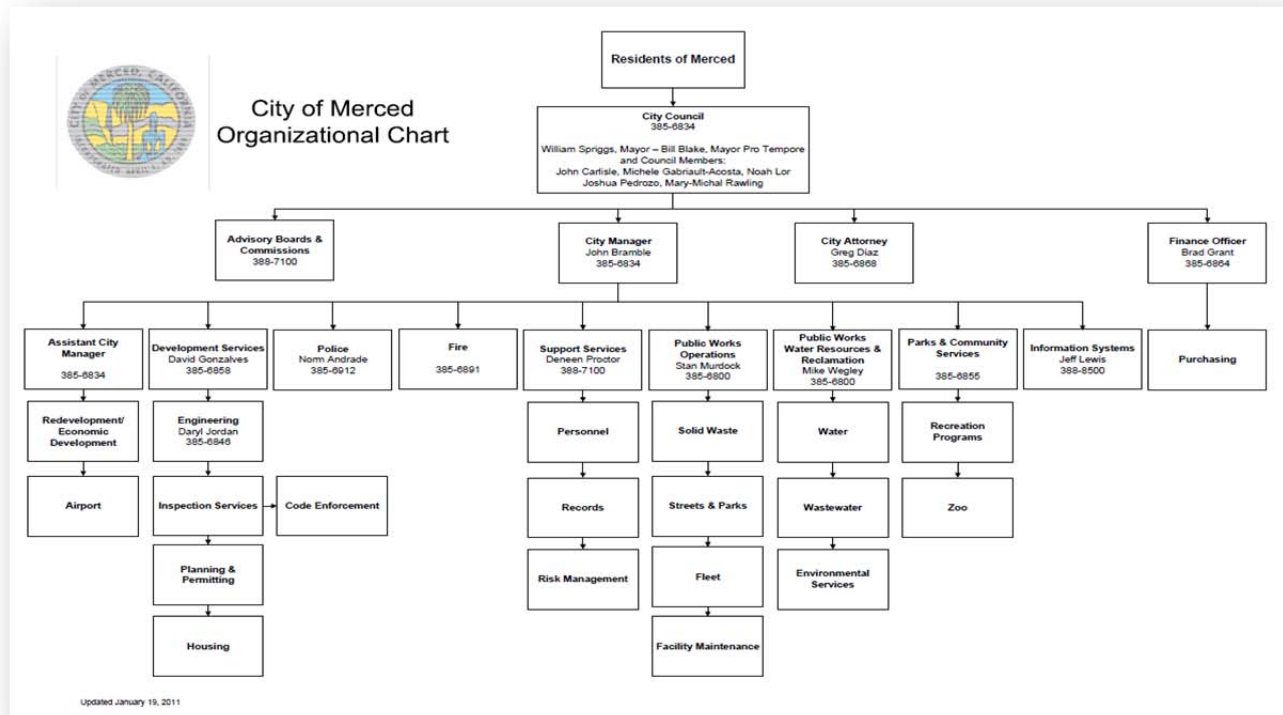


Figure 1 – City of Merced Organizational Chart



Figure 2 – Merced Fire Department Organizational Chart

### 3.3 Meetings with the Fire Chief

During the month of March 2011, Chief McLaughlin met with every company in the Department. Due to leave and hire back, these meetings missed some members, while other members participated on multiple occasions. The purpose of the meetings was to outline the expectations of the new Fire Chief, and to solicit input and ideas from the members. To promote the conversations and to engage all members, Chief McLaughlin asked each company the following questions:

- What do you want the MFD to become?
- What are your immediate concerns about the Department, the City, etc.?
- What issues do you believe need to be addressed immediately?
- What are your expectations of the Chief?

The dialogue ultimately combined the second and third questions into one area. The information provided to Chief McLaughlin is summarized below.

- What do you want the MFD to become?

- Leaders in the fire service
- Have Common Goals
- Consistency
- Inclusion - within and outside the department
- Regionalization
- Professionalism
- Community Involvement
- Highly Trained
- Top issues
  - 3-Shift mentality
  - Budget
  - Unclear training goals and expectations
- Expectations of the Chief
  - Open Communications
  - Sharing Information
  - Accountability
  - Leadership

### **3.4 Strengths and Weaknesses**

Part of understanding who and where we are was identified through an assessment of strengths and weaknesses. Primarily, this was from an internal perspective, although there may be some relevant external factors. Organizational strengths such as technologies, people, and capabilities, may be distributed and separately controlled by different agencies or groups. Getting the commitments to harness those strengths around a common goal may be a significant challenge; however, it may also be an opportunity waiting to be realized. Strengths help position an organization to take advantage of opportunities, whereas weaknesses may make the organization vulnerable to threats, or less able to exploit the opportunities.

On May 2, 4, and 6, 2011, the Merced Fire Department completed a comprehensive Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.) Analysis. The analysis involved bringing all on-duty MFD companies to Headquarters, while their districts were covered by Merced County Fire Department companies. This enabled the entire shift to work together to brainstorm each of the areas and ultimately rank the various items. One key limitation existed in regards to the ranking of the items: the ranking was completed at the end of each day, so each shift ranked a different list. However, it is important to note that the major areas identified in the analysis were consistent across the shifts. (See Appendix A for the complete S.W.O.T. Analysis)

The strengths were a listing of what the MFD does well and should continue to excel at.

The list of strengths was lengthy; the following are the top ten strengths as identified by the MFD membership:

1. Professionalism
2. Knowledge / competency
3. Apparatus, age and functionality
4. All-risk capability
5. Short response times
6. Adaptability
7. Accomplishing tasks
8. Camaraderie
9. Mutual Aid Participation
10. Pride

Weaknesses were the areas that the MFD members believed could be done better or required additional resources to become more successful. The overall goal of weaknesses is to change them into strengths.

The top ten weaknesses as identified by the MFD members are:

1. Training Program – goals and consistency
2. Dispatch – reliability, level of service, and responsiveness
3. 3-Shift Mentality
4. Favoritism and consistency

5. Lack of a proactive public relations program
6. Use of technology – existing and new
7. Chain of Command – not following during routine assignments
8. Officer development – lack of mentoring and succession planning
9. Being able to differentiate your role vs. who you are as a person
10. Clear goals & Expectations – department wide

### **3.5 Opportunities and Threats**

(See Appendix A for the complete S.W.O.T. Analysis)

The basis for implementing a Strategic Plan was the assumption that doing so would open up the stakeholders to opportunities to accomplish meaningful things that were not possible without the common vision, mission, and goals. For example, an effective Plan could help minimize duplication of efforts and could greatly facilitate the ability for the Department to grow and progress. Likewise there were vulnerabilities associated with not implementing the Plan, and these were characterized as threats to be avoided, or to be prepared for.

Opportunities represent the areas that existed, but the Department did not embrace them or did not take them into consideration. The top ten opportunities that were identified by the members were:

1. Regionalization
2. Training Program
3. Technology
4. Grants / Funding
5. Public Relations
6. UC Merced
7. Change Culture of MFD
8. Health & Wellness Program
9. Media Relations
10. Succession Planning



Threats were the areas that actually threaten the ability of the MFD from accomplishing its Mission and Goals. The top ten threats included:

1. Ourselves – morale, lack of personal responsibility, and lack of buy-in/commitment
2. Public Support/Perception
3. Safety – Job Risks
4. Political Environment
5. Decreased Service Levels
6. Egos
7. Injuries / Illness
8. Budget/Revenue
9. Decreased staffing
10. Individual agendas vs. MFD Goals

### **3.6 Organizational Analysis**

(See Appendix B for the Organizational Analysis Survey)

A comprehensive organizational analysis survey was completed through [www.SurveyMonkey.com](http://www.SurveyMonkey.com). All members were invited and encouraged to participate. The intent of the survey was to assess specific areas within the Department and to obtain additional information about individual values. Each of the areas of the survey provided the members with the opportunity to insert comments. The comments ranged from very valuable insights to the venting of frustrations. These comments were used by the Strategic Planning Team to help develop Goals, Objectives, and Action Plans.

The data from the organizational analysis portion of the survey was collected and analyzed. The results are as follows:

- Members slightly agree (3.51) that they support the purpose and goals of the MFD.
- Members slightly agree (3.35) that the organizational structure meets the needs of the MFD.
- Members agree (2.916) that the leadership within the MFD is on the right path.

- Members agree (2.744) that relationships are important and are productive.
- Members slightly agree (3.244) that rewards and recognition are adequate.
- Members agree (2.784) that helpful and supportive mechanisms exist within the MFD.
- Members agree (2.956) that MFD's has a favorable attitude toward change.

The cumulative average of the results was 3.072. Overall, the members slightly agree that the MFD is on the right path. These results demonstrate that the MFD has room for improvement in all areas. None of the areas received a strongly agree rating.

## 4. VISION, MISSION, CORE VALUES, AND GOALS

### 4.1 Vision

*The City of Merced Fire Department is a progressive organization unified in creating a safe and secure community.*

### 4.2 Mission

*We, the members of the City of Merced Fire Department, will prevent, prepare for, and mitigate emergencies to protect the citizens of the City of Merced through exceptional service and visionary leadership.*

### 4.3 Department Motto

*Proudly Serving Since 1873*

## 4.4 Core Values

### Safety

*Members of the City of Merced Fire Department believe our health and safety are essential for us to fulfill our Mission. We are committed to providing the best health and safety programs for our members' well-being and operational readiness.*

### Community

*Members of the City of Merced Fire Department value being involved in the community where we work. Our responsibility is to protect life, property, and the environment. We are committed to fulfilling our responsibility and deepening our involvement in the community we serve. No request or inquiry will go unanswered.*

### Professionalism

*Members of the City of Merced Fire Department highly value being professionals at all times. As professionals, we are committed to providing the highest levels of service to our community by maintaining a high level of operational readiness through preparation, education, and continual self-improvement.*

### Empowerment

*Members of the City of Merced Fire Department value staff involvement in decision making and delegate authority to the most appropriate level. We believe that a united team can achieve far more than an individual effort.*

### Efficiency / Effectiveness

*Members of the City of Merced Fire Department understand the importance of organizational sustainability. Therefore, we value fiscal prudence and strive to be effective and efficient in the execution of our duties.*

### Integrity

*Members of the City of Merced Fire Department are honest and fair in our dealings with our members of our community and each other. We are honorable to our profession and we inspire each other to maintain trustworthiness, openness, and sincerity.*

## 4.5 Goals

### Administration

*Provide leadership and support to enable the Department to accomplish its Mission.*

### Operations

*Provide the highest level of emergency response consistent with identified community needs and expectations.*

### Training

*Provide challenging training and education that is current and effective, enabling the Department to accomplish its Mission.*

### Fire Prevention

*Proactively improve life safety, minimize losses, and reduce the risks from fire through education, application of codes, and investigation.*

### Community Relations

*Establish community partnerships that complement and enhance the services we provide.*

### Emergency Preparedness

*Prepare and maintain the documents, facilities, and trained personnel to effectively manage and support major incidents/disasters.*

## 5 STRATEGIC OBJECTIVES AND ACTION PLANS

**GOAL 5.1: ADMINISTRATION**

***Provide leadership and support to enable the Department to accomplish its Mission***

**Objective #5.1.1 – Purchasing**

**Establish a comprehensive purchasing system to make the MFD more efficient, which is compliant with the City system by June 2012.**

**Action Plan**

	<b>TASK</b>	<b>RESPONSIBLE PARTY</b>	<b>COMPLETION DATE</b>	<b>COMMENTS</b>
<b>1</b>	Streamline MFD purchasing processes by issuing City credit cards to Fire Captains and eliminating open purchase orders.	McLaughlin / German	October 2011	Align MFD purchasing processes with the City's
<b>2</b>	Develop a comprehensive set of internal policies and procedures that clearly delineate the entire cycle of the purchasing process.	Long / German	December 2011	The purchasing policies and procedures must be available to all personnel and training should be provided to enforce an understanding of the requirements.
<b>3</b>	Streamline/Re-examine current workflow for request for purchases	McLaughlin / Long / German	January 2012	Request for purchases workflow. If the item is budgeted, why so many steps for approval?

**Objective #5.1.2 – Budgeting**

**Develop and manage the departmental and programmatic budgets, while continuously seeking efficiencies and additional revenue sources throughout the Strategic Plan period.**

**Action Plan**

	<b>TASK</b>	<b>RESPONSIBLE PARTY</b>	<b>COMPLETION DATE</b>	<b>COMMENTS</b>
1	Identify and apply for local, state, and federal grants.	McLaughlin	Ongoing	Designate a member to regularly seek Grants or Federal Funding. AFG, SAFER, OTS, Fire Prevention
2	Host a grant writing class to get more personnel involved with grants.	Long	April 2012	
3	Develop a participative budgeting process where MFD members can be more involved.	McLaughlin / German	December 2011	
4	Develop a means to more effectively and efficiently manage budget planning, projections, and tracking.	German	July 2012	Excel , AS400, etc.
5	Regularly provide budget updates to all officers and program coordinators.	McLaughlin / German / Battalion Chiefs	Ongoing	
6	Determine feasibility and begin charging for services, ie. Banners...	McLaughlin / German / Mileur	July 2012	
7	Develop a replacement schedule for some of the most costly budget items.	Program Coordinators and Managers	January 2012	
8	Review and enhance our cost recovery system	German / Mileur	June 2012	Cost analysis to determine if fees meet actual expense incurred. Other mechanism for recouping costs
9	Transfer servicing of extinguishers to enterprise funds.	McLaughlin	January 2012	

10	Determine feasibility of implementing a fire extinguisher servicing program to service City-owned extinguishers	Ramirez / Staiger	January 2012	
11	Track sick leave, vacation, and IWP for trends and comparisons.	German / Henry	Ongoing	For budget planning purposes
12	Develop mechanism to effectively track expenditures.	German	July 2012	
13	Develop a mechanism to plan and track for approved higher education opportunities	Long / German	January 2012	

**Objective #5.1.3 – Facilities**

**Provide funding and resources to ensure that the Department's facilities are functional, efficient, and safe throughout the Strategic Plan Period.**

**Action Plan**

	<b>TASK</b>	<b>RESPONSIBLE PARTY</b>	<b>COMPLETION DATE</b>	<b>COMMENTS</b>
<b>1</b>	Annually review and update facility space requirements and functionality	Henry / Filgas	Ongoing	
<b>2</b>	Follow up on facilities repairs after yearly safety inspections / develop funding plan	Henry / Filgas	Ongoing	
<b>3</b>	Develop a rotational plan for updating/upgrading and remodeling fire facilities.	Henry / Filgas	December 2011	Fixtures, doors, flooring,
<b>4</b>	Develop a rotational plan for high-dollar items and appliance replacement / energy efficiency	Henry / Filgas	December 2011	
<b>5</b>	Conduct annual facility safety and fire prevention inspections.	Henry / Filgas / Staiger	Ongoing – February	



**Objective #5.1.4 – Personnel**

**Promote an environment of respect, equity, trust, collaboration, and accountability throughout the Strategic Plan period.**

**Action Plan**

	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Develop and appoint members to task forces / committees to meet the goals of the MFD, as needed.	McLaughlin / Long	October 2011	Apparatus Uniforms / PPE Policies Training Safety Fire Prevention
2	Identify and employ mechanisms to measure morale	Chief officers	December 2011	
3	Develop and distribute a monthly informational update about Fire Department activities, accomplishments and areas of concern	McLaughlin	Ongoing	Newsletter Meeting Minutes Fire Manager Forum
4	Conduct annual All Hands meetings, quarterly Captains' meetings and monthly Management Staff meetings	McLaughlin	Ongoing	Web conference  In person
5	Create and implement a policy that provides a formal process for members to raise concerns and have them answered	McMillen	December 2011	Provide a means for MFD members to express input of ideas that is reviewed by a group.
6	Obtain agreement on Vision, Mission, and Core Values from all members of the Fire Department	McLaughlin / Strategic Planning Team	December 2011	
7	Highlight Core Values on a continual basis	All Members	Ongoing	
8	Define roles and responsibilities of administrative support staff	McLaughlin / German	August 2012	Office Manual

9	Continue to promote open communications	All Members	Ongoing	
10	Take action to improve the average score of the Organization Assessment to 2.75.	McLaughlin	July 2012	
11	Take action to improve the average score of the Organization Assessment to 2.5.	McLaughlin	July 2013	
12	Take action to improve the average score of the Organization Assessment to 2.25.	McLaughlin	July 2014	

**Objective #5.1.5 – Records and Reports**

**Create and maintain comprehensive records and reports consistent with local, state, and federal mandates.**

**Action Plan**

	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Conduct regular training on report writing to ensure the content accurately represents actions taken and prevents liability to the City	Long	Ongoing	Initial with annual refresher to ensure consistency and competency
2	Records request process is consistent with the City's records retention policy	German / Mileur	December 2011	
3	Implement better use of GIS data	McMillen / Staiger / Mileur	Ongoing	
4	Use Firehouse's stock reports instead of customizing reports	German / Staiger / Mileur	July 2012	
5	Train company personnel on how to enter information into FH to provide better accumulation of statistical data.	Long / German / Staiger / Mileur	July 2012	
6	Eliminate hardcopy Station Logs and replace with the Firehouse Activity Journal to improve information flow between Managers and shifts	Haas	September 2011	Need to include training/direction to ensure all information is captured in Firehouse
7	Continue working towards going paperless throughout the department.	German / Mileur	August 2012	MFD forms available on the intranet that can be edited and sent through email.

**Objective #5.1.6 – Policy and Procedures**

**Ensure the policies and procedures are valid, current, and applicable to meet the projected needs of the Department throughout the Strategic Plan Period.**

**Action Plan**

	<b>TASK</b>	<b>RESPONSIBLE PARTY</b>	<b>COMPLETION DATE</b>	<b>COMMENTS</b>
<b>1</b>	Reassess all policies and procedures on an annual basis, as per Policy 0001.	McLaughlin / Long / McMillen	Ongoing - January	
<b>2</b>	Complete transition from OAG's to the Policies and Procedures	McLaughlin / McMillen	January 2013	Instead of starting at the beginning address the policies that need immediate attention then attempt to create/design all the others with the completion of (1) per month deadline
<b>3</b>	Ensure policies are developed to ensure compliance with applicable Cal/OSHA Regulations	McLaughlin / McMillen	January 2013	
<b>4</b>	Ensure polices are developed to ensure compliance with applicable NFPA Standards	McLaughlin / McMillen	January 2013	
<b>5</b>	Schedule quarterly Policy and procedures meetings with the results published in minutes form.	McMillen	Ongoing	Similar to the Safety Committee
<b>6</b>	Assign an individual(s) to be responsible for continually updating the policies and procedures.	McLaughlin	September 2011	

**Objective #5.1.7 – Programs**

**Manage and support the various Departmental Programs to make certain that they continue to meet the changing organizational needs throughout the Strategic Plan period.**

**Action Plan**

	<b>TASK</b>	<b>RESPONSIBLE PARTY</b>	<b>COMPLETION DATE</b>	<b>COMMENTS</b>
<b>1</b>	Restructuring of programs/program coordinators.	McLaughlin	January 2012	Assign program to personnel who have expertise and interest in certain areas.
<b>2</b>	Develop a system where the program coordinators are the champions of the assigned area.	McLaughlin	January 2012	More than just equipment
<b>3</b>	Yearly review of programs effectiveness (benchmarks) or can the program be combined, divided or abolished.	Program Manager	Ongoing	
<b>4</b>	Program coordinator, manager, and program administrator, to meet on a quarterly basis.	Program Manager	Ongoing	Query department members to see if other have a new idea or have come across a new product that they would like to test and possible incorporate. Suggestions and supporting documentation to be discussed /reviewed by the coordinator, manager and administrator.

**Objective #5.1.8 – Planning**

**Employ a systematic methodology to ensure the Department has a clear direction and is progressively meeting the needs of the City throughout the Strategic Plan period.**

**Action Plan**

	<b>TASK</b>	<b>RESPONSIBLE PARTY</b>	<b>COMPLETION DATE</b>	<b>COMMENTS</b>
1	Conduct annual strategic planning team meetings to validate and/or revise the Plan.	McLaughlin	Ongoing	
2	Annual review with other City departments to make sure that MFD plans coincide with the City's.	McLaughlin	Ongoing	
3	Accurately track the goals, objectives and tasks within the Strategic Plan	McLaughlin / German	Ongoing	Employ Microsoft Project
4	Complete a MFD Master Plan.	McLaughlin	12/2012	To include: a deployment analysis, non-deployment functions, and recommendations
5	Revise the MFD Facilities Master Plan	McLaughlin / Henry / Filgas	08/2012	
6	To enhance the shared vision, the Fire Chief should deliver an annual State of the Department address	McLaughlin	Ongoing - Annual	Video the presentation.  Consider coinciding with promotional swearing-in and other award ceremonies
7	Department wide awareness of City Council issues	Chief Officers	Ongoing	To ensure we are in harmony with the City's Mission and responsive to the City Council's direction
8	Pursue MFD Accreditation	McLaughlin / Long	8/2016	Obtain information from CFAI.
9	Complete a Standard of Coverage Assessment	McLaughlin / Long	8/2013	

**GOAL 5.2: OPERATIONS**

***Provide the highest level of emergency response consistent with identified community needs and expectations.***

**Objective #5.2.1 – Response**

**Develop and maintain a response structure to promote effective and efficient use of MFD resources throughout the Strategic Plan period.**

**Action Plan**

	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Maintain a firefighting capability that meets or exceeds applicable regulations & standards	McLaughlin	Ongoing	
2	Explore response strategy alternatives	Henry	Ongoing	tiered responses; apparatus assigned; apparatus configurations; levels of engagement based on the availability of resources  Community expectations: acceptable risk versus cost
3	Develop a mission critical plan. When one engine is left in the city it is to be for fire response.	Tierney	December 2011	Fresno FD
4	Maintain a turnout time of less than 80 seconds 95% of the time	McLaughlin / Long	Ongoing	
5	Maintain a response (travel) time of less than 4 minutes 90% of the time	McLaughlin / Long	Ongoing	
6	Closest unit is dispatched to respond to incident.	McLaughlin / Long / McMillen	March 2012	Proximity dispatching

7	Review and update mutual aid and auto aid agreements	McLaughlin	February 2012	
8	Work toward developing a contract for services with UC Merced.	McLaughlin	July 2016	
9	Develop a regional Hazmat Team with Merced County FD	McLaughlin / Long / McCall / Walker	January 2014	
10	Develop a regional Technical Rescue Team with Merced County Fire Department	McLaughlin/Long/Henry/Haas	January 2014	
11	Determine feasibility of providing first responder paramedic and/or advanced EMT level of care	McCall / Cole / Brunelli	January 2016	
12	Develop policies to clarify roles and expectations of emergency scene management	Chief Officers / Captains	January 2013	Tactical Plans
13	Determine and identify the levels of service the MFD will be providing in certain disciplines.	Long	August 2012	Hazmat, technical rescue (water, CSR, low-angle), etc.
14	Clarify the level of ARFF service the MFD needs to provide at the Airport and implement	McLaughlin / Long / Elliott	December 2011	
15	Standardize how out of service fire hydrants are identified.	McCall / Alcorn	August 2012	Example: info in MDT's, marking the hydrants itself, etc.



**Objective #5.2.2 – Communications**

**Institute a communications structure that meets the organizational and interoperable response needs by August 2013.**

**Action Plan**

	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Complete the installation of vital emergency communications infrastructure.	Long / Wilson / Scruggs	November 2011	
2	Assess fire dispatch protocols to validate or identify areas for improvement	McCall / Brunelli / Dillsaver	December 2012	MFD protocols for response check back. Ex. stop releasing Knox keys or going in quarters during a true time emergency
3	Transition from verbally changing status over the radio to using status messaging	McLaughlin / McCall	December 2011	
4	Change "clear" incident from arrival in quarters to time actually clearing the scene.	McCall	December 2011	
5	Work with the Police department to develop a fire-based training program for the dispatchers	Long / McCall	March 2012	
6	Participate in the MCAG consortium to develop a countywide consolidated dispatch center	McLaughlin	Ongoing	Fire, Law, and EMS
7	Provide training to firefighters regarding what the dispatchers do/go through	McCall	May 2012	
8	Coordinate with Merced County OES to implement a Reverse 911 phone directory (Code Red)	McLaughlin	Ongoing	
9	Implement a continuous quality improvement program for dispatchers regarding (fire and EMS specific)	McCall / Dillsaver	July 2012	Identify training needs, measure effectiveness of training, ensure needed information is provided in a timely manner.

**Objective #5.2.3 – Apparatus**

In coordination with the Fleet Management Division ensure that the MFD apparatus program meets the ongoing operational needs throughout the Strategic Plan period.

**Action Plan**

	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Evaluate vehicle replacement schedule to identify effectiveness	Roe / VanHoogmoed / Fleet	January 2012	Explore guidelines for replacement. Use Manufacturer's recommended obsolescence, repairs costs are becoming prohibitively expensive, a depreciation schedule.
2	Re-establish appropriations to the vehicle replacement fund	Bramble / Grant / McLaughlin	Ongoing	
3	Evaluate fire apparatus specifications to determine if they meet the projected needs of the Department	Roe / VanHoogmoed / Fleet	August 2012	Evaluate current apparatus configurations for operational improvements while at the same time maintaining little to no cost, proper training, and standardization
4	Evaluate and modify the annual pump testing schedule	Roe / VanHoogmoed / Staiger	January 2012	
5	Improve write-up and reporting procedures with the city yard through the use of technology	Roe / VanHoogmoed / Fleet	Ongoing	Yard is moving to a new reporting system. Due date dependent on software installation.
6	Investigate a tax measure for apparatus/equipment replacement.	McLaughlin / Roe	August 2014	
7	Research feasibility of using lease-purchase agreements to replace fire apparatus.	McLaughlin / Roe	August 2012	

**Objective #5.2.4 – Safety**

**Foster a Department culture where personnel safety is paramount at all times.**

**Action Plan**

	<b>TASK</b>	<b>RESPONSIBLE PARTY</b>	<b>COMPLETION DATE</b>	<b>COMMENTS</b>
1	Replace self-contained breathing apparatus to become compliant with current NFPA Standards	Long / Roe / Giotta	August 2013	To include built in communications module 2011 AFG grant application
2	Continue to advance the current health and wellness program.	Markarian / Parker	Ongoing	
3	Implement a formal After Action Reporting procedure/policy to enhance personnel safety and operational readiness	Long	January 2012	Implement a safety related information dissemination process
4	Certify and qualify all officers as Line Safety Officer (SOFR)	McLaughlin / Long	August 2013	Promote safety practices by developing a recognition culture
5	Restructure the Safety Committee to integrate Administration, Fire Prevention, Dispatch and Operations	H&S Officer	January 2012	
6	Implement identified safety related training	Long / H&S officer	Ongoing	Include Support Staff in safety training.
7	Develop a Policy statement that ensures safety support is provided through budgetary prioritization and a management commitment	McLaughlin	January 2012	
8	Appoint and train an MFD health and safety officer.	Long	November 2011	Safety should be an MFD program.
9	Develop and implement a fitness for duty program for all personnel who are returning from a protracted absence	McLaughlin / Long / FF Association / Personnel Dept.	July 2012	

**GOAL 5.3: FIRE PREVENTION**

***Proactively improve life safety, minimize losses, and reduce the risks from fire through education, application of codes, and investigation.***

**Objective #5.3.1 – Inspection / Code Enforcement**

**Re-organize the inspection/code enforcement program to meet new technology, current codes and include other departments / agencies throughout the Strategic Plan period.**

**Action Plan**

	<b>TASK</b>	<b>RESPONSIBLE PARTY</b>	<b>COMPLETION DATE</b>	<b>COMMENTS</b>
1	Utilize current/new technology for the completion of fire prevention inspections.	Staiger / German / Mileur / Oswald	August 2013	Obtain mobile devices for field inspections. Find a department who is using this system to learn how it has been implemented and the entire procure from start to finish of inspection/permit/complaint/billing/non-compliant/change of business or ownership
2	Identify alternatives to the current inspection forms.	Staiger / German / Mileur	September 2011	Firehouse
3	Provide on-going/annual training for company level inspections, include other departments in the City.	Staiger / Oswald	Ongoing	Include Building Inspectors, Planners and Code Enforcement in training.
4	Improve upon the Weed Abatement program utilizing technology.	Staiger / Mileur / Harbison	April 2012	Ensure the installation of ArcGIS10 allowing improved functions for inputting lots identified for abatement. Incorporate Firehouse with the Weed Abatement program.
5	Establish a triennial inspection cycle for businesses and mercantile occupancies that are not required to be inspected by State law or other mandate.	McLaughlin / Staiger / Mileur	December 2011	

6	For those that want to be inspected every year - though not required by law - an inspection fee could be established.	McLaughlin / Staiger / German	August 2016	Currently Fresno and San Mateo do annual inspections of all businesses and charge them for them.
7	Collaboratively address the issues associated with the fire prevention inspections in County owned buildings.	McLaughlin / Staiger	December 2011	Grand Jury Report Previous agreement Lack of authority for MFD to enforce fire codes
8	Eliminate the duplication of efforts between the MFD and Developmental Services	McLaughlin / Gonzalves / Staiger / Oswald	January 2013	Operational permits New construction data entry Weed abatement / code enforcement
9	Train and qualify multiple MFD and Developmental Services personnel to conduct fire plan reviews.	Staiger / Oswald	August 2013	
10	Provide training to MFD members on fire suppression and detection systems on a regular basis	Staiger / Oswald	Ongoing	

**Objective #5.3.2 – Public Education**

**Develop and maintain a Public Education Program that is current in its content and delivery using innovative and creative technology throughout the Strategic Plan period.**

**Action Plan**

	<b>TASK</b>	<b>RESPONSIBLE PARTY</b>	<b>COMPLETION DATE</b>	<b>COMMENTS</b>
1	Update and expand current public education program. Solid public education = positive public image.	Wells / Young / Mileur / Ramirez / Staiger	August 2013	Need to expand so that elementary, middle school, high school, handicapped and elderly are all included.  Develop and schedule (1) assembly for each school.
2	Establish a juvenile fire setter counseling team	Roe / Horta / Staiger / German / Mileur	January 2013	A minimum of 1 person from each shift and the fire inspector to be trained to provide this service.  Consider charging an admin fee for this service.
3	Expand public education program to include UC Merced	McLaughlin	August 2016	
4	Obtain new EDITH props	Wells / Madruga / Mileur	December 2012	Needs to be updated to today's generation with current technology. Incorporate the AV Program in a new program.
5	Raise the level of importance of fire prevention within the community and fire service.	Roe / Wells / Madruga / Staiger / Mileur	Ongoing	Establish relationships with educators, social providers and the media to promote fire prevention.
6	Provide Public Education training to company personnel	Long / Roe / Wells	August 2013	Bring State Fire Marshal class Public Education to department

7	Develop and implement a program to install working smoke alarms/carbon monoxide detectors in high risk homes.	Wells / Staiger	August 2013	High risk homes would include the elderly, low income, etc.
8	Expand public education materials to include more languages.	Roe / Wells	Ongoing	
9	Encourage businesses to contribute to the purchase of public education materials	MFD Members	Ongoing	

**Objective #5.3.3 – Pre-Fire Planning**

**Develop an accurate and usable pre-fire plan system that incorporates current technology by January 2013.**

**Action Plan**

	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Evaluate current pre-plan program/system.	McCall / Tomerlin / Staiger	January 2012	Consider use of Firehouse and FH Sketch for the management of Pre-Plans
2	Import the CAD information from new construction plans to directly into the pre-plan program.	McCall / Tomerlin / Staiger / Development Services	August 2012	Floor and site plans from Development Services. Greatly reduce duplication of effort.
3	Utilize pre-plans in the field using mobile computers/devices during emergency operations and routine inspections.	McCall / Tomerlin / McMillen / Staiger	August 2012	New World System Mobile Mapping  Firehouse
4	Work with outside agencies to include data that is being gathered to import into our pre-plans.	McCall / Tomerlin / McMillen / Staiger / Harbison	December 2012	Import Merced Co. Environmental Health's hazardous materials information (site plans and inventories), and parcel information into the pre-plan.



**Objective #5.3.4 – Fire / Arson Investigation**

**Develop a fire / arson investigation program that utilizes current methods and procedures by July 2012.**

**Action Plan**

	<b>TASK</b>	<b>RESPONSIBLE PARTY</b>	<b>COMPLETION DATE</b>	<b>COMMENTS</b>
<b>1</b>	Develop policies and procedures	Long / Roe	January 2012	
<b>2</b>	Identify fire/arson investigation team Members	Long / Roe	January 2012	
<b>3</b>	Identify minimum levels of training, education, experience, and, certification for fire/arson investigators	Long / Roe	January 2012	
<b>4</b>	Provide updated and ongoing fire/arson investigation training and education	Long / Roe	Ongoing	
<b>5</b>	Develop inter-departmental relationships with law enforcement	Long / Roe	Ongoing	
<b>6</b>	Identify and acquire needed tools and equipment	Long / Roe	January 2012	

**GOAL 5.4: TRAINING**

***Provide challenging training and education that is current and effective, enabling the Department to accomplish its Mission.***

**Objective #5.4.1 – Formal Education / Certification**

**Support MFD personnel in their efforts to expand and enhance their knowledge skills and abilities through formal education and certified courses throughout the Strategic Plan period.**

**Action Plan**

	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Develop a regionalized training program.	Long / Markarian / Tierney	Ongoing	
2	Develop a proactive, collaborative relationship with the fire program at Merced Community College	McLaughlin / Long / Donnelly	September 2011	
3	Update and/or create current minimum performance standards including the use of AV	Long / Roe / Madruga	December 2012	
4	Standardize schedules and curriculum for new hire academies.	Long / Training Task Force	August 2015	
5	Create an annual allowance of training funds to each member, or create a rotational plan.	Long	January 2012	
6	Certify all officers as Fire Prevention Officer I	Long / Staiger	August 2016	FF2, Fire Prevention 1A, 1B, and 1C, and 1 year experience doing inspections
7	Provide S-404 Safety Officer course to all officers	McLaughlin	May 2012	
8	Encourage and support MFD personnel to become certified and qualified in overhead positions	Long	Ongoing	CICCS / IMT's – Emphasis on Plans, Logistics, Finance, and Safety

9	Develop specific training requirements for personnel who return to duty following an extended absence.	Long	January 2012	
10	Implement a training program to meet the identified ARFF levels of service, which shall be consistent with Part 139.	McLaughlin / Long / Elliott	October 2011	

**Objective #5.4.2 – Curriculum and Training Records**

**Create and Maintain Lesson Plans, Records and Reports Consistent with Local, State, and Federal Mandates throughout the Strategic Plan period.**

**Action Plan**

	<b>TASK</b>	<b>RESPONSIBLE PARTY</b>	<b>COMPLETION DATE</b>	<b>COMMENTS</b>
1	Develop an MFD training master plan	Long	January 2012	
2	Utilize in-house AV resources to develop training programs	Madruga	Ongoing	
3	Create accurate/up to date personnel training files	Long	January 2012	
4	Formalize/maintain lesson plans on file for various subject matter	Long / Tierney	Ongoing	
5	Create formal system for developing course curriculum	Long / Tierney	January 2012	Create one uniform format for MFD class delivery and department training
6	Develop performance standard/evolution form	Long	January 2012	
7	Develop annual training calendar	Long	January 2012	

**Objective #5.4.3 – Succession Planning**

**Improve mechanisms to promote mentoring and personal development to meet the anticipated organizational needs throughout the Strategic Plan period.**

**Action Plan**

	<b>TASK</b>	<b>RESPONSIBLE PARTY</b>	<b>COMPLETION DATE</b>	<b>COMMENTS</b>
1	Create an Engineers Academy for firefighters	Long / Training Task Force / Luce	August 2013	
2	Create a Captains Academy for engineers	Long / Training Task Force	August 2013	
3	Create a Battalion Chiefs Academy for captains	Long / Training Task Force	August 2013	
4	Promote personal and professional development through mentoring and formal training programs	All members	Ongoing	
5	Create individual personal training goals/development records	Long	August 2012	Identify members needs/ goals and promote avenues for guidance
6	Determine courses needed to promote personnel development	Long	Ongoing	
7	Provide resource awareness education and training to all members on a periodic basis	McLaughlin / Long / Others as applicable	Ongoing	To include: Communications Human Resources Discipline / FBOR Promotions Evaluations / Grades Hiring Administrative Documents Grievance Procedure Liaison – Medical

				<p>NFPA 1582                  Employee Assistance Program                  Ensure information is available to appropriate personnel                  Assist members in getting through the process                  Ability to get information out</p>
8	Ensure the professionalism of the MFD remains paramount	All Members	Ongoing	

## **GOAL 5.5: COMMUNITY RELATIONS**

***Establish community partnerships that complement and enhance the services we provide.***

### **Objective #5.5.1 – Dissemination of Information**

**Create, foster relationships with local media, service groups, clubs, and utilize technology to ensure that the community is informed and kept up to date throughout the Strategic Plan period.**

#### **Action Plan**

	<b>TASK</b>	<b>RESPONSIBLE PARTY</b>	<b>COMPLETION DATE</b>	<b>COMMENTS</b>
1	Promote the Merced Fire Department	All Members	Ongoing	To become more visible and educate the public about services we provide, we should take a proactive approach to better promote the MFD to the community.
2	Develop, implement, and maintain a marketing plan for promotion of the Merced Fire Department	McLaughlin / German / Madruga	January 2013	
3	Public Service Announcements	All members upon approval	Ongoing	Should be a least once a month, there is always a subject to be discussed, Prevention, Seasonal Fire Hazards, Weed Abatement, Holiday Safety, Earthquake Safety, Summer Safety, Winter Safety,. Extensive fire losses, Fire Safety trends noted within the City. Also address services that we don't provide (cats in trees, filling of swimming pools etc.
4	Media Advisories and Releases	All members – upon approval	Ongoing	Changes in Fire Code, in the past it would have been hood systems, upcoming will be carbon monoxide alarms.
5	Use Firehouse customer satisfaction return cards	McLaughlin / German	December 2011	The responses will used to determine if MFD

	to survey our stakeholders.			is meeting the needs of the City.
6	Enhance the MFD website	Tomerlin / Markarian / German / Staiger / Mileur	January 2012 & Ongoing	<p>To be monitored regularly to ensure information is accurate. Solicit ideas from others as to additions to be made. Encourage participation in using this avenue to inform the public.</p> <p>Have more than one person able to change/add to the website.</p> <p>The site should be extensively re-modeled allowing for the public to access many resources, including prevention information/forms - which is currently limited to guidelines. We could be putting a monthly newsletter on safety.....much as was talked with the PSA subjects.</p>
7	Utilize in-house AV resources to develop PSAs and informational videos	Roe / Madruga	Ongoing	



**Objective #5.5.2 – Community Involvement**

**Communicate our Departments Vision, Mission, Goals, Objectives and needs by actively engaging the citizens of Merced throughout the Strategic Plan period.**

**Action Plan**

	<b>TASK</b>	<b>RESPONSIBLE PARTY</b>	<b>COMPLETION DATE</b>	<b>COMMENTS</b>
<b>1</b>	Establish an MFD Explorer Post to support the youth in our Community	Roe / Hakola / WilsonC	August 2016	
<b>2</b>	Citizen Academy	Ramirez	January 2013	
<b>3</b>	Ride Along Program	McLaughlin / Hakola	August 2011	
<b>4</b>	Obtaining Feedback	All Members	Ongoing	

**GOAL 5.6: EMERGENCY PREPAREDNESS**

***Prepare and maintain the documents, facilities, and trained personnel to effectively manage and support major incidents/disasters.***

**Objective #5.6.1 – Emergency Preparedness**

**Ensure a sufficient number of City personnel are trained to fill all essential EOC positions by August 2013.**

**Action Plan**

	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Appoint a Disaster Council as per MMC	Bramble / McLaughlin / Henry	December 2011	Includes City and employees, business members and citizens  Fire Support staff needs to be included in training. Support staff has been called in when EOC has been opened for true emergencies.
2	Develop an EOC Training Plan	Long / Henry	December 2011	ICS for all employees, and position specific training - EMI
3	Provide mechanisms to qualify personnel to fill overhead positions	Long	November 2011	CICCS  EMI

**Objective #5.6.2 – Emergency Operations Center (EOC)**

**Maintain facilities and resources to ensure the operational readiness of the EOC throughout the Strategic Plan period.**

**Action Plan**

	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Conduct EOC drills and exercises at least annually	McLaughlin / Henry	Ongoing	
2	Develop radio communications capability within the EOC	Long / Wilson / Scruggs	January 2012	
3	Develop long term goals for updating and funding the EOC	Bramble / Grant / McLaughlin / Henry	October 2011	
4	Acquire Laptops / PC / drops for every workstation	Lewis / McLaughlin / Henry	August 2016	
5	Acquire wall flat screens which hook up to different workstations in the room.	Henry / Filgas	August 2013	
6	Need to acquire larger facility	Bramble / McLaughlin	August 2016	

**Objective #5.6.3 – Emergency Planning**

**Employ a systematic methodology to ensure the City has a clear emergency preparedness direction and is working progressively to meet the risks to the City by August 2013.**

**Action Plan**

	<b>TASK</b>	<b>RESPONSIBLE PARTY</b>	<b>COMPLETION DATE</b>	<b>COMMENTS</b>
<b>1</b>	In coordination with the Planning Department, create and maintain a Local Hazard Mitigation Plan to identify threats and potential emergencies that can take place in the city and surrounding communities	McLaughlin / Henry	Ongoing	This would assure that MFD is prepared for all threats to the City
<b>2</b>	Complete the 2011 revision of the Emergency Operations Plan and submit to the City Council for approval and implementation	McLaughlin / Henry	October 2011	
<b>3</b>	Annually review and provide training on the Emergency Operations Plan	McLaughlin / Long / Henry	Ongoing	
<b>4</b>	Complete the Continuity of Operations Plan (COOP) and submit to the City Council for approval and implementation	McLaughlin / Henry	January 2012	
<b>5</b>	Annually review and provide training on the COOP	McLaughlin / Henry / Long	Ongoing	

**Objective #5.6.4 – Community Emergency Response Team (CERT)**  
**Re-establish Community Emergency Response Teams within the City of Merced by January 2013.**

**Action Plan**

	TASK	RESPONSIBLE PARTY	COMPLETION DATE	COMMENTS
1	Partner with the Merced Police Department's Neighborhood Watch Program	McLaughlin / Henry / Mileur / Alcorn	August 2012	We need to reconnect and possibly add the idea of creating emergency response teams/neighborhood watch groups as an emergency preparedness resource.
2	Implement a mechanism to reach-out and appoint team members	Henry / Alcorn / VanHagen / Mileur	August 2012	
3	Identify CERT champions within the City who will coordinate the development, training, and logistical needs.	Henry / Alcorn / VanHagen / Mileur	January 2013	
4	Provide certified training to all team members	Henry / Alcorn / VanHagen / Mileur	Ongoing	
5	Locate funding sources to sponsor CERT	Henry / Alcorn / VanHagen / Mileur	Ongoing	

## 6 IMPLEMENTATION OF THE PLAN

### 6.1 Lessons Learned

This section has been developed to capture the lessons learned during the Strategic Planning process, to enable the Department to improve the process when the Plan is revised in 2016. The lessons include:

1. Provide greater education about strategic planning to the MFD members before initiating the process. It is believed that the participation from the members would have been greater if there was a greater understanding of the purpose.
2. Ranking the items in the S.W.O.T. analysis. Compile a complete listing through brainstorming as was done in 2011; however, do not rank the items until a single, final list is established. This will eliminate the need to reconcile the results and will allow all members to rank the same sample set of items.
3. Greater community involvement in determining the strengths, weaknesses, opportunities, and threats, as well as seeking their input on expectation and goal areas.
4. Due to budgetary limitations during the planning process, the action plans (tasks) were developed through a web-based document review program. Greater training / information for all Team members would have greatly improved this step in the development of the Plan. Ideally, the action plans would have been developed in a workshop format.

### 6.2 Implementation of Sub-Projects

To effectively approach the management of the Strategic Plan, it will be necessary to develop sub-project or sub-tasks in order to complete certain items.

Sub-projects/tasks will be created through the regular review processes and tracked in Microsoft Project.

### 6.3 Phasing and Milestones

It is not possible for the Department to accomplish all tasks at the same time. Therefore, certain items will be scheduled and addressed based on need, available time, in consideration of resources, and what is realistically achievable. To accomplish this, the Department will utilize phased implementation and staggered completion dates to ensure that the Plan remains realistic and attainable.

## **6.4 Budget Plan**

Many aspects of the plan will require financial support to be completed. These aspects will be included in the annual budget development process, in the same way the MFD Programs submit requests.

Concurrently, the MFD will aggressively pursue cost-sharing agreements with other organizations, apply for all applicable grants, and identify mechanisms for accomplishing benchmarks with limited or no financial support.

Our current fiscal environment will play a much greater role in this Plan than previous versions have had to endure.

## **6.5 Marketing the Program**

A key component in the success of this Strategic Plan is to keep all of the stakeholders informed about the Plan and our progress. There are several options available to the MFD to ensure the word gets out. Some of these options include: City Executive Staff Meetings, Departmental monthly reports to the City Manager, Annual Reports, presentations to service organizations and community groups, and operational area and regional fire chiefs meetings.

## **6.6 Measuring Success and Recalibration**

A frequent assessment of progress is necessary in order to ensure that plan objectives are achieved in a timely manner. Course correction(s) may be required as new information becomes available or new opportunities or threats develop.

As previously noted, the success of the Strategic Plan will be tracked in Microsoft Project and will be reviewed on a regular basis: 1) monthly staff meetings, 2) quarterly captains meetings, and 3) annual Strategic Planning Team meetings.

APPENDIX A





# City of Merced Fire Department



**S.W.O.T. Analysis**  
**2011**

**SWOT Analysis**  
**Strengths**  
**What Do We Do Well?**

<u>Strengths</u>	<u>Tally</u>	<u>Category</u>
Professionalism	28	
In-House Knowledge/competency/skills	27	
Apparatus	20	
Customer Relations/Service	20	
All-risk Prot of Life , Property, & Environment	19	
Response Times / # of resouces	15	
Adaptable	14	
Accomplishing Tasks/Duties	11	
Brotherhood/Camaraderie	10	
Mutual Aid Participation/Plan	10	
Pride	10	
Personnel	8	
Physical Agility Test	8	
Time Management-Accomplish a lot with ↑Call Volume	8	
Self Motivated Personnel Ambition	7	
Fire Prevention Program (Inspection Program, Fireworks Program, Abatement)	7	
Progressive	7	
New Chief / future=opportunity	7	
Aggressive	6	
ISO Rating	6	
Age of department members	6	
Strong Support Staff	6	
Raise the Bar	6	
Hard Working	5	
Work Schedule	5	
Develop Solutions to Issues	5	
Preservation of MFD History	5	
Fitness Levels-Job Demand-H&W program	5	
Relations with Merced County Fire Department	5	
Job Dedication	4	
Diversity	4	
Work Ethic	4	
Lead by Example	4	
Officers and Association Relations	4	
Public Education	4	
Desire to Promote from Within/opportunities	4	
Problem Solvers-Innovative-creative	4	
Radio Communications Upgrade	4	

**SWOT Analysis**  
**Strengths**  
**What Do We Do Well?**

<u>Strengths</u>	<u>Tally</u>	<u>Category</u>
Equipment-Age/Condition & configuration	4	
Strike Team Performance/Reputation	4	
Communications (Oral/Written, Vertical/Horizontal)	4	
Staffing Levels	3	
District Coverage	3	
Facilities	3	
In-House Maintenance vs. Outsource (Savings)	3	
Number of Fire Stations	3	
Personal Accountability	3	
Risk Adverse-Low Liability-safety oriented	3	
Strategic Plan-Developing Common Vision	3	
Use of Technology	2	
Talent	2	
Responsive	2	
Organized	2	
Engine Work	2	
Confidence	2	
Self Sufficient	2	
Sense of Humor	2	
Open Door Policy-Open/Acceptable	2	
Families are Part of the MFD	2	
Truck Work	1	
Protect Customer Dignity	1	
MFD Used as a Model	1	
Medical Care	1	
Determination	1	
Caring	1	
Relations with Other City Departments	1	
Competitiveness	1	
Delegation	1	
Courage	1	
Chain of Command	1	
City's Location	1	
Succession	1	
Acceptance into Organization	1	
Don't Fear New Ideas/Concepts/Equipment Reper/Change)	1	
Probationary Program	1	
Programs	1	
Off Duty Participation in Events	1	

**SWOT Analysis**  
**Strengths**  
**What Do We Do Well?**

<u>Strengths</u>	<u>Tally</u>	<u>Category</u>
Measure C	1	
Fire Program at Merced College	1	
Quantity vs. Quality of Training	1	

**SWOT Analysis**  
**Weaknesses**  
**What Can We Do Better?**

<b><u>Weaknesses</u></b>	<b><u>Tally</u></b>	<b><u>Category</u></b>
Training - consistent, quality not quantity	33	
Dispatch - appropriateness, mutual understanding, relations	29	
3-Shift Mentality, engine versus truck, bickering, in-fighting	28	
Favoritism and consistency	22	
Lack of Public Relations - perception versus reality	19	
Lack of Use of Technology - website, MDC's	18	
Chain of Command versus open door	17	
Positional Weaknesses - Officer Development, Succession Planning	16	
Role vs. Self - Egos, selfish, elitism	15	
Clear Goals and Expectations (Management, Training Operations, etc)	14	
Duplication of Effort - inefficiencies, Captain's Log	14	
Micromanagement, Empowerment, Trust	14	
Specialty Teams-Specialization, Hazmat, technical rescue	13	
Regionalization - Mutual and Auto Aid, Interagency coordination	12	
Morale	10	
Pub ED - Props and Materials, Adults, languages	9	
Outdated-(performance Standards, Policies/OAG, SOP)	8	
Uniformity (Look the Same, Uniforms, Turnouts-Helmets, Job Shirt Differences, Weather Appropriate Uniforms)	8	
Apparatus Repairs - Yard interactions	7	
Personal Agendas vs. Dept Goals	7	
Shift Change Communications	7	
After Action Reports - Formal Written & Distributed	6	
Responsibility, Authority & Accountability	6	
Sense of Entitlement	6	
Staffing Levels Down	6	
Tradition Impede Progress - "We've always done it this way," Not open to change	6	
Indecisive - ability to say no, lack of direction	5	
Long Term Training Plan	5	
Personal Accountability and Blanket Discipline	5	
Reactionary	5	
Squeaky Wheel Syndrome	5	
Coordination of Annual Programs - Time management	4	
Lack of Revenue Generation	4	
Leadership - Involve all levels and all stations	4	
Programs-Unbalanced, Champions, Alignment with interest and abilities	4	
Retention/Maintenance of Specialized KSA's - Live fire training	4	
Disconnect Between Actual Mission and Perceived Expectations	3	
Effective & Accurate Performance Evaluations	3	
EOC - Position specific training, capability	3	
Fire Prevention Training (Field, Classroom)	3	

**SWOT Analysis**  
**Weaknesses**  
**What Can We Do Better?**

<u>Weaknesses</u>	<u>Tally</u>	<u>Category</u>
Giving Honest Constructive Criticism	3	
Governance - Politics	3	
Group Think	3	
Lack of Diplomacy - Professionalism	3	
Lack of Green Technology	3	
Rumors & Misinformation	3	
Self-Assigning Projects - Self motivation	3	
Type III or IV Engines	3	
2 in/3rd in Districts	2	
Ability to Accept Constructive Criticism	2	
Arson Investigation Team	2	
Audio Visual Use	2	
Input on New Equipment and Technology	2	
Lack of Diversity in Org (Do Not Reflect Community, Can Affect Public Perception)	2	
Language Barriers on Calls	2	
Rank Driven vs. Expertise Driven (Not Usurp Chain of Command, Only Rank Can...)	2	
Rationalization - Use of Excuses	2	
Uncertain Future - Fear of unknown	2	
Unity of Command	2	
Airline-Priority Over Calls	1	
Airport-Role & Req	1	
Apparatus Placement	1	
BC Attendance in Co/Dept Training	1	
Department Cohesion=Line/Support/Dispatch	1	
Fit for Duty Test (Personnel Following Leave, Equipment After Repairs)	1	
Form-PDF Inability to Save and Email	1	
Hospital Familiarity	1	
Identification of Variances	1	
Individualized Training Plans	1	
Knowledge of Incidents History at a Location	1	
Lack of Closed Circuit TV for training	1	
Lack of Proactive Relations with Media	1	
Mutual Aid-Staffing Different between MER & MRD	1	
No Formal Channel to Address Response (911) Abuse	1	
Positive Feedback-Specifics	1	
Public Education Assignments Do Not Always Align with Actual Assignment	1	
Taking Engine Out of Serve to Land Helicopter With Secure Sites in City	1	
Underutilize Truck	1	

**SWOT Analysis**  
**Weaknesses**  
**What Can We Do Better?**

<u>Weaknesses</u>	<u>Tally</u>	<u>Category</u>
Using Actors too Much	1	
Utilization of In House Specialties (Personnel with KSA's in Specialized Areas)	1	
Community Risk Analysis	1	
Health and Wellness Program	1	
Media Relations	1	
Not a "Safe..." Baby Drop Off	1	
Proximity of Management to One Station (Lack of Info Flow to Others, Decentralize B/C, Open Door)	1	
Recognition of Limitations	1	
Station Security	1	
Stations Radios	1	
Use of MFD Data	1	

**SWOT Analysis  
Opportunities  
What Are We Not Using To Our Benefit?**

<b><u>Opportunities</u></b>	<b><u>Tally</u></b>	<b><u>Category</u></b>
Regionalization-PD/FD MFD/MCFD	29	
Training-Self Sustaining Training Program/inside & outside inst./regionalization	29	
Grants /Unrealized Opportunities	23	
Technology MDC's, Paperless, Website, Software, Web Conference)	22	
Educate Council and City Manager as to What we Do (Ride Along, Fire Operations 101)	17	
Public Relations (Image, Education, Out Reach Program, Ride a Long)	17	
UC Merced	17	
Change Culture (Participative, Open, Honest, Core Values, Command Goals, Clear Mission)	16	
Build Upon Health and Wellness Program	12	
Media Relations/Website	10	
Succession Planning-Mentoring	10	
Advanced Training-All-Risk	9	
Specialization - Hazmat/Rescue	9	
Arson Investigation Team	8	
Change Hydrant Testing and Weed Abatement-Minimize Impacts	8	
Customer Service #1 Philosophy (Phoenix Model, Kits on Rigs)	8	
Obtain Wildland Apparatus	8	
Have New Management Team	7	
Auto Aid/Mutual Aid	6	
Basic Training-Use Structure	6	
Certified Training Site	6	
Get Families Involved (Events, Activities)	6	
Overhead/Single Resource	6	
Use of Audio Visual Equipment (Include Other Agencies, Need More People Involved, An A/V Team)	6	
Empowerment	5	
Fire Explorer Program	5	
Public Education (Materials, Allow Leeway, Handicapped, Hmong)	5	
Reality Check/Create New Reality (Sending Resources to Training Outside City vs. City Coverage, SWOT Analysis, Think outside of the Box, The "New Reality", No Ideas is a Bad Idea, Worth of Consideration)	5	
IFSTA/NFPA-Fire Service Involvement/professional Memberships	5	
OES Rescue Trailer-State Resources	4	
Service Club Involvement	4	
Education Culture vs. Discipline (Punitive) Culture - Giving and Receiving Constructive Criticism	3	
FC Assign Credit Cards to Captains	3	
Merced College Fire Programs	3	
Paramedic/Advance EMT Program	3	



**SWOT Analysis**  
**Opportunities**  
**What Are We Not Using To Our Benefit?**

<u>Opportunities</u>	<u>Tally</u>	<u>Category</u>
Promote Higher Education	3	
Use of Volunteers to Do Mail Runs and Routing Details (VIPS's, Explorers)	3	
Align Programs with Interest/Abilities	2	
Company Movement for Training	2	
Create "One Department"	2	
EMS Transport	2	
Free Training Opportunities (State & Fed Sponsored Classes, NFA)	2	
In-House Prevention Training to Eliminate 1/2 Plans Examiner	2	
Re-Evaluate Interdepartmental Charges	2	
Use of Mfr to Provide Training (Hybrid Vehicle)	2	
Age of Dept --> Cutting Edge	1	
Autonomy	1	
EOC-Grants/Training	1	
ISO-Applicability	1	
Jobs	1	
Utilize Competiveness to Promote Morale	1	
Challenges Create Opportunity	1	
Evaluate Validity of Grooming Standards	1	
MFD Re-Branding (Image, Logo, Patch)	1	

**SWOT Analysis**  
**Threats**  
**What Threatens Our Ability To Succeed?**

<b>Threats</b>	<b>Tally</b>	<b>Category</b>
Ourselves-Buy In/Morale/In fighting	33	
Community Support/Public Perception	20	
Safety-Personal Risk on Calls (Drug Lab, Materials, Infectious Disease, Violence)	20	
Political Envorinment-Lower Standards to Meet Political Pressures	19	
Decreased Service Levels	17	
Egos-Decreased Trust	15	
Injuries/Illness	13	
Budget/Revenue	11	
Decreased Staffing Levels-Station closure	10	
Individual Agendas vs Dept Goals	10	
Low Frequency-High Risk Readiness	10	
Aging Apparatus-Replacement	9	
Dispatch	9	
Job Security and Pension	9	
Mandates & Regulations	9	
Uninformed Public/Council	9	
↑Demand for service	8	
Privatization/Outsource	8	
Technology-IT Department/Social Media	8	
Plastic Helmets	7	
Public Image	7	
Overspecialization	6	
Equipment Replacement-Lack of	5	
Adaptive Challenges	4	
Fear of Change	3	
Generational Gaps	3	
Liability	3	
Rumors	3	
Surrounded by 1 Person Companies	3	
Collective Bargaining	2	
Cultural Gaps	2	
EMS Transport	2	
Fire Station Maintenance	2	
Residency-Fewer Live in City	2	
Construction & Response Routes	1	
Cost Cutting Measures	1	
Deep Pocket Syndrome	1	
Established Culture	1	
Fear (Of Past, Loss, Unknown)	1	
Green Technology	1	
Inexperience	1	

SWOT Analysis  
Threats  
What Threatens Our Ability To Succeed?

<b><u>Threats</u></b>	<b><u>Tally</u></b>	<b><u>Category</u></b>
Misappropriation of Funds	1	
Misinformation	1	
Programs-Subjects Do Not Align with Interest/Abilities of Captains	1	
Stereotypes	1	
Vacant Commercial Properties	1	

APPENDIX B



# MFD Organizational Analysis



## 1. Be open and honest. Select only one response for each statement.

	Agree Strongly	Agree	Agree Slightly	Neutral	Disagree Slightly	Disagree	Disagree Strongly	Rating Average
The goals of the MFD are clearly stated	5.7% (3)	<b>26.4%</b> (14)	22.6% (12)	13.2% (7)	7.5% (4)	17.0% (9)	7.5% (4)	3.72
The division of labor is flexible	5.7% (3)	<b>32.1%</b> (17)	<b>32.1%</b> (17)	18.9% (10)	1.9% (1)	3.8% (2)	5.7% (3)	3.13
My immediate supervisor is supportive of my efforts	<b>44.4%</b> (24)	31.5% (17)	9.3% (5)	3.7% (2)	7.4% (4)	1.9% (1)	1.9% (1)	2.11
My relationship with my supervisor is harmonious	<b>38.9%</b> (21)	<b>38.9%</b> (21)	7.4% (4)	7.4% (4)	3.7% (2)	0.0% (0)	3.7% (2)	2.13
My job offers me the opportunity to grow as a person	20.8% (11)	<b>35.8%</b> (19)	20.8% (11)	15.1% (8)	7.5% (4)	0.0% (0)	0.0% (0)	2.53
My immediate supervisor has ideas that are helpful to me and my shift	23.1% (12)	<b>44.2%</b> (23)	9.6% (5)	9.6% (5)	3.8% (2)	1.9% (1)	7.7% (4)	2.63
The MFD is not resistant to change	7.5% (4)	18.9% (10)	18.9% (10)	13.2% (7)	<b>24.5%</b> (13)	9.4% (5)	7.5% (4)	3.87
I am personally in agreement with the stated goals of the MFD	7.7% (4)	26.9% (14)	19.2% (10)	<b>32.7%</b> (17)	5.8% (3)	5.8% (3)	1.9% (1)	3.27
The division of labor is conducive for MFD to reach its goals	7.5% (4)	22.6% (12)	<b>26.4%</b> (14)	24.5% (13)	7.5% (4)	7.5% (4)	3.8% (2)	3.40
The leadership norms of the MFD help its progress	1.9% (1)	17.3% (9)	<b>25.0%</b> (13)	21.2% (11)	11.5% (6)	19.2% (10)	3.8% (2)	3.96
I can always talk to someone at work if I have a work-related problem	20.8% (11)	<b>54.7%</b> (29)	11.3% (6)	9.4% (5)	0.0% (0)	3.8% (2)	0.0% (0)	2.25
The pay scale and benefits are equitable for each member	9.4% (5)	<b>41.5%</b> (22)	15.1% (8)	11.3% (6)	3.8% (2)	11.3% (6)	7.5% (4)	3.23
I have the information I need to do an excellent job	3.8% (2)	<b>41.5%</b> (22)	28.3% (15)	9.4% (5)	5.7% (3)	11.3% (6)	0.0% (0)	3.06

The MFD introduces enough new policies and procedures	18.9% (10)	<b>32.1%</b> <b>(17)</b>	18.9% (10)	17.0% (9)	5.7% (3)	3.8% (2)	3.8% (2)	2.85
I understand the mission of the MFD	11.3% (6)	<b>26.4%</b> <b>(14)</b>	20.8% (11)	24.5% (13)	11.3% (6)	3.8% (2)	1.9% (1)	3.17
The manner in which work tasks are divided is logical	0.0% (0)	22.6% (12)	<b>24.5%</b> <b>(13)</b>	20.8% (11)	17.0% (9)	11.3% (6)	3.8% (2)	3.81
The MFD's leadership efforts result in the fulfillment of its mission	3.8% (2)	25.0% (13)	<b>26.9%</b> <b>(14)</b>	21.2% (11)	13.5% (7)	9.6% (5)	0.0% (0)	3.44
My relationships with the members of my shift are friendly as well as professional	34.0% (18)	<b>41.5%</b> <b>(22)</b>	13.2% (7)	3.8% (2)	5.7% (3)	1.9% (1)	0.0% (0)	2.11
The opportunity for promotion from within exists	26.4% (14)	<b>34.0%</b> <b>(18)</b>	18.9% (10)	9.4% (5)	1.9% (1)	3.8% (2)	5.7% (3)	2.60
The MFD has the mechanisms for binding itself together	3.9% (2)	<b>37.3%</b> <b>(19)</b>	27.5% (14)	21.6% (11)	5.9% (3)	3.9% (2)	0.0% (0)	3.00
The MFD favors change	3.8% (2)	15.1% (8)	<b>32.1%</b> <b>(17)</b>	22.6% (12)	13.2% (7)	11.3% (6)	1.9% (1)	3.65
The priorities of the MFD are understood by the members	1.9% (1)	11.3% (6)	26.4% (14)	<b>28.3%</b> <b>(15)</b>	17.0% (9)	13.2% (7)	1.9% (1)	3.94
The structure of my shift is well designed	17.3% (9)	<b>34.6%</b> <b>(18)</b>	19.2% (10)	17.3% (9)	1.9% (1)	5.8% (3)	3.8% (2)	2.85
It is clear to me when my officer is attempting to guide my work efforts	15.4% (8)	<b>48.1%</b> <b>(25)</b>	7.7% (4)	23.1% (12)	3.8% (2)	1.9% (1)	0.0% (0)	2.55
I have established the relationships that I need to do my job properly	21.2% (11)	<b>46.2%</b> <b>(24)</b>	17.3% (9)	13.5% (7)	1.9% (1)	0.0% (0)	0.0% (0)	2.25
The salary that I receive is commensurate with the job that I perform	11.5% (6)	<b>44.2%</b> <b>(23)</b>	13.5% (7)	15.4% (8)	5.8% (3)	3.8% (2)	5.8% (3)	2.94
Other members of the MFD are helpful to me whenever assistance is required	23.1% (12)	<b>48.1%</b> <b>(25)</b>	15.4% (8)	7.7% (4)	3.8% (2)	0.0% (0)	1.9% (1)	2.25
Occasionally, I like to change things about my job	23.1% (12)	<b>46.2%</b> <b>(24)</b>	19.2% (10)	9.6% (5)	0.0% (0)	1.9% (1)	0.0% (0)	2.25
I have enough input in deciding my shifts non-emergency goals	3.9% (2)	<b>33.3%</b> <b>(17)</b>	15.7% (8)	23.5% (12)	11.8% (6)	7.8% (4)	3.9% (2)	3.45

The division of labor within the MFD help it to reach its goals	1.9% (1)	21.2% (11)	<b>32.7% (17)</b>	23.1% (12)	7.7% (4)	11.5% (6)	1.9% (1)	3.56
I understand my officer's efforts to influence me and other members of the company	19.6% (10)	<b>41.2% (21)</b>	15.7% (8)	19.6% (10)	2.0% (1)	2.0% (1)	0.0% (0)	2.49
There is not evidence of unresolved conflict within the MFD	3.8% (2)	5.8% (3)	19.2% (10)	5.8% (3)	21.2% (11)	17.3% (9)	<b>26.9% (14)</b>	4.94
All tasks to be completed are associated with incentives	3.9% (2)	3.9% (2)	11.8% (6)	<b>23.5% (12)</b>	11.8% (6)	<b>23.5% (12)</b>	21.6% (11)	4.92
The MFD's planning and control efforts are helpful to its growth and development	15.4% (8)	<b>28.8% (15)</b>	17.3% (9)	26.9% (14)	7.7% (4)	3.8% (2)	0.0% (0)	2.94
The MFD has the ability to change	23.1% (12)	<b>51.9% (27)</b>	15.4% (8)	7.7% (4)	0.0% (0)	1.9% (1)	0.0% (0)	2.15
<b>answered question</b>								
<b>skipped question</b>								

## 2. Response to Fire Emergencies

	Extremely	Very	Moderately	Slightly	Not	Response Count
Importance	<b>98.1% (53)</b>	1.9% (1)	0.0% (0)	0.0% (0)	0.0% (0)	54
Effectiveness	<b>59.3% (32)</b>	35.2% (19)	5.6% (3)	0.0% (0)	0.0% (0)	54
Ability to meet personal expectations in this area	<b>51.9% (28)</b>	37.0% (20)	9.3% (5)	1.9% (1)	0.0% (0)	54
Comments (Optional)						8
<b>answered question</b>						<b>54</b>
<b>skipped question</b>						<b>0</b>

### 3. Response to Medical Emergencies

	Extremely	Very	Moderately	Slightly	Not	Response Count
Importance	<b>81.5% (44)</b>	16.7% (9)	1.9% (1)	0.0% (0)	0.0% (0)	54
Effectiveness	<b>46.3% (25)</b>	31.5% (17)	13.0% (7)	7.4% (4)	1.9% (1)	54
Ability to meet personal expectations in this area	<b>40.7% (22)</b>	37.0% (20)	13.0% (7)	7.4% (4)	1.9% (1)	54
					Comments (Optional)	10
					<b>answered question</b>	<b>54</b>
					<b>skipped question</b>	<b>0</b>

### 4. Response to Other Types of Emergencies

	Extremely	Very	Moderately	Slightly	Not	Response Count
Importance	<b>55.6% (30)</b>	40.7% (22)	3.7% (2)	0.0% (0)	0.0% (0)	54
Effectiveness	27.8% (15)	<b>42.6% (23)</b>	22.2% (12)	7.4% (4)	0.0% (0)	54
Ability to meet personal expectations in this area	25.9% (14)	<b>44.4% (24)</b>	18.5% (10)	9.3% (5)	1.9% (1)	54
					Comments (Optional)	5
					<b>answered question</b>	<b>54</b>
					<b>skipped question</b>	<b>0</b>



## 5. Fire Prevention

	Extremely	Very	Moderately	Slightly	Not	Response Count
Importance	16.7% (9)	<b>48.1% (26)</b>	27.8% (15)	3.7% (2)	3.7% (2)	54
Effectiveness	13.2% (7)	<b>52.8% (28)</b>	24.5% (13)	5.7% (3)	3.8% (2)	53
Ability to meet personal expectations in this area	14.8% (8)	<b>46.3% (25)</b>	27.8% (15)	5.6% (3)	5.6% (3)	54
					Comments (Optional)	7
					<b>answered question</b>	<b>54</b>
					<b>skipped question</b>	<b>0</b>

## 6. Training

	Extremely	Very	Moderately	Slightly	Not	Response Count
Importance	<b>81.5% (44)</b>	13.0% (7)	1.9% (1)	1.9% (1)	1.9% (1)	54
Effectiveness	20.4% (11)	20.4% (11)	20.4% (11)	<b>27.8% (15)</b>	11.1% (6)	54
Ability to meet personal expectations in this area	22.6% (12)	<b>24.5% (13)</b>	18.9% (10)	20.8% (11)	13.2% (7)	53
					Comments (Optional)	10
					<b>answered question</b>	<b>54</b>
					<b>skipped question</b>	<b>0</b>

## 7. Public Fire Safety Education

	Extremely	Very	Moderately	Slightly	None	Response Count
Importance	29.6% (16)	<b>50.0% (27)</b>	16.7% (9)	1.9% (1)	1.9% (1)	54
Effectiveness	9.3% (5)	<b>37.0% (20)</b>	35.2% (19)	13.0% (7)	5.6% (3)	54
Ability to meet personal expectations in this area	13.0% (7)	<b>42.6% (23)</b>	37.0% (20)	3.7% (2)	3.7% (2)	54
					Comments (Optional)	6
					<b>answered question</b>	<b>54</b>
					<b>skipped question</b>	<b>0</b>

## 8. Professionalism of the MFD

	Extremely	Very	Moderately	Slightly	None	Response Count
Importance	<b>83.3% (45)</b>	16.7% (9)	0.0% (0)	0.0% (0)	0.0% (0)	54
Effectiveness	31.5% (17)	<b>38.9% (21)</b>	16.7% (9)	9.3% (5)	3.7% (2)	54
Ability to meet personal expectations in this area	39.6% (21)	<b>43.4% (23)</b>	5.7% (3)	9.4% (5)	1.9% (1)	53
					Comments (Optional)	5
					<b>answered question</b>	<b>54</b>
					<b>skipped question</b>	<b>0</b>

## 9. Cost-effectiveness

	Extremely	Very	Moderately	Slightly	None	Response Count
Importance	<b>50.0% (27)</b>	35.2% (19)	13.0% (7)	1.9% (1)	0.0% (0)	54
Effectiveness	9.4% (5)	<b>41.5% (22)</b>	35.8% (19)	9.4% (5)	3.8% (2)	53
Ability to meet personal expectations in this area	11.1% (6)	<b>40.7% (22)</b>	31.5% (17)	11.1% (6)	5.6% (3)	54
				Comments (Optional)		4
				<b>answered question</b>		<b>54</b>
				<b>skipped question</b>		<b>0</b>

## 10. Public Relations

	Extremely	Very	Moderately	Slightly	Not	Response Count
Importance	<b>70.4% (38)</b>	22.2% (12)	5.6% (3)	1.9% (1)	0.0% (0)	54
Effectiveness	18.5% (10)	<b>33.3% (18)</b>	24.1% (13)	18.5% (10)	5.6% (3)	54
Ability to meet personal expectations in this area	22.6% (12)	<b>39.6% (21)</b>	24.5% (13)	9.4% (5)	3.8% (2)	53
				Comments (Optional)		5
				<b>answered question</b>		<b>54</b>
				<b>skipped question</b>		<b>0</b>

**11. Please rank the following words or phrases from 1 to 10 1 = Most important to you personally  
Least important to you personally**

	1	2	3	4	5	6	7	8	9	10
Being a team leader	2.2% (1)	13.3% (6)	8.9% (4)	8.9% (4)	6.7% (3)	13.3% (6)	13.3% (6)	<b>15.6%</b> <b>(7)</b>	4.4% (2)	13.3% (6)
Contributing to the community	0.0% (0)	<b>19.6%</b> <b>(9)</b>	10.9% (5)	4.3% (2)	10.9% (5)	4.3% (2)	13.0% (6)	15.2% (7)	17.4% (8)	4.3% (2)
Pay and benefits	2.1% (1)	14.6% (7)	10.4% (5)	12.5% (6)	<b>27.1%</b> <b>(13)</b>	12.5% (6)	4.2% (2)	6.3% (3)	4.2% (2)	6.3% (3)
Excitement / Risk	4.2% (2)	4.2% (2)	6.3% (3)	14.6% (7)	0.0% (0)	10.4% (5)	8.3% (4)	18.8% (9)	<b>20.8%</b> <b>(10)</b>	12.5% (6)
Professional pride	11.1% (5)	<b>22.2%</b> <b>(10)</b>	13.3% (6)	15.6% (7)	17.8% (8)	11.1% (5)	6.7% (3)	0.0% (0)	2.2% (1)	0.0% (0)
Family and friends	<b>73.3%</b> <b>(33)</b>	6.7% (3)	2.2% (1)	4.4% (2)	2.2% (1)	2.2% (1)	0.0% (0)	2.2% (1)	2.2% (1)	4.4% (2)
Accomplishment	2.2% (1)	4.3% (2)	17.4% (8)	<b>26.1%</b> <b>(12)</b>	8.7% (4)	13.0% (6)	13.0% (6)	8.7% (4)	6.5% (3)	0.0% (0)
Recreation	0.0% (0)	2.1% (1)	4.3% (2)	0.0% (0)	4.3% (2)	4.3% (2)	6.4% (3)	14.9% (7)	19.1% (9)	<b>44.7%</b> <b>(21)</b>
Goals	4.2% (2)	4.2% (2)	14.6% (7)	10.4% (5)	14.6% (7)	<b>16.7%</b> <b>(8)</b>	<b>16.7%</b> <b>(8)</b>	4.2% (2)	8.3% (4)	6.3% (3)
Responsibility	<b>15.1%</b> <b>(8)</b>	11.3% (6)	<b>15.1%</b> <b>(8)</b>	5.7% (3)	7.5% (4)	7.5% (4)	13.2% (7)	9.4% (5)	9.4% (5)	5.7% (3)
<b>answered question</b>										
<b>skipped question</b>										

## 12. If I could change one thing, I would...

	Response Count
	53
answered question	53
skipped question	1

## 13. What do you like about being a member of the MFD?

	Response Count
	53
answered question	53
skipped question	1

### Page 2, Q1. Response to Fire Emergencies

1	More required training for people returning from light duty.	May 28, 2011 2:00 PM
2	I have no trust that Dispatch is getting us all the information we need to respond in an effective timely manner	May 9, 2011 8:18 AM
3	This should be our true passion and we should take great pride in this. We joined this line of work to be FIREMEN, not building inspectors or weed abatement specialists.	May 8, 2011 4:16 PM
4	This part of the survey format unclear in its meaning.	May 8, 2011 10:20 AM
5	I feel 95% of our department members really fight fire well	May 7, 2011 9:37 PM
6	Need a structured/detailed procedural plan for emergency incidents with regards to company officer role of scene management	May 7, 2011 7:26 PM
7	....at the current staffing level. Would benefit with more hands on training.	May 7, 2011 6:54 PM
8	This is an important task and we do it well.	May 7, 2011 10:06 AM

**Page 2, Q2. Response to Medical Emergencies**

1	Feel we could receive higher medical scope of practice to provide a better medical service to the citizens, ie: advanced EMT or even paramedic services	Jun 13, 2011 12:16 PM
2	Good hands on training!!	May 28, 2011 2:00 PM
3	The current way our dispatch/RAS handle the dispatching of our calls is very inefficient. I feel we are wasting our time responding to EMS calls as our system currently stands. I feel we need a major overhaul in this area even if it means contracting out our dispatch services or hiring our own dispatchers.	May 10, 2011 4:11 PM
4	I have no trust that Dispatch is getting us all the correct information we need to respond in an effective timely manner	May 9, 2011 8:18 AM
5	After Fire, come Medical- we should take great pride in this field also	May 8, 2011 4:16 PM
6	We are the whipping boy of Rigg's Ambulance.	May 8, 2011 10:20 AM
7	We should shoot for the "Wow!" factor of customer service. Right now we only do the minimum required	May 8, 2011 6:53 AM
8	We go to too many basic first aid calls as opposed to true emergencies	May 7, 2011 9:37 PM
9	Would benefit with more class room training.	May 7, 2011 6:54 PM
10	We do a good job, sometimes we do not have the best attitudes.	May 7, 2011 10:06 AM

**Page 2, Q3. Response to Other Types of Emergencies**

1	Our organization needs to have people who are recognized as "proficient" in certain areas. ie: water rescue, haz mat, technical rescue. Regional teams of members with outside agencies	Jun 13, 2011 12:16 PM
2	Our level of training among the shifts is very inconsistent as are the expectations of our department. Our service levels should be clearly stated and supported with the proper training to all members of our organization.	May 10, 2011 4:11 PM
3	I have no trust that dispatch is getting us all the correct information we need to respond in an effective timely manner	May 9, 2011 8:18 AM
4	Every emergency is important, however I believe we need to fiscally look at what we can afford to do.	May 8, 2011 4:16 PM
5	Department should focus more on high RISK, high Potential, and low frequency incidents, eg. structure fires.	May 7, 2011 6:54 PM

**Page 2, Q4. Fire Prevention**

1	more refresher training	Jun 15, 2011 8:21 AM
2	More focus on large inspections and less on the small.	May 28, 2011 2:00 PM
3	The training we have received in the past has been very good. I would like to see more of it in the area of code updates as well as suppression/detection system training, ie: new hospital.	May 10, 2011 4:11 PM
4	I believe there is such thing as too much fire prevention. Prevention is very important but not to the point we are costing the tax payers more than what they can afford to change things they had in place for years prior.	May 9, 2011 8:18 AM
5	We can be more knowledgable with our personal levels of code enforcement	May 7, 2011 9:37 PM
6	Feel comfortable with the training provided, and resource availability in this area.	May 7, 2011 6:54 PM
7	This is an important job. But we do not apply the same dedication that we have in other areas.	May 7, 2011 10:06 AM

**Page 2, Q5. Training**

1	company level is great department level nonexistent	Jun 15, 2011 8:21 AM
2	Training is getting better, but always needs to be high quality training	Jun 13, 2011 12:16 PM
3	More hands on training by competent personel.	May 28, 2011 2:00 PM
4	This has been brought up in numerous recent discussions. It would be helpful to future instructors to have a stated level of service ie: Awareness-Operations-Technician. Also are we an all risk fire department or are we only providing certain services.	May 10, 2011 4:11 PM
5	Computer training and a weak email on what not to do every time someone tries something new is not the way to train a department. I believe there is a better way than sending out an email to get a point across. A lot of hours will need to be spent by the next training officer to make up for time lost.	May 9, 2011 8:18 AM
6	This is how we stay current and at the top of our game.	May 8, 2011 4:16 PM
7	The majority of quality training is done on a company level. Very disapointed with the lack of dedication to training.	May 7, 2011 6:54 PM
8	The company level is good but higher up needs work.	May 7, 2011 1:54 PM
9	Higher than basic achievement is only obtained through non dept. supported activities.	May 7, 2011 1:52 PM
10	Sometimes we overdo in one area and neglect others	May 7, 2011 10:06 AM

**Page 2, Q6. Public Fire Safety Education**

1	Less pub eds scheduled means better quality.	May 28, 2011 2:00 PM
2	I feel our 2nd grader program is very good (it would be nice to update our props). Our adult education program and bi-lingual programs need alot of help.	May 10, 2011 4:11 PM
3	We have potential to move forward in being pro active in the publics eye.	May 9, 2011 8:18 AM
4	However, we must educate all ages and educate them on what we do.	May 8, 2011 4:16 PM
5	Adults and children have general poor safety knowledge	May 7, 2011 9:37 PM
6	The program has to be sold the MFD members as a means to connect with the citizens in a positive way. Good PR=Good public support.	May 7, 2011 6:54 PM

**Page 2, Q7. Professionalism of the MFD**

1	Public perception is everything a better attitude towards the public is needed.	May 28, 2011 2:00 PM
2	I feel we need more company officer developement training on what we expect from them both on the fire ground and in the station. And back that up with accountability.	May 10, 2011 4:11 PM
3	Seems to me over the past 5 years we have lost parts of our professionalism not so much in the public eye, but internally. Our members have forgotten about chain of command and what it means to have an officer in charge, not a Fire Fighter.	May 9, 2011 8:18 AM
4	Professionalism, as important as it is, takes a back seat to member safety.	May 7, 2011 6:54 PM
5	The communities view of us is everything. We often act in a fashion that could degrade that view of us.	May 7, 2011 10:06 AM

**Page 2, Q8. Cost-effectiveness**

1	Less end of the year spending and more yearly planing!!!	May 28, 2011 2:00 PM
2	I feel we are very cost effective. I would however like to see us provide a better service in the area of haz-mat response/mitigation (become part of the county haz-mat team). We spend a large portion of our training dollars on ARFF for which our department does not really benefit. The city itself does. I feel the airport should pay for our ARFF training and make that money available for all training areas.	May 10, 2011 4:11 PM
3	Effectiveness of cost-effectiveness???	May 8, 2011 10:20 AM
4	Also takes a back seat. Areas can be improved upon, and constant reminders of our situation will assist in doing so.	May 7, 2011 6:54 PM



**Page 2, Q9. Public Relations**

1	We need to be doing way more to develop better public relations. Public service announcements, offer in home advice for christmas lights safety etc...	Jun 13, 2011 12:16 PM
2	we have to build a stronger repore with the public, not by standbys but going out and making them a part of what we do.	May 9, 2011 8:18 AM
3	We are known as the Merced Fire Department, they need to know us more personally	May 8, 2011 4:16 PM
4	Should be looked at as an investment of our future.	May 7, 2011 6:54 PM
5	Again we have to be careful around the public.	May 7, 2011 10:06 AM

**Page 3, Q2. If I could change one thing, I would...**

1	Better cooperation between the shifts	Jun 20, 2011 11:23 AM
2	Get someone to stop asking opinions and start leading this department	Jun 15, 2011 8:24 AM
3	Provide for better day to day training within the department.	Jun 13, 2011 7:20 PM
4	Have a better outlook on the future of our department	Jun 13, 2011 2:57 PM
5	Slow down and plan more for the changes we are making	Jun 13, 2011 2:38 PM
6	support people in the areas they are interested in and let them excel in these areas. Let them use the knowledge and skills that they have to benefit the department and the citizens of Merced.	Jun 13, 2011 12:22 PM
7	N/A	Jun 13, 2011 12:21 PM
8	That change as been made. I now only see where we go from here	Jun 4, 2011 9:32 AM
9	change the opportunities given from shift to shift. We are all part of an extended family and should have common goals. And we should all be given the same opportunities to reach these goals.	May 30, 2011 10:47 AM
10	ask for members to be happy with there job and enjoy life because life is very fragile.	May 29, 2011 9:54 AM
11	Allowing obvious abuse of workmans comp by MFD employees!!	May 28, 2011 2:03 PM
12	Some peoples bad attitudes in the department	May 28, 2011 10:45 AM
13	Axe battalion chiefs spots. It would save tons of money and the engines could deliver station mail.	May 20, 2011 9:09 PM
14	More M/C training	May 15, 2011 8:17 AM
15	Provide more training classes at and through the MFD.	May 12, 2011 6:32 PM
16	Eliminate The Nonsense and Waste	May 12, 2011 10:50 AM
17	Spend more time with advanced training opportunities	May 12, 2011 10:26 AM
18	More Emphazise on Staff Supporting Line Personel	May 12, 2011 9:34 AM
19	attitude towards the competitiveness	May 11, 2011 10:19 AM
20	Greatly improve our training division by establishing measureable goals and providing quality, consistent and challenging training.	May 10, 2011 4:25 PM
21	change the favoritism.	May 10, 2011 3:36 PM
22	Keep the office doors open during working hours	May 10, 2011 8:02 AM
23	Eliminate personal agendas	May 10, 2011 7:58 AM
24	Be More Positive	May 9, 2011 9:41 PM
25	Reduce Prevention Program Budget	May 9, 2011 3:36 PM

**Page 3, Q2. If I could change one thing, I would...**

26	The whinning	May 9, 2011 2:17 PM
27	Increase consistency of training.	May 9, 2011 1:43 PM
28	Layoffs	May 9, 2011 1:31 PM
29	The state of chaos do to the extraordinary amount of uncertainty surrounding the department	May 9, 2011 11:32 AM
30	Dramatically increase our training budget and have standardized training for all.	May 9, 2011 11:18 AM
31	attitudes towards each others shifts.	May 9, 2011 10:31 AM
32	When a change is made, research the issue further prior to the change do not listen to just one person, because most likely it is agenda based.	May 9, 2011 10:20 AM
33	Ask Admin to be LEADERS	May 9, 2011 8:43 AM
34	change out training division to get more bennifit for the members.	May 9, 2011 8:24 AM
35	have a more secure revenue source.	May 8, 2011 9:00 PM
36	Having the city leadership and other groups in the city realize what we do and that it take years of training and dedication to have the honor to be called a firefighter. Its a life not a job.	May 8, 2011 6:43 PM
37	Go back to the basics-Fire,Medical, training, then the rest of the tasks. Right now its everything else before Fire, Medical, and Training	May 8, 2011 4:22 PM
38	Changed the chief sooner!	May 8, 2011 3:06 PM
39	Reinforce the basics of organizational success.	May 8, 2011 10:36 AM
40	Do all I can to ensure everyone has a job includeing not hiring a deputy chief. Saves 2 jobs.	May 8, 2011 10:00 AM
41	Increase the quality of department training.	May 8, 2011 9:30 AM
42	Remove the seflishness amongst the ranks and individuals. Focus on community not the personnel agendas that are self serving. Individuals should not be running to the Chief Officers Offices to push their agendas	May 8, 2011 8:01 AM
43	No lay-offs	May 8, 2011 6:54 AM
44	Make my learning abilities better along with being able to retain information alot better then i do.	May 7, 2011 9:41 PM
45	Priorities. What is more important-maintaining training mandates, or maintaining the skills that allow us to do our job safely?	May 7, 2011 7:57 PM
46	Change the negative attitude	May 7, 2011 7:34 PM
47	create a handfull of career paths for members to focus their training and ambitions toward. example: prevention/ investigations, hazmat, rescue. long term planning can be done so training dollors are spent wisely.	May 7, 2011 6:23 PM

**Page 3, Q2. If I could change one thing, I would...**

48	make sure all public safety employees have medical retirement	May 7, 2011 5:27 PM
49	Have the priorities of my daily work requirements clearly defined. ie. If you can't get everything done, inspections take priority. Anything can be inserted for inspections (training, program, apparatus maintenance, etc.)	May 7, 2011 2:00 PM
50	secure the budget	May 7, 2011 1:58 PM
51	I would shift our focus from us to the communities needs	May 7, 2011 10:09 AM
52	A defined goal of what we want out department to be. I think we have accomplished phase one by conducting our SWOT analysis. By defining goals and objectives we can understand where we are, where we want to be, and what we need to do to get there.	May 7, 2011 8:40 AM
53	Build a culture of respect and mutual trust	May 7, 2011 8:33 AM

**Page 3, Q3. What do you like about being a member of the MFD?**

1	I like being part of a team/family. the fact that i love my job.	Jun 20, 2011 11:23 AM
2	ability to make a difference in someones life	Jun 15, 2011 8:24 AM
3	Being part of a respectable organization.	Jun 13, 2011 7:20 PM
4	The Brotherhood	Jun 13, 2011 2:57 PM
5	pride that comes with being a member	Jun 13, 2011 2:38 PM
6	The people I work with are supportive, and are genuine	Jun 13, 2011 12:22 PM
7	GOOD	Jun 13, 2011 12:21 PM
8	Serving the community that i have lived in all my life	Jun 4, 2011 9:32 AM
9	That we are a small enough department that we know each other. That I am part of something and trying to make a difference in an area and city that I grew up in.	May 30, 2011 10:47 AM
10	I love the pride I get from doing the job and the relationships I have with my fellow firemen.	May 29, 2011 9:54 AM
11	Being able to work with others as a team.	May 28, 2011 2:03 PM
12	Being a firefighter and serving the community	May 28, 2011 10:45 AM
13	Having a new chief and new direction	May 20, 2011 9:09 PM
14	Aggressiveness	May 15, 2011 8:17 AM
15	Being a professional firefighter. Working for the community that I have grown up in.	May 12, 2011 6:32 PM
16	Strength in Performance	May 12, 2011 10:50 AM
17	The since of pride through benefiting the community while providing for my family.	May 12, 2011 10:26 AM
18	Professional Pride and our ability to overcome nearly all emergency calls for service.	May 12, 2011 9:34 AM
19	to serve my community and have feeling for myself	May 11, 2011 10:19 AM
20	We are a good department. I would like us to be a great department!!	May 10, 2011 4:25 PM
21	The diversity.	May 10, 2011 3:36 PM
22	The pride that I feel working with those that help others.	May 10, 2011 8:02 AM
23	Brotherhood	May 10, 2011 7:58 AM
24	Learning and Applying New Concepts	May 9, 2011 9:41 PM
25	Serving the Community	May 9, 2011 3:36 PM

**Page 3, Q3. What do you like about being a member of the MFD?**

26	everything except the whinning	May 9, 2011 2:17 PM
27	The opportunity to have a positive impact on people in need.	May 9, 2011 1:43 PM
28	Getting paid to be a part of a family	May 9, 2011 1:31 PM
29	Proffessional pride and the quality of our personnel	May 9, 2011 11:32 AM
30	The people I work with are awesome.	May 9, 2011 11:18 AM
31	Teamwork, majority of personnel, oppportunity	May 9, 2011 10:31 AM
32	Being able to help the citizens	May 9, 2011 10:20 AM
33	Opportunity	May 9, 2011 8:43 AM
34	Professionalism in the public eye and the fact that when we respond we have a rig full of "firefighters of the year"	May 9, 2011 8:24 AM
35	I work with some of the best FF in the world.	May 8, 2011 9:00 PM
36	The teamship and comradery within the department members. The pride of serving the town I grew up in.	May 8, 2011 6:43 PM
37	The sense of heroism, brotherhood, and self reliance.	May 8, 2011 4:22 PM
38	There is alot of pride in what we do.	May 8, 2011 3:06 PM
39	Being a contributing member of an honorable profession.	May 8, 2011 10:36 AM
40	since of pride in my job	May 8, 2011 10:00 AM
41	I enjoy the security and opportunities for growth. I also enjoy coming to work and working with friends at both line and administrative levels.	May 8, 2011 9:30 AM
42	The opportunities to help the COMMUNITY>	May 8, 2011 8:01 AM
43	The uniforms	May 8, 2011 6:54 AM
44	I love having a fulfilling career in a very prideful position. I feel being here in this department i have met many great friends and built close relationships.	May 7, 2011 9:41 PM
45	The members.	May 7, 2011 7:57 PM
46	A fire chief with the desire to change the negative atmosphere in the department	May 7, 2011 7:34 PM
47	being able to respond quickly to the community and make a significant difference in most situations.	May 7, 2011 6:23 PM
48	I like being a positive influnce on our community. The firefighters are great team members and personel family friends and everyone works hard on incidents.	May 7, 2011 5:27 PM
49	I like being associated with a department that takes pride in everything it does.	May 7, 2011 2:00 PM
50	The opprotunity to be involved and grow	May 7, 2011 1:58 PM

**Page 3, Q3. What do you like about being a member of the MFD?**

51	It is challenging, fulfilling, and gives me the opportunity to serve.	May 7, 2011 10:09 AM
52	Accomplishment through team work, work environment, work conditions, being a part of a great organization, provide for my family, physical nature, benefits, work schedule, etc etc etc	May 7, 2011 8:40 AM
53	The dedication and professionalism of the members	May 7, 2011 8:33 AM