RIVERSIDE COUNTY FIRE DEPARTMENT

STRATEGIC PLAN
2009 – 2029

November 2009

MANAGEMENT PARTNERS
INCORPORATED

MANAGEMENT PARTNERS
I N C O R P O R A T E D

November 10, 2009

Chief John R. Hawkins
Riverside County Fire Department
210 West San Jacinto Ave.
Perris, CA 92570

Dear Chief Hawkins:

Management Partners is pleased to provide this report on the Riverside County Fire Department strategic plan. This document is the result of collaboration between you, your staff and Management Partners.

A significant amount of work has been accomplished including: several workshops; an environmental scan; development of the department mission, vision and values statements; high level performance review; identification of goals and strategies; preparation of a draft implementation action plan; development of a fire station location methodology; and the development of an outline for the Standards of Cover document as well as a step by step process on how to develop the document.

After the strategic plan is finalized by the department, we would recommend developing a communications plan for internal use. Communicating the final strategic plan to all members of the department is important for its ultimate success. We recommend that the department develop a communications plan for this purpose. Suggestions for communicating the plan include:

- Having the Strategic Planning Bureau prepare quarterly updates on the strategic plan and implementation action plan for all department personnel;
- Assigning responsibility to each of the battalion chiefs to discuss the plan with the captains;
- Asking the captains to discuss the plan with the career and volunteer staff;
- Having the Volunteer Coordinator periodically update the volunteers on the strategic plan implementation;
- Scheduling a discussion regarding the strategic plan and implementation action plan at the Executive Team meetings;
- Developing a report schedule for tracking progress on the strategies and implementation tasks included in the plan; and,
- Establishing a timeline and process for updating the plan annually.

Sincerely,

Gerald E. Newfarmer
President and CEO

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EXECUTIVE SUMMARY

The Riverside County Fire Department (RCFD) is one of the largest regional fire service organizations in California. It is staffed with a combination of County of Riverside and State of California Department of Forestry and Fire Protection (CAL FIRE) personnel, and responds to both urban and wildland emergencies. RCFD serves a vast geographic area and diverse communities. The Department, a unique partnership between CAL FIRE and the County of Riverside, serves 19 partner agencies and maintains a roster of approximately 700 volunteers.

The Riverside County Fire Department initiated its strategic planning process to set goals and priorities for its future. Department and County leadership decided that a strategic planning process was particularly important during these economic times, since difficult choices had to be made to ensure that limited financial resources would be used most effectively. Through the strategic planning process, the department has been able to assess its organization, create a blueprint for the future and develop a plan to accomplish the new direction and goals. The strategic plan defines current and future needs and recommends goals and strategies to meet those needs during the next 20 years.

A collaborative process was used to create this strategic plan. A variety of department members and others were involved throughout the process, including the department's Strategic Planning Committee, other key staff members, its union president, a representative of the volunteer firefighters, and a member of the County Executive's Office. Management Partners provided expertise in strategic planning and best practices in fire service to help the department develop its strategic plan. The process involved an extensive review of documents, interviews with many individuals in the department and other County offices, electronic opinion surveys of career and volunteers, preparation of an environmental scan, two workshops to discuss the department's goals for the future, a high level organizational review and performance audit and preparation of the strategic plan contained in this document. In addition, we developed a fire station location methodology, reviewed the department's mutual and automatic aid agreements and developed an outline for a Standards of Cover process.

The RCFD strategic plan contains the following elements:
- Organizational mission, vision and values
- Six goals
- Strategies for each goal
- Implementation action plan
- Supporting analysis of the organization and performance audit

The draft implementation action plan (Attachment A) contains key steps for implementing each of the strategies, identifies the individual responsible for completing the strategy and resources needed (e.g., financial and staff), as well as a timeline and success indicators.

The department's six goals are:

Goal 1: The RCFD seeks fiscal sustainability to ensure uninterrupted services.

Goal 2: The RCFD seeks to have well-trained and certified individuals to enable the department to carry out its mission and all responsibilities.

Goal 3: The RCFD seeks efficient and effective performance in its operations, measures its performance, and continuously improves its work methods.

Goal 4: The RCFD is committed to maintaining a strong relationship with its cooperative partners and providing cost effective services while maintaining the highest level of customer service.

Goal 5: The RCFD seeks to ensure that effective and efficient support services are in place to support the mission of the department.

Goal 6: The RCFD seeks to have well maintained facilities, equipment, technology and apparatus that enable personnel to perform their jobs safely and efficiently.

Performance Audit

As part of the strategic planning process, Management Partners conducted a high-level organizational review of specific areas within the department to identify areas for consideration as the goals and strategies were created. The performance audit covered the following areas:

- Fire station location methodology
- Standards of cover preparation
- Mutual aid and automatic aid agreements
- Business practices within the department

A brief summary of these sections is listed below.

Fire Station Location Methodology
As part of this study, Management Partners reviewed a draft fire station location methodology prepared by the RCFD. Management Partners refined the process for identifying future stations into a six-step process, which is provided below. A more complete description of the process is provided later in this report.

1. Identify the geographic area of concern on a regional map.

2. Using computer response mapping software, locate a hypothetical station at or near the center of the geographic area or near a major response route.

3. Using a realistic safe response speed or appropriately varied response speeds, plot color-coded, timed distances on all streets and roads emanating from the hypothetical station extending out to the response area boundary.

4. Determine the number of responders and types of apparatus that would respond from that station for various types of calls and compare with department standards of cover for that type of area and its hazards.

5. Evaluate the response time and resources that would be dispatched to fire and EMS calls from other stations to make up the first alarm assignment "standards of cover" set by policy for that area.

6. Adjust the hypothetical station location, if necessary, while maintaining the station location as close to the center of that geographical area as possible to maintain equity of response time.

Standards of Cover
This report includes a detailed outline of the standards of cover (SOC) process as well as the elements that should be included in the SOC report. This information will assist in determining the number of personnel, best combination of equipment and the maximum response times for initial arrival and full assignment arrival to adequately protect a particular fire service jurisdictional area.

Mutual and Automatic Aid Agreements
Management Partners completed a review of all of the mutual and automatic aid agreements in the department. We determined that in addition to several of these agreements being over nine years old, they do not include provisions for automatic reviews by either party. We recommend these agreements be reviewed annually to ensure they are meeting the needs of both parties.

Business Practices

The following sections in the department were reviewed at a high level. Opportunities for change and improvement were identified in each area. The areas reviewed were:

1. Emergency Medical Services
2. Dispatch
3. Fleet
4. Training
5. Fire Prevention
6. Office of Emergency Services
7. Communications/Technology
8. Human Resources
9. Risk Management
10. Purchasing
11. Budgeting and Accounts Payable
12. Volunteer Firefighter Program
13. Performance Measurement
14. Battalion Chief Incident Command Guidelines

Listed below are important issues resulting from the performance audit. These issues were used to develop the goal and strategies for the strategic plan.

Emergency Medical Services
- Review and improve the inventory control system for drug orders, storage, use, and other medical supplies.
- Track personnel certifications and state required continuing education hours effective immediately.

Dispatch
- Implement a back-up hardware and software system for the dispatch equipment.
- Review the recruitment process, compensation and benefit package for dispatchers as they relate to recruitment and retention.

Fleet
- Implement procedures to ensure that all equipment is inspected in the required timeframe.
- Evaluate the use of technology in the bureau to increase efficiency.

Training
- Evaluate the training priorities for the department and re-prioritize as needed.
- Hold supervisors accountable to ensure that all personnel undergo basic fire training and certification requirements and that the training is properly documented according to NFPA Standard 1401.

Fire Prevention
- Update the fee schedule.
- Identify and interview employees expressing a desire to be assigned to arson investigation and provide those selected with the training and education necessary for that assignment.

Office of Emergency Services
- Conduct a cost/benefit analysis for filling the vacant grant writer positions.
- Prepare a special response plan to be used in the event of a major earthquake which impacts standard access routes for emergency response.

Communications/Technology
- Assess the current County Information Technology staff workload to ensure that it is sufficiently balanced to respond to the department's geographically deployed facilities and its priorities.
- Install a new HVAC system in the data center.

Human Resources
- Develop and implement consistent personnel policies for all County and State employees, including a consistent background check process.
- Analyze the turnover and retirement data to identify trends that can assist the department in recruitment efforts and preparing succession plans.

Risk Management
- Develop and implement consistent risk management policies throughout the department.
- Collect and analyze the risk management data throughout the department to identify trends which the department can use to develop training programs and reduce liability.

Purchasing/Service Center
- Analyze capabilities of the existing inventory software system to ensure that all of the features are being utilized to enhance inventory tracking and control, improve accuracy of the requests and increase the timeliness of the requests.
- Itemize and check purchases for accountability and budget control purposes throughout the department.

Budgeting/Accounts Payable
- Include the RCFD divisions in the budget development process and provide feedback to them regarding their requests and suggestions.
- Analyze revenue and expenditure trends and prepare five-year projections each year to forecast future budget issues and concerns.

Volunteer Fire Fighter Program
- Update and disseminate the Volunteer Fire Fighter Program operating manual.
- Create a temporary type County position for Volunteer Firefighters and associated positions, using the assistance of Riverside County Human Resources.

Performance Measurement Practices

Performance measurement is the process of identifying indicators that demonstrate an organization's efficiency and effectiveness in delivering a program or service, systematically collecting data, and analyzing that data to assess program performance. It is a tool for identifying successes and needed improvements, and is a method to gauge customer satisfaction. This report describes how the department can use performance measures to become more efficient and effective. In addition, examples of performance measures for the RCFD are included in this report.

Battalion Chief Incident Command Guidelines

According to industry best practices, a battalion chief should arrive on scene for a "working alarm" in his or her assigned area within 10 minutes of the arrival of the first engine company to be the incident commander. Because of the geography, covering more than one battalion at a time, multiple calls and other duties, achieving this standard in RCFD is challenging.

One way to improve battalion chief incident response time, ensure manageable station and crew oversight, ensure sufficient coverage for shift days-off and multiple alarms is to redraw the boundary lines to reduce the size of the existing battalion areas. However, that would result in additional battalions and the need for additional staff. Given the difficult economy and the financial situation the state and all local governments are faced with, this solution is impractical.

In order to ensure that there is a trained incident commander at the scene within 10 minutes of the arrival of the first engine company to direct the operations, the RCFD should adopt a Standard Operating Procedure (SOP) which states that if the area Battalion Chief cannot be at the scene within approximately 10 minutes of the arrival of the first engine company, the company captain, who is the interim incident commander, must assume the full incident command function until relieved by a higher ranking officer. The department also needs to include incident command training as part of the training program for all department captains to ensure that staff is properly trained to carry out this function.

OVERVIEW OF THE DEPARTMENT

In this section we will provide an overview of the Riverside County Fire Department in terms of organization size, workload/calls for service, customers served and the budget.

Description of the Department

The Riverside County Fire Department is one of the largest regional fire service organizations in California. The County of Riverside supplements its staff of 175 employees by contracting with the State of California Department of Forestry and Fire Protection (CAL FIRE) to provide fire protection services with an additional 1,077 employees.

The department responded to over 114,000 calls for service during the 2007 calendar year. The department serves approximately 1.3 million residents in an area of 7,004 square miles. This service area consists of the unincorporated county areas, 18 contract cities and one contract Community Services District. In addition, the department provides dispatch services for four contract agencies.

The department operates 93 fire stations in six divisions comprised of 17 line battalions, providing fire suppression, emergency medical, technical rescue, fire prevention and related services. The equipment used by the department has the versatility to respond to both urban and wildland emergencies. Table 1 contains a list of services provided by the department.

TABLE 1: RCFD SERVICES PROVIDED

RCFD Services	
Operations	**Administration**
Fire Suppression	Support Services
Emergency Medical Services	OES
Hazardous Materials Response	Fire Prevention/Life Safety
Air Attack Program	Training and Education
	Public Affairs

Organization

The department has two operational divisions, East Operations and West Operations, which include 17 battalions. The department also has five other divisions: administration, special operations, fire marshal (East and West) and emergency services.

The department is comprised of a combination of County of Riverside and CAL FIRE employees. Table 2 below shows the number of employees of each agency which, in total, comprise the Riverside County Fire Department.

TABLE 2: NUMBER OF EMPLOYEES BY EMPLOYER

Employer	Number of Employees
County Employees	175
State/CAL FIRE Employees	1,077
Total Employees	1,252

Figure 1 shows the Riverside County Fire Department organizational chart.

FIGURE 1: ORGANIZATION CHART

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                          FIRE CHIEF
                          Unit Chief

              INFORMATION        STRATEGIC
                OFFICER          PLANNING

              EXECUTIVE          PREVENTION
              ASSISTANT          & ENFOR

WEST OPS    EAST OPS      ADM       SPECIAL     EMERGENCY    WEST FIRE   EAST FIRE
SECTION     SECTION     SECTION    OPERATION     SERVICES     MARSHAL     MARSHAL

  PRE-FIRE      WEST        COUNTY      TRAINING     EMERGENCY
  PLANNING     DESERT        ADMIN      Battalion     SERVICES

  SOUTHWEST    INDIO         ADMIN        EMS          GRANT
  T DIVISION   DIVISION     DIVISION    Battalion      ADMIN

  BAUTISTA      EAST                     SAFETY
  DIVISION     DESERT                    OFFICER

  OAK GLEN                               HAZ MAT
  DIVISION                               Battalion

  NORTHWEST
  DIVISION

  MORENO
  VALLEY

  TEMECULA
  DIVISION

  MOBILE
  EQUIP.
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Volunteers

Riverside County's volunteer fire service dates back over 130 years. Today, the Riverside County Fire Department has approximately 55 volunteer fire companies with a roster of approximately 700 volunteer firefighters who serve Riverside County, including numerous contract cities. Volunteers respond with career firefighters to wildland fires, structure and vehicle fires, medical emergencies, traffic collisions, hazardous materials, floods and other emergencies.

Volunteer fire companies respond on Riverside County Fire Department fire engines, water tenders and breathing support units. Additionally, the volunteer fire companies own and operate 22 squad vehicles, which are purchased and maintained with community donations and grants. Many of these squads carry specialized equipment, including Jaws of Life and other firefighting and rescue tools. The department also utilizes volunteer support teams to provide additional staffing and services at the Ben Clark Training Center, Indio and Riverside Emergency Operations Centers (EOCs), Perris Emergency Command Center (ECC), and the Mobile Emergency Operations Center (MEOC) command post vehicle.

Fire Stations
RCFD provides services from 93 fire stations located throughout the service area. Attachment B shows lists the location of each station.

Cooperative Partners

Riverside County Fire provides contract fire protection services to the following 19 agencies. Of these, 18 are municipal governments and one is a community services district.

- Banning
- Beaumont
- Calimesa
- Canyon Lake
- Coachella
- Desert Hot Springs
- Lake Elsinore
- Indian Wells
- Indio
- La Quinta
- Menifee
- Moreno Valley
- Palm Desert
- Perris
- Rancho Mirage
- San Jacinto
- Temecula
- Wildomar
- Rubidoux Community Services District

The department provides dispatch services to the following four agencies:

- Idyllwild Fire Protection District
- Morongo Fire Department
- Pechanga Fire Department
- Riverside County Environmental Health

The rates charged to each cooperative partner are adjusted annually based on the costs of providing the service, as well as any capital projects investments made for the particular contract partner. The cooperative partner contracts are a major revenue source for the department, comprising of approximately $81 million (36% of its total revenues). As shown in Figure 2, cooperative partners represent 41% of total department staffing assignments.

FIGURE 2: COOPERATIVE PARTNERS AS A PERCENT OF TOTAL STAFFING
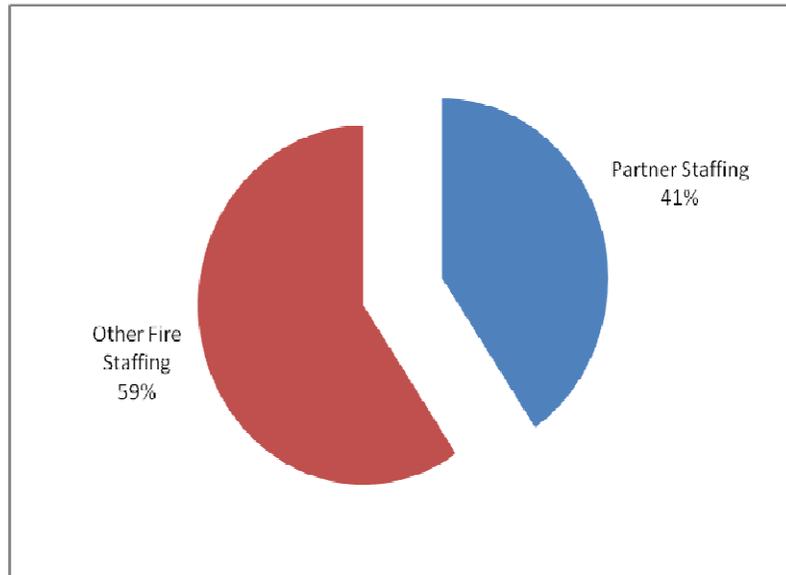
Almost half of the department's fire stations (48%) provide service for cooperative partner agencies, as shown in Figure 3.

FIGURE 3: STATIONS SERVING COOPERATIVE PARTNERS AS A PERCENT OF ALL STATIONS
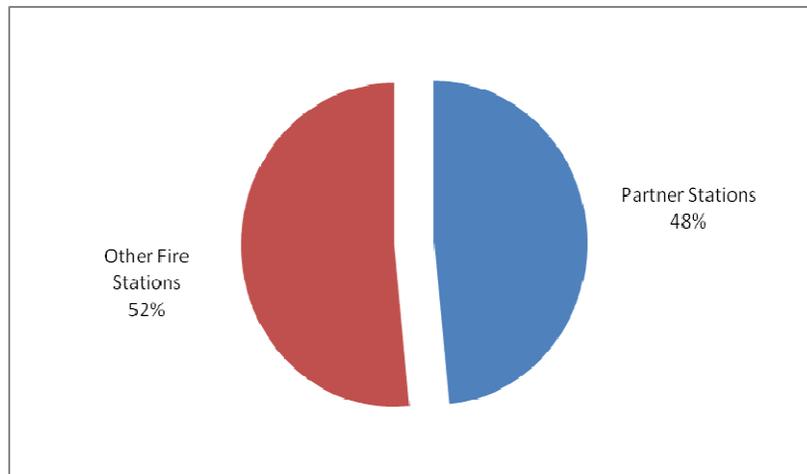
Fire Department Budget

Fiscal trends are important in making strategic planning decisions. While the current economic climate makes it difficult to make future predictions, the department can make informed plans for the future by examining its fiscal foundation. The following information provides an overview of the RCFD's budget.

Operating Budget

Table 3 shows the department's operating budget from FY 2006/07 to FY 2009/10. Department expenditures exceed revenues in every year; this deficit is filled by a County General Fund infusion, shown in the table below. As can be seen, the County General Fund paid over $53 million toward RCFD operations in FY 2007/08.

TABLE 3: TOTAL REVENUE AND EXPENDITURES FOR FY 2006/07 THROUGH FY2009/10

SUMMARY	Actual FY 2006/07	Actual FY 2007/08	FY 2008/09 Projected	FY 2009/10 Recommended
Total Revenues	$177,668,900	$190,958,635	$210,978,598	$201,637,693
Total Expenses	$208,042,155	$244,412,517	$252,526,425	$237,145,839
Balance	**($30,373,255)**	**($53,453,882)**	**($41,547,827)**	**($35,508,146)**

Expenses increased by 14% from FY 2006/07 to the recommended FY 2009/10 budget, an average increase of 4.7% per year. Conversely, revenues increased 13.5% during the same time period, an average of 4.5% per year. Expenditures are outpacing revenues. In previous years the disparity between expenditures and revenues was worse but this has been addressed through a 6% cut in total department expenses for FY 2009/10, narrowing the gap slightly.

As shown in Figure 4, the department's primary revenue sources (totaling over $237 million) in the FY2009/10 proposed budget include cooperative partner contracts (36%), structural fire taxes (21%), charges for service (19%), and County general fund contribution (15%).

FIGURE 4: MAJOR REVENUE SOURCES FOR FY 2009/10
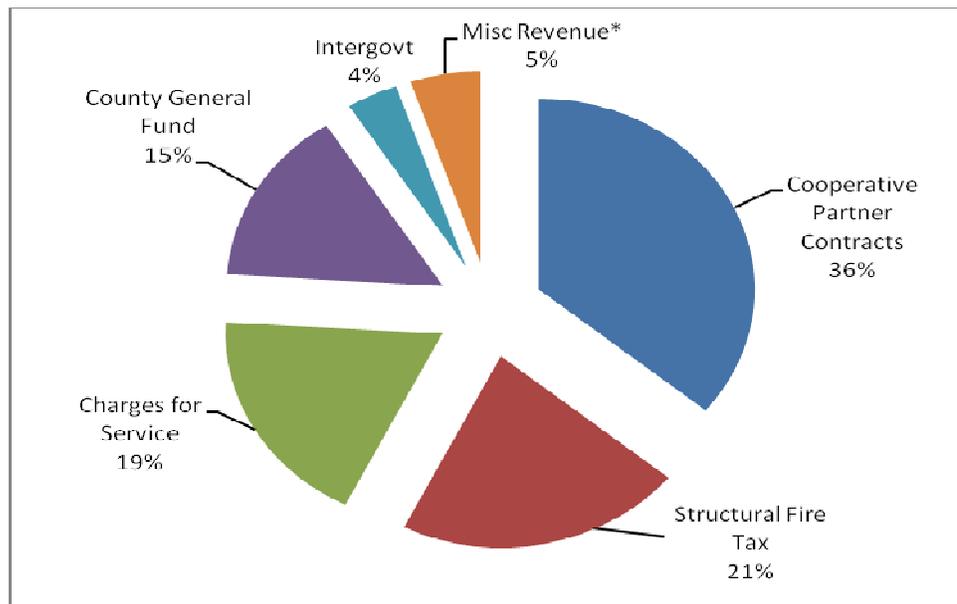
Miscellaneous revenue includes County Budget document categories "Miscellaneous Revenue," "Use of Assets – Rents and Concessions," and "Other."

Capital Budget

The department plans for the replacement of stations and equipment and these costs are accounted for in the capital budget. Each year the Fire Department staff prepares a spreadsheet containing the recommended capital projects and potential funding sources. This information is then submitted to the County as part of its annual capital budget process for review and consideration.

In the FY 2009/10 budget, the County approved the following RCFD projects, as shown in Table 4. The funding comes from three sources, the Redevelopment Agency (RDA), Development Impact Fees (DIF) and capital improvement program (CIP)

TABLE 4: RCFD APPROVED CAPITAL PROJECTS FOR FY 2009/10

Project	Source	Amount	Percent of Total
Thermal Fire Station Replacement	RDA	$7,000,000	19.66%
Thousand Palms Fire Station Replacement & Training Center	RDA	$7,000,000	19.66%
Mecca Fire Station Replacement (split funding source)	RDA	$2,981,500	8.37%
North Shore Fire Station Replacement	RDA	$3,500,000	9.83%
Eastvale/Hamner Fire Station	DIF	$3,100,000	8.71%

Project	Source	Amount	Percent of Total
Glen Oaks Fire Station Design & Construction	DIF	$5,300,000	14.88%
Lake Riverside Fire Station Replacement	DIF	$2,600,000	7.30%
Mecca Fire Station Replacement (split funding source)	DIF	$518,500	1.46%
Sun City Fire Station Replacement	DIF	$3,400,000	9.55%
Riverside County Fire Dept. Strategic Plan	CIP	$208,700	0.59%
TOTAL		**$35,608,700**	100.00%

The funding sources for these projects are shown below in Figure 5.

FIGURE 5: FUNDING SOURCES FOR FY09/10 RCFD CAPITAL PROJECTS
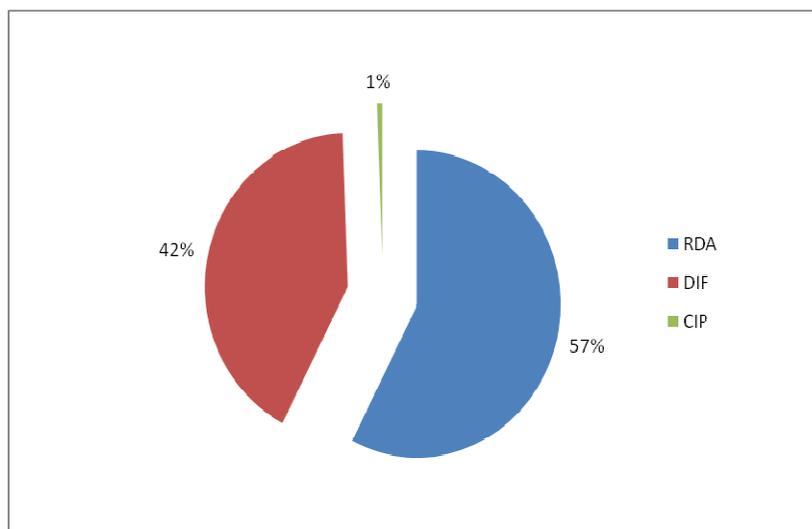
As the figure shows, the County relies on Redevelopment Agency (RDA) and Development Impact Fees (DIF) to fund capital projects, with the County General Fund (CIP) comprising just 1% of funding. All three funding sources are highly variable. Over time, virtually all ongoing tax revenues have been directed to operations, leaving little or no property tax funds to build new facilities.

Given the priority for ensuring direct service delivery and the lack of funds from existing tax sources (especially in light of the poor economy) this is not likely to change. The RCFD will need a long-term source of capital funding that is not strictly related to new development or the RDA.

As the County becomes built out, and as development slows, DIF funding will diminish as a revenue source. In addition, DIF funds are highly volatile and subject to market conditions. Housing development in the County plummeted from 34,373 units in 2005 with a value of $6.37 billion to 5,763 units in 2008 with a value of $1.44 billion. Based on the first four

months of this year (admittedly a conservative approach), we estimate that in 2009, the total units will be 4,115, which will be worth approximately $1.03 billion. While in the past, the County no doubt collected more than could be spent in the boom years it would be prudent to count on only about $10 million per year. (Using current fee levels the County could collect an approximate $20 million annually in a year like 2005, but only about $2 to 3 million per year in the current economic environment.)

In contrast, RCFD identified roughly $48 million in capital needs through 2010 and most of these needs have not yet been funded. Net County costs of the $48 million in improvements are approximately $42 million, a significant amount. It would be valuable to review the number of calls for service (CFS) in cities and unincorporated areas and compare this to the manner in which capital costs are being allocated. Our hypothesis is that the County may have programmed projects to benefit incorporated cities in the boom years of the recent past and, hence, the high County cost.

The combination of the drop in DIF revenues and the large capital project list means that the County will need to revise the CIP based on lower annual DIF revenues than was the case during the period between 2003 and 2006. (The last DIF update was done in November 2006.) Additionally, to the extent that new funding sources can be identified (e.g., new federal stimulus funds) the department should pursue them.

STRATEGIC PLAN

In December 2008, Management Partners was hired to assist in preparing a Strategic Plan for the Riverside County Fire Department. This plan is intended to define current and future needs and recommend goals and objectives that, when implemented, will enable the department to meet those needs during the next 20 years.

A systematic strategic planning process was used to evaluate the organization's strengths and weaknesses, identify external influences and opportunities, and establish priorities that will help foster a productive future. Using an environmental scan and considering data likely to affect the department in the future, the list of priorities were developed which were used to formulate the goals and strategies for the future.

In developing the Strategic Plan, the department considered a broad range of concerns that could potentially impact the operation of the organization, including:

- Problems or issues that arise on a daily basis that need long-range attention
- Budget objectives and limitations
- Data and trends
- Fire service best practices
- Regional issues

Figure 6 illustrates the elements and steps involved in developing the strategic plan for the department.

FIGURE 6: STRATEGIC PLAN DEVELOPMENT
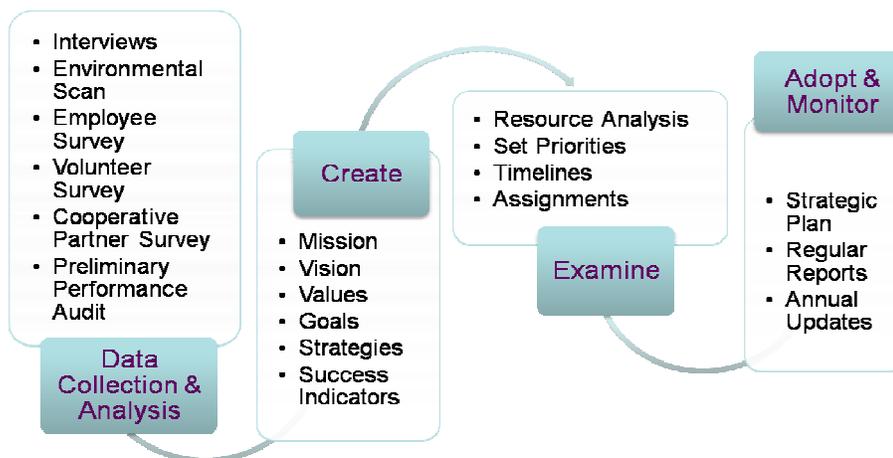
The strategic planning process for RCFD consisted of two phases, as described below.

Phase 1: Set the groundwork for the Strategic Plan

- Conduct interviews and opinion surveys
- Review current conditions and conduct a performance audit
- Prepare an environmental scan of factors impacting the department
- Engage department members and the Strategic Planning Committee in a day-long workshop to create a mission, vision, set of values, identify short and long range needs for inclusion in the strategic plan
- Prepare draft goals and strategies
- Prepare for implementation planning

Phase 2: Prepare Strategic Plan

- Engage department members and the Strategic Planning Committee in a second workshop to refine the goals and strategies, and identify key elements of the implementation action plan
- Prepare implementation action plan
- Prepare final Strategic Plan document

The strategic planning process was collaborative throughout, with direction being provided by the Department's Strategic Planning Committee. Management Partners conducted a performance audit of the Department and also prepared an environmental scan. This included an analysis of trends in the fire service, fiscal information pertaining to the department, stakeholder input and a SWOT (strengths, weaknesses, opportunities and threats) analysis. Several means were used to obtain stakeholder input, including:

- Individual interviews
- Online employee and volunteer stakeholder opinion surveys
- Phone interviews with key stakeholders

Management Partners presented the performance audit and environmental scan to the Strategic Plan Committee in April 2009. This session allowed for feedback from the committee and identified additional information that would be useful in moving forward. In May 2009, Management Partners facilitated the first workshop during which workshop participants developed a draft mission statement, vision statement and articulated the department's values. In addition, workshop participants developed a list of priorities which were used to develop the draft goals and strategies for the second workshop. Following the first workshop, Management Partners and the Strategic Planning Committee worked together to create a set of goals and strategies, which were then reviewed and refined in the second workshop, held in July 2009.

During the second workshop, participants also identified key elements for the implementation action plan to achieve their goals and strategies. The action plan was then refined by Management Partners and the Strategic Planning Committee.

Department Mission

A mission statement describes the purpose for the organization's existence. It defines the principles and objectives of the organization and is used to prioritize the services provided. It states what the organization stands for and the reason for its existence. The RCFD mission statement, developed during the strategic planning workshops, is as follows:

> *The Riverside County Fire Department is a public safety agency dedicated to protecting life, property and the environment through professionalism, integrity and efficiency.*

Vision for the Future

A vision statement articulates where the organization hopes to be in the future. A vision statement provides targets of excellence that the organization will strive towards and provides a basis for its goals and objectives. It does not predict the future, but provides an image of success. The words should conjure up a similar picture for each person so that the desired destination is clear. During the strategic planning workshops the RCFD developed the following vision statement.

> *The Riverside County Fire Department is committed to exemplary customer service and will be a leader in fire protection and emergency services through continuous improvement, innovation and the most efficient and responsible use of resources.*

Values Guiding Department Personnel

The values of an organization are the underlying set of core beliefs the department deems to be important. Core values help to define the organization, guide behavior, are the foundation of operational activities, and set the standard by which all members will be measured.

As part of the strategic planning process, the RCFD staff identified the following five core values.

- Integrity
- Customer Services
- Safety
- Leadership
- Competence

To clearly articulate its expectations for all department members, behaviors that positively demonstrate or detract from each value were also identified during the first workshop. Through these examples, all members will understand how they can work in a manner consistent with the core values. The values and the example behaviors are shown in Table 5.

TABLE 5: DEPARTMENT VALUES AND EXAMPLES OF BEHAVIORS OF EACH VALUE

Value	A behavior that demonstrates the value	A behavior that detracts from the value
Integrity	• Honest in words, deeds and actions • Proper use of revenues and funding • Make the extra effort	• Lying or being dishonest • Irresponsible use of revenues and funding • Lack of values • Unethical and immoral actions
Competence	• Well trained, skilled personnel who are capable of performing emergency and support functions	• Not knowing what to do and not being familiar with department operating procedures • Lack of training and a workforce that is not able to meet the demands of the calls • Poor leadership, practices and performance • Failure to perform job responsibilities
Leadership	• Leadership by example – practice what you preach! • The ability to guide, direct, or influence people and organizations in a positive manner • Team builder • Motivator • Decisive • Communicator • Confidence • Positive attitude • Competent	• Do as I say, not as I do • Dishonesty or incompetency • Expecting subordinates to do things that you won't do • Indecisive • Poor listener • No follow through • Poor communicator • Autocratic
Safety	• Compliance • Training	• Indifference • Complacent • Not following standard operating guidelines
Customer Service	• Being courteous to everyone • Empathy • Responsiveness	• Indifference • Condescending • Rudeness • Intolerance

Goals and Strategies for the Future

For this Strategic Plan, the terms "goals" and "strategies" are used. Both terms are described below.

Goals are multi-year in nature and set the framework for policies and decisions. Six goals, which state the desired future, have been identified by the department.

1. Fiscal sustainability
2. Staffing, training and development
3. Operational effectiveness
4. Relationship with cooperative partners
5. Support services
6. Facilities, equipment and technology

Strategies are the means to achieve the goals. They are the projects and plans to achieve the goals. Strategies are measureable and are the specific projects for which the organization is accountable. Strategies provide a way for progress to be tracked. A set of strategies has been created for each of the six goals.

Each of the goals for this Strategic Plan is provided below with a summary statement of need and a set of strategies to achieve the goal.

Goal 1: Fiscal Sustainability
Statement of Need: Maintaining fiscal sustainability and sufficient fiscal capacity is critical to the Department's ability to deliver uninterrupted services to the public. RCFD expenditures increased by 14% between FY 2006/07 and the FY 2009/10 recommended budget, which is an average increase of 4.7% per year. Conversely, revenues increased by 13.5% during the same time period, an average of 4.5% per year. While this shows only a slight variance between revenues and expenditures, there was an increase in County general fund support of approximately 17% during this period.

County revenues are decreasing due to effects of the economic downturn in California and nationally. The County of Riverside's proposed FY 2009/10 budget includes a $20 million structural deficit because of decreased revenues. Furthermore, the proposed budget includes a 10% reduction in the General Fund.

Additionally, the cooperative partners are similarly experiencing significant revenue challenges, requiring them to examine all of their expenditures. The RCFD can expect their partners to seek ways to lower their fire contract costs as well. This condition is expected to exist for several years, requiring careful attention to cost containment and revenue generation. It is critical that the department seek new revenue opportunities while also ensuring that the expenditures reflect the department's priorities. The department needs to implement regular

financial forecasting to be able to anticipate and prepare for fiscal changes.

Goal 1: *The RCFD seeks fiscal sustainability to ensure uninterrupted services.*

<u>Strategies</u>

1. Update and maintain the fee schedule for all fees charged by the department to ensure that they capture the full cost of the services provided, to the extent that County policy permits full cost recovery.

2. Develop and implement annual revenue and expenditure projections for the next five years to forecast future budgets so necessary corrective actions can be taken as early as possible.

3. Establish a process to examine costs and the causes of cost increases in all areas of the department to identify new ways to contain costs and increase cost efficiency.

4. Establish a program where purchases, facilities maintenance and communication programs can be managed internally.

5. Develop and implement a method of recovering costs for EMS service delivery and supplies to reduce costs to the County.

Goal 2: Staffing, Training and Development

Statement of Need: Having appropriate staffing with individuals who are well trained and are accountable for their performance is fundamental to a service-driven agency such as the RCFD. A number of needs have been identified in this area.

The roles and responsibilities of employees and volunteers vary by division, battalions and other work units. While firefighting and emergency medical response protocols are clearly established and consistent, policies and practices regarding personnel management, budget, and support services are not. This creates a problem with clarity of communications and authority, as well as amplifies a problem with span of control and unity of command. Additionally, the reduction in staff in the last several years in the emergency medical services (EMS) program has resulted in a lack of proper oversight in this critical operational area, resulting in insufficient drug inventory controls, lack of consistent quality assurance (QA) and improvement programs (QI), and adherence to training standards.

The department does not provide training and professional development on a regular and consistent basis, nor does it track the training that is provided to department members. In an emergency services operation with significant risk management issues, it is important that appropriate (including mandated) training be provided on an ongoing basis, both to paid and volunteer members of the department. It is also important that it

be appropriately documented and recorded. Required certifications are not current for paramedics or in the technical operations areas of confined space and hazmat which raises concerns about expertise, capability and risk management. Chief Officer training and development is a critical component to successful management of daily and emergency operations. It is also important to succession planning, and appears to be lacking.

Goal 2: *RCFD seeks to have well-trained and certified individuals to enable the department to carry out its mission and responsibilities.*

Strategies

1. Develop a standard of cover analysis and report to establish the proper staffing levels required to meet current and projected operational needs.

2. Develop and implement a training and certification program for new sworn hires and existing personnel, including volunteer firefighters to ensure that all required certifications are completed on a timely basis; personnel have the expertise expected to do their jobs and personal safety and risk management issues related to carrying out duties are fully communicated to employees.

3. Implement and maintain a training tracking system to ensure that all training provided to department members is consistently recorded and required training certificates remain current (e.g., confined space, hazmat, driver-operator, EMT, paramedic, and other certification mandates).

4. Develop and implement a mentoring, career development and succession plan that ensures the department has individuals who are motivated and eligible for higher level positions, with particular focus on executive and senior manager ranks.

5. Establish an on-going supervisory training program which includes training in policy implementation and departmental business practices; operational supervision; methods of identifying and managing risks and strategies and tactics for fire combat.

6. Create an effective means of recruiting and retaining personnel for functions experiencing high turnover and difficulty in recruitment (e.g., dispatch, fleet maintenance).

7. Establish policies and business practices for hiring, training, supervising and utilizing volunteer firefighters to ensure they are providing services consistent with expectations and needs, and to ensure risks are managed related to their role in operations.

8. Establish fire prevention training classes for fire suppression personnel.

Goal 3: Operational Effectiveness

Statement of Need: The core purpose of the department is to deliver efficient and effective operational services to the public. Since conditions and needs change over time, a practice of operational reviews and continuous improvement should be imbedded in the department's responsibilities.

The department's policies and procedures for the EMS program are not current. Given the critical nature of that service and the associated risk management issues, it is important that this need be addressed. Specifically, the tracking, inventory control, reporting and auditing systems for drug purchases and supplies are outdated and practices are not consistent between battalions. There is also inconsistency and lack of clarity about responsibilities of each division and each battalion chief.

Given the geographic distribution of fire companies and the expectation that in a decentralized operation clear and consistent practices will be followed, there is a real need for establishing written expectations for all battalion chiefs to follow. Special assignments are a common practice in the fire service for suppression personnel. Captains and battalion chiefs can be given special assignments but should be provided with specific instructions regarding expected goals, desired results, and due dates. In addition, such assignments should be coordinated with the appropriate senior staff officers and periodically audited and/or reviewed for compliance and completion.

The role and expectations of RCFD volunteer firefighters has been unclear for a number of years, resulting in conflicts between volunteers and career members. Since volunteer firefighters are expected to continue as RCFD members in some manner, their role needs to be clear, along with expectations for cooperation and collaboration between volunteers and career members for operational unity.

The Volunteer Fire Company Operating Manual is outdated. Updating this important document will serve to better manage personnel risk, improve accountability, and improve performance in many measurable categories.

Another area that requires attention is disaster planning and emergency response during a disaster. The basic plan has been completed for the County. However, most of the fire stations are located on one side of the earthquake fault and the current plan does not specify how services will be provided if there is an earthquake along that fault line.

Goal 3: *The RCFD seeks efficient and effective performance in its operations, measures its performance, and continuously improves its work methods.*

<u>Strategies</u>
1. Create and implement a consistent procedure for investigating and reporting customer service complaints and ensuring appropriate follow up to improve quality, protocols, and minimize risks associated with the services.

2. Evaluate the emergency medical services dispatch protocol, with a supporting cost/benefit analysis, that measures current performance with the anticipated benefit and compliance with state requirements.

3. Update all of the administrative policies and procedures throughout the department and provide training to all department staff about the updated policies.

4. Update and maintain disaster plans.

5. Establish and implement a set of Department-wide expectations and responsibilities for all battalion chiefs to ensure that services are delivered and business policies are followed on a consistent basis.

6. Rewrite the Volunteer Fire Company Operating Manual to ensure it contains appropriate hiring practices, operational policies, and expectations for volunteers so that they are operating within department expectations.

Goal 4: Relationship with Cooperative Partners
Statement of Need: Maintaining and strengthening the RCFD's relationship with its cooperative partners is a core business need. Revenue from the cooperative partner agencies represents 36% of the total revenue for the department, making it the largest single source of department revenue. Almost half (48%) of the fire stations are located in cooperative partner agencies. In addition, 41% of all department employees are assigned to serve cooperative partner agencies.

Overall, the cooperative partners are satisfied with the operational services provided by the department. However, there are concerns regarding several non-operational issues such as contracts that are confusing and out of date; lack of transparency about costs and cost containment measures taken by the department; inconsistent types and levels of support from assigned chief officers and inconsistent communications between the Department and the cooperative partners.

Goal 4: *The RCFD is committed to maintaining a strong relationship with its cooperative partners and providing cost-effective services while maintaining the highest level of customer service.*

<u>Strategies</u>
1. Engage the cooperative partners in modifying the basic contract to clarify all provisions, make costs transparent and provide implementation updates on a regular schedule.

2. Engage the cooperative partners in creating a mechanism for determining the type and level of division chief and the duties of the division chief and other support services to be provided as part of the contract.

3. Establish methods to obtain feedback from cooperative partners about services, costs, contracts and other issues of concern to resolve issues on a timely basis.

Goal 5: Support Services

Statement of Need: Fire and emergency medical operations can only be effective with sound support services. Achieving the primary mission of the department requires business practices pertaining to budget, human resources, risk management, purchasing, accounts payable, fleet maintenance, Service Center, and other support operations. An examination of the Department's policies and procedures revealed that in some cases they are not current, and where there are current policies, they are not consistently applied.

Budgeting, monitoring and tracking expenditures will also benefit from changes. Managers who are responsible for adhering to a budget while delivering services are not involved in meaningful ways nor is budget information effectively shared with managers in any transparent manner.

The Service Center operations demonstrate a lack of inventory control and accountability, inaccuracy and lack of timeliness of requests, inconsistency in applying procedures for obtaining materials and supplies. There is also a lack of regular auditing to identify losses and changes needed to minimize loss and improve efficiency. Additionally, the department does not collect, track or analyze risk management data, which makes it difficult to observe trends and make adjustments in operational or business practices to minimize loss. Retirement and turnover data are available but are not analyzed for the purpose of projecting future staffing needs. Background checks are required for new County employees but not for State of California employees, which increases risks to the Department.

Policies and procedures are not consistently applied throughout the department. Grant funding is increasing at the federal level at the same time that positions are vacant for grant writer positions in the Office of Emergency Services. Staffing for support services has not kept pace with increases in operational staffing. Information technology staffing is 1% of

the total department staff while government agency standards show that information technology staffing is typically between 3% and 5% of the total department staff. All of these issues should be addressed to improve efficiency and effectiveness of support services, which will increase efficiency and effectiveness of line operations.

Goal 5: *The RCFD seeks to ensure that effective and efficient support services are in place to support the mission of the department.*

<u>**Strategies**</u>
1. Conduct an assessment of the Department's staffing (including number and the mix of sworn/non-sworn employees) and organizational structure of administrative functions to identify improvements that will ensure efficient and proper administration of departmental business responsibilities.

2. Establish new policies and procedures for purchasing and dispensing materials and supplies at the Service Center, provide training to department staff; enforce the new policies and procedures and conduct regular audits to control costs and minimize risk of loss.

3. Implement consistent hiring practices between state and county employees throughout the department in order to ensure that all employees have the same requirements including consistent background checks.

4. Implement cost-effective means of seeking out and applying for grants in order to increase funding for the Department.

5. Establish streamlined procedures for efficiently tracking vendors, contracts and paying bills on a timely basis.

6. Create a mechanism for engaging division managers in developing the annual budget and then providing approved budgets to division managers within a month after budget adoption.

7. Create and implement a new tracking, inventory control, reporting and auditing system to ensure that all drug purchases and supplies are disbursed appropriately, accounted for, and that risks of loss are minimized.

Goal 6: Facilities, Equipment and Technology
Statement of Need: Having appropriate facilities, equipment and technology are critical to effective operations of a fire agency. A number of needs have been identified in this category.

The department does not have a master facility plan that includes objective criteria for deciding the location of fire stations. Additionally, fire agencies are required to keep vehicle inspection data as required by the California Highway Patrol (CHP) but the department's CHP records are not current. The RCFD does not have a program in place to track equipment maintenance and costs per vehicle to determine replacement needs.

The Department's backup dispatch system is outdated and may not function properly in the event of an emergency. Although technology needs have been identified, there is no overall technology master plan to guide decisions.

Goal 6: *The RCFD seeks to have well maintained facilities, equipment, technology and apparatus that enable personnel to perform their jobs safely and efficiently.*

Strategies

1. Create a fire station location methodology and plan that guides the location of fire stations based on objective criteria.

2. Create and assess a ten-year plan for facilities other than fire stations (including emergency operations center, training facilities and administration) to meet the needs of the department.

3. Create and implement a ten-year equipment and apparatus replacement schedule that considers all relevant factors (e.g. maintenance costs, replacement costs, reliability and funding sources).

4. Create and implement an electronic system to accurately track repairs, preventative maintenance, and condition of apparatus and equipment in order to comply with state requirements, improve cost effectiveness of the fleet, and serve as the basis for determining the cost effective ways of maintaining the fleet.

5. Assess current and future technology and data center needs of the department for the next five years and create a plan to meet those needs (including prioritizing needs and funding sources).

6. Obtain a new backup system for dispatch to ensure continuity of service in the event of power disruption.

7. Evaluate and obtain an electronic tracking system (that is implemented system wide) for the receipt, tracking, storage, and approvals of fire prevention plan checks, inspections and hazardous occupancy inspections to increase the service level provided to the customer and increase the efficiency and effectiveness of fire protection planning.

8. Review the location, space and technical equipment and operational protocols in the Emergency Operations Center to ensure services can be delivered in the event of an emergency.

Implementation Action Plan

An implementation action plan identifies, for each strategy in the plan, the following items:

- Key implementation tasks
- Other agencies or departments that will be involved
- Resources available or needed for implementation
- Timeline
- Success indicators

The implementation action plan for this strategic plan is provided as Attachment A. While the major actions needed to fulfill each strategy are provided, additional internal staff work will be needed to identify more specific steps, assignments and timetables for accomplishment. The action plan will serve as a mechanism to monitor progress and identify challenges or necessary changes to the strategic plan.

Successful implementation also requires that each person in RCFD understands his or her role in carrying out the goals and strategies. All other internal work planning processes at a division or other level and the department's budgeting process should align with and support the department's overall goals and mission.

Communicating and Updating the Strategic Plan

An annual review of progress in accomplishing the strategies will be an important way for the RCFD to keep its Strategic Plan current. The goals should serve the department well but during the annual review, there may be a need to revise them. The strategies should be updated annually on the basis of what has been accomplished. New strategies should be created as necessary to continue making progress toward the goals.

Additionally, communicating the Strategic Plan and its progress to stakeholders will enable the Department to ensure the goals and strategies are meeting the needs of the people it serves. Staff within the department should be engaged in regular discussions about the Strategic Plan and how they are helping to achieve its goals and strategies. Additionally, discussions with stakeholders will ensure relevancy of the plan as well as timeliness of implementation.

ENVIRONMENTAL SCAN

In preparing this Strategic Plan, an environmental scan was conducted to provide a framework for understanding some of the issues the department has faced and would be likely to face. A variety of sources were used including interviews with management staff, an online employee survey, online volunteer survey, document reviews and workshops with department staff.

This section contains a summary of important information, including housing and employee turnover trends, employee, volunteer, and cooperative partner survey results, and workload analysis.

Housing Trends

Riverside County, like most of California, experienced a development boom in the early 2000s, due in part to affordable housing in the region and access to major transportation routes. While the boom has slowed considerably in recent years, total projected housing units are estimated to increase by an average of 2.6% per year through 2035, for a total 73% increase in housing from 2007 to 2035 as depicted in Figure 7.

FIGURE 7: RIVERSIDE COUNTY HOUSING PROJECTIONS, 2007-2035
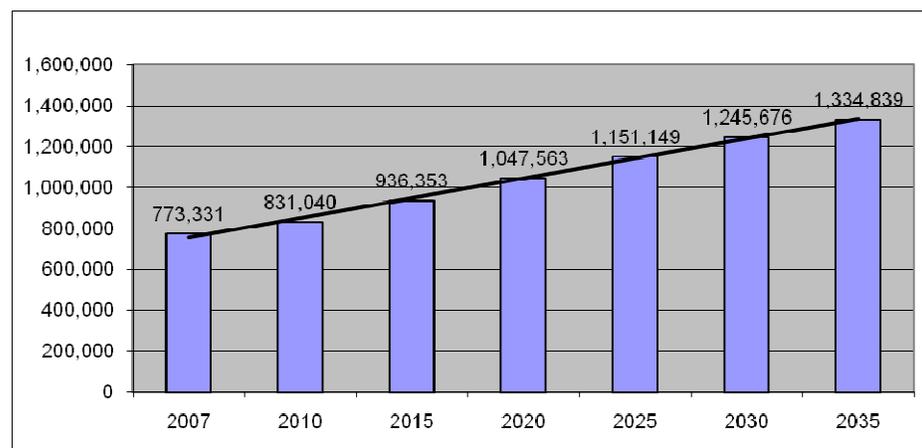
Source: Riverside County Center for Demographic Research

Employee Survey Results

As part of the environmental scan, Management Partners prepared and implemented a confidential online survey for RCFD employees to elicit their opinions on the following topic areas:

- Staffing levels
- Employee safety
- Employee skills and training
- Technology, facilities and equipment
- Organization, support services and technical response
- Customer service and community involvement

A total of 304 of 1,252 employees responded to the survey (a 24% response rate). Of the respondents, 62% were line staff, 26% mid-management, 4% management, and 8% office staff. Highlights of the survey responses are detailed here and complete survey results are shown in Attachment C.

Highlights of Employee Survey Responses
Respondents were asked to provide their own assessment of the strengths, weaknesses, opportunities and threats that affect the RCFD.

More than 45% of respondents identified the following items (a partial list) as department strengths.

- Level of EMS staffing
- Safety procedures and practices
- Certification of EMS employees
- Size/complexity of the organization
- Complaints from the public about EMS services
- Response time
- Response planning
- Fire prevention
- Overall customer service

In assessing weaknesses, more than 45% of respondents agreed that the following areas need attention.

- Sufficient screening for paramedics
- Recruitment of full-time firefighters
- Level of employee recognition
- Level of employee moral
- Management of employee performance
- Frequency of supervisory training
- Supervisory skills training
- Condition of stations
- Timely provision of supplies to stations

Survey Results from Volunteer Members

A confidential online survey was also administered to volunteer firefighters. A total of 92 of 738 volunteers responded to the survey (a 12% response rate). Of the respondents, 28% have more than 10 years of experience with the department. Highlights of the survey responses are detailed here and complete survey results are shown in Attachment D.

Highlights of Survey Responses

Respondents were asked to provide their own assessment of the RCFD's strengths, weaknesses, opportunities and threats.

More than 45% of respondents identified the following items as strengths of the department.

- Level of EMS Staffing
- Sufficient screening for paramedics
- Volunteer performance
- Certification of EMS employees
- Technical expertise of supervisors and managers
- Frequency of firefighter training
- Frequency of supervisory training
- Firefighter training
- Condition of stations
- Department-wide communications
- Communication between fire stations and contract cities
- Overall customer service
- Volunteer firefighter program

The following are the items that the respondents identified as weaknesses of the department through the open ended questions.

- Hostile environment between CAL FIRE union staff and volunteers
- New gear not available to volunteers at Service Center
- Some field battalion chiefs not open to suggestions
- Better mission statement needed for volunteers
- Improve equipment needs in remote/mountain areas
- Improve safety equipment
- Volunteers underutilized
- Improve and increase volunteer training

<u>Observations</u>

In reviewing results from both surveys, we can learn about areas of agreement and those areas in which the two groups differ in their impressions of the department

Areas of agreement between the two groups include:

- Morale issue among employees
- Conflicts between employees and volunteers
- Level of EMS staffing
- Communication between fire stations and contract cities
- Response time and response planning
- Fire prevention
- Overall customer service

Areas in which the two groups disagree include:

- Screening for paramedics (employees see this as a weakness; volunteer respondents see it as a strength)
- Frequency of supervisory training (employees see this as a weakness; volunteer respondents see it as a strength)
- Condition of stations (employees see this as a weakness; volunteer respondents see it as a strength)

Survey Results from Cooperative Partners

As part of the strategic planning process, Management Partners also surveyed the 19 cooperative partner agencies to gain their input and perspectives on RCFD operations. A total of 13 agencies (68%) responded through either a written or telephone survey.

The cooperative partners expressed satisfaction with fire protection operations. Areas of dissatisfaction were largely related to non-operational issues such as:

- Contracts that are confusing and out of date
- Lack of transparency about costs and cost containment measures taken by the Fire Department
- Lack of involvement in the community
- Career firefighters at times being hostile to volunteer firefighters
- Communications with and customer service from Fire Department
- Dependence on the particular chief assigned to the agency
- Need for a standard set of expectations for all assigned chiefs, so customer service and communications are consistent, regardless of which chief is assigned
- Improved process to establish or renew contracts
- Need for a complete and consistent list of contracts
- Costs are difficult to track in the current contracts

Calls for Service

The RCFD provides service to both rural and urban areas. The department responded to over 114,000 calls for service in 2007. Trends regarding calls for service (CFS) are shown in Figure 8 between 2004 and 2007.

On average, total CFS increased by 2% per year during this period, as shown in Figure 8.

FIGURE 8: CALLS FOR SERVICE FROM 2004 TO 2007
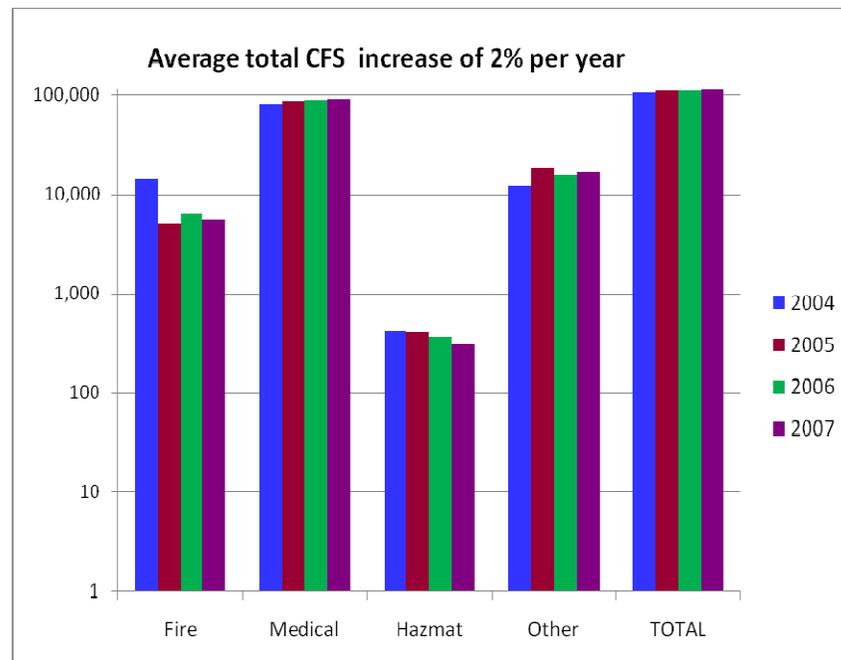
As Figure 8 shows, medical emergencies were the most frequent, followed by fire, other, and hazmat. The percent change for each call type between 2004 and 2007 is shown in Table 6.

Type of Call	Percent Change
Fire	-60.1%
Medical	+15.98%
Hazmat	-27.49%
Other	+36.89%

General Trends Affecting the Fire Service

Significant changes have occurred over the past 25 years that impact the fire service. The Riverside County Fire Department has identified the following factors as they pertain to service delivery.

- **Improvements to Building Codes.** Significant improvements have been made to building codes in the State of California and in specific municipalities that include enhanced fire protection requirements. This has resulted in a decrease in structure fire responses effectively reducing property damage.

- **Increased Medical Emergencies.** Medical emergencies have increased over the years and will continue to do so in the future because of two important factors:

  o **Aging Population.** As the baby boomer generation ages, their need for emergency medical care and medical services increases, which increases EMS calls in communities.

  o **Increased Cost of Medical Insurance.** As the cost of medical insurance continues to rise and fewer preventative services are offered, individuals do not have access to or cannot afford many preventative medical treatments. Thus, individuals wait longer to seek treatment, resulting in the need for emergency medical services, which increases the EMS calls in communities.

- **Legislative and Regulatory Changes**. Increased training requirements have impacted the fire service and will continue to do so. New mandates to enhance training programs to meet the needs of the population as well as increased training requirements will add to the fiscal challenge of funding these programs.

- **Technology.** Technological innovations have resulted in enhanced equipment and service delivery in the fire service over the years. As technology continues to advance, there will be a desire to continue to purchase the latest innovation to improve service. However, this will have to be balanced with the fiscal constraints and the enhanced service that the particular innovation will provide.

- **Economy.** The economy across the nation has been in a decline for the last several years. Increases in fuel prices, a high unemployment rate, and the fallout from the subprime home mortgages have all contributed to the poor economy in the United States. All of these factors have a direct impact on local government revenues. Traditionally, the largest sources of revenue for local governments have been property taxes and sales taxes. In economically challenging times, those are the revenues that have dramatic decreases, which results in fewer General Fund resources to provide services to the community.

- **Climate.** California has experienced an increase in wildfires during the last several years. These fires burned thousands of acres across the state and destroyed numerous structures as well. The increase in wildfires is a result of warmer temperatures coupled with dry fuel and a drought. It is likely that these factors could be in place for the next several years, which will undoubtedly put a burden on fire protection services. This is especially true when multiple wildfires take place at the same time, draining the available resources.

- **Water Supply.** Droughts not only dry out the vegetation, they also impact the water supply needed to put out the fires. The severe drought conditions make fires more dangerous and more difficult for fire agencies to protect life and property.

PERFORMANCE AUDIT

As part of the strategic planning process, Management Partners conducted a high-level organization review and performance review of specific areas within the RCFD. The purpose of the performance audit was to identify areas for consideration as the goals and strategies were created. This review was not intended to be an in-depth assessment of each of the areas reviewed.

The performance audit covered the following areas:
- Fire station location methodology
- Standards of cover preparation
- Mutual aid and automatic aid agreements
- Business practices within the department

Each of these four areas is summarized below.

Fire Station Location Methodology

The Riverside County Fire Department developed a methodology to determine the location of future fire stations. The Fire Department prepared a facility planning/response study (Attachment F) and asked Management Partners to review and either validate or provide recommendations for change. The following summarizes the results of our review.

Purpose of Establishing Fire Station Location Methodology The purpose of a having an objective fire station location methodology is to ensure that service is delivered efficiently and effectively to all areas for the protection of life and property.

Principles that Guide Fire Station Location Methodology
Guiding principles for locating fire stations are found in the *NFPA Fire Protection Handbook, Volume II, 20th edition,* and include:

- Consideration of criteria established by the Insurance Services Offices, Inc. (ISO) regarding the distribution of fire companies within the community;
- Consideration of NFPA Standard 1710 as a guideline, which calls for an engine company within 4 minutes, zero seconds of travel time to fire incidents and EMS calls, and a full first-alarm group

- within 8 minutes, zero seconds—all for a minimum of 90% of annual incidents;
- Consideration of the proximity of travel time to other station protection zones for timely inclusion in the full first-alarm response group;
- Consideration of rapid and safe access to multi-directional major response routes;
- Consideration of appropriate locations given the land use issues in the surrounding environment;
- Consideration of utility availability, plot size, and surrounding traffic control issues; and
- Consideration of historical and projected call volume (response workload) in the area of concern using risk versus cost analysis.

Results of Review
The facility planning/response study described in Attachment F provides a sound methodology and reflects best practices for locating fire stations. In order to assist the County in establishing a process that can be used to guide decisions to place new fire stations, Management Partners simplified the Riverside County Fire Department's process into the six steps listed below.

1. Identify the geographic area of concern on a regional map.

2. Use computer response mapping software to locate a hypothetical station at or near the center of the geographic area or near a major response route.

3. Use a realistic safe response speed or appropriately varied response speeds to plot color-coded timed distances on all streets and roads emanating from the hypothetical station extending out to the response area boundary.

4. Determine the number of responders and types of apparatus that would respond from that station for various types of calls and compare with department standards of cover for that type of area and its hazards.

5. Evaluate the response time and resources that would be dispatched to fire and EMS calls from other stations to make-up the first alarm assignment "standards of cover" set by policy for that area.

6. Adjust the hypothetical station location, if necessary, while maintaining the station location as close to the center of that geographical area as possible to maintain equity of response time.

Standards of Cover Process and Report Elements

The Riverside County Fire Department will be creating a Standards of Cover (SOC) document in the future and asked as part of the strategic planning process, an outline of the SOC be prepared by Management Partners. The purpose of an SOC report is to specify the minimum criteria that will be used for addressing the effectiveness and efficiency of the Fire Department's fire suppression operations, emergency medical services, and special operations delivery in protecting the community. Specifically, an SOC determines the right number of personnel, the best combination of equipment, and the maximum response times, for initial arrival and full assignment arrival to adequately protect a particular fire service jurisdictional area.

Management Partners has outlined the key steps in the data assessment process that should be taken to create an SOC document and the components that should be included in the document. Both are shown below.

Data Assessment
Preparing an SOC requires data collection and analysis, a review of existing policies and procedures, establishing standards and matching those standards to capability. An effective SOC creates expectations for performance that can reasonably be achieved by the agency with available or planned resources and meets either industry best practice standards or local standards developed by the authority having jurisdiction.

The process of developing an SOC should involve discussion of the data, criteria and standards with the decision makers including CalFire, the County of Riverside and the cooperative partner agencies. Because the final standards of cover will set the expectations for staffing, equipment and other resources, engaging decision makers in the process of development of the SOC is critical.

Ten key steps are involved in preparing an SOC document as listed below.

1. Review the existing deployment plan for the emergency response zone/area being considered.

2. Plot and list existing deployment of response resources expected to arrive at the scene first and those expected to arrive second as calculated by standards and best practices.

3. Identify deficiencies based on observations and response data.

4. Verify observations of deficiencies with dispatch data.

5. Identify and categorize RCFD's target hazards and risks in that area.

6. Examine existing alarm/dispatch protocols SOP/SOG and evaluate against target hazards.

7. Analyze fire reports for historical performance and reliability of weight of response in target areas.

8. Modify existing policies and dispatch protocols that fall short of providing desired response weight and time for fire zone requirements.

9. Determine any additional stations and response units needed to fulfill service level requirements and desired standard of cover.

10. Evaluate performance and reliability on a continuous basis and modify resources as necessary to achieve the standards.

Report Elements
The standards of response coverage should contain the components listed below. Each of the components should have supporting statistical information as well as a narrative explaining the statistics. In each case, the significance of the item should be clearly described so it can be used for creating policies and practices.

1. **Existing Deployment Plan**
   This section should describe RCFD's existing services, staffing and deployment. In addition, it should include total calls for service for the last five years, current population, and service area square miles plus any unusual features and barriers to response.

2. **Risk Identification**
   After the existing deployment plan is articulated, the RCFD needs to identify the risks to the service area. The risk identification section should include the fire risk factors as identified by the National Fire Protection Association (NFPA) and RCFD to determine risks to life and property, building type-construction-clustering (exposures), and community profile. Examples of risk factors include:

   Fire Risks
   Fire risk is identified as the characteristics of the community that could create a hazard to the community. Criteria could include, but is not limited to:
   - *Geography*
   - *Topography*
   - *Critical Infrastructure (e.g., structural, water supply for fire suppression, fixed alarm and extinguishing system placement, emergency apparatus response routes and target hazard accessibility, and wildland fuel management practices.)*

   EMS Risks
   EMS risk is defined as the correlation between the frequency of medical conditions and community characteristics to determine the need for shorter times to receive treatment. Criteria could include, but is not limited to:
   - *Population*
   - *Age of the population*
   - *Frequency and types of EMS calls*

- *Presence of health care or assisted living facilities*

Non-Fire Risks
Non-fire risks are defined as structural and geographical characteristics of the community that over time generate risks to life safety and/or the environment. Criteria could include, but is not limited to:
- *Population*
- *Number of non-fire incidents*
- *Geography*
- *Wildland/urban interface*
- *Types and concentration of industry*
- *Hazardous materials*

3. **Risk Expectations**
   The next step is to determine the expectations for each risk factor by identifying the combinations of high and low risk incident probability and high and low consequence for each type of risk factor. This creates four possible risk expectations between structures or conditions and the distribution and concentration of resources.

   - Low probability, low consequences
   - Low probability, high consequences
   - High probability, low consequences
   - High probability, high consequences

   Thus, where there is an increased risk area identified, the area needs an increased concentration of resources. In order to determine where the resources need to be distributed, the RCFD needs to take each risk factor and determine the incident probability and consequence for each service area.

4. **Service Level Objectives**
   After understanding the current community risk and the expectations for dealing with it, the RCFD needs to develop specific performance objectives for each risk type. For example, a performance objective for EMS could be, *"to have EMS response at the ALS level within eight minutes of receipt of a 911 call in 90% of calls to all areas served."*

5.   Distribution

Determining the distribution means establishing the locations of the first engine or ladder company and initial attack resources that will meet the service level objectives. In this step, RCFD should take the current station locations and with call data for one year determine the number of times the service level objectives are met for each service area.

6.   Concentration

Next, the RCFD needs to determine concentration of resources. This means the spacing of multiple resources that are arranged close enough so that the initial response can be assembled on scene with enough time to most likely stop the escalation of the emergency for a given risk type.

7.   Performance Reliability

This section of the SOC looks at the multiple call frequencies which could impact resource availability. This occurs when more than one emergency call occurs in the same time period for the same fire company. Since it is not possible to have a system that reaches the desired performance standard 100% of the time, the NFPA allows the performance reliability to be 90%.

8.   Historical Response Effectiveness

The department needs to evaluate the percentage of time that the response to the calls meets the established service objectives.

9.   Overall Evaluation

After steps one through eight are complete, the department needs to analyze the report as a whole and determine if any changes need to be made to achieve the desired SOC outcome.

10.   Implementation Plan

If it is determined that changes to the SOC are necessary, the RCFD should develop and implement a plan to detail the process in which the changes will be made and in what timeframe.

Mutual/Automatic Aid

Fire protection mutual aid is defined as an agreement between two fire agencies in which they commit to respond to calls for services in the other agency's jurisdiction when they are called, at no cost to the requesting agency. Automatic aid is not only predetermined, but one or more additional departments are automatically dispatched to certain locations or types of alarms at the same time as the home department. Typically, both mutual and automatic aid agreements are written between the agencies.

The Riverside County Fire Department has four mutual aid and seven automatic aid agreements with other agencies. The specific agencies with which the County has current contracts for these services are listed below in Table 7.

TABLE 7: CURRENT RCFD MUTUAL/AUTOMATIC AID AGREEMENTS

Mutual Aid Agreements	Automatic Aid Agreements
City of Corona (Haz Mat)	City of Palm Springs
Chuckawalla Valley State Prison Fire Department	Idyllwild Fire Protection District
March Air Force Base	City of Hemet
Niland Fire District	Morongo Band of Mission Indians
	City of Murrieta
	Orange County Fire Authority
	Pechanga Band of Luiseno Mission Indians

Based upon Management Partners' review of the mutual aid and automatic aid agreements in Riverside County Fire Department, the agreements are virtually identical. However, the agreements do not include provisions for annual reviews by either party. Data regarding these agreements should be tracked in terms of how many responses to calls were provided under each agreement during the year. Several of the agreements are over nine years old (e.g., Orange County Fire Authority agreement dated 1999 and Idyllwild Fire Protection District agreement 2000).

Business Practices

The following sections of the department were reviewed at a high level:

1. Emergency Medical Services
2. Dispatch
3. Fleet
4. Training
5. Fire Prevention
6. Office of Emergency Services
7. Communications/Technology
8. Human Resources
9. Risk Management
10. Purchasing
11. Budgeting and Accounts Payable
12. Volunteer Firefighter Program
13. Performance Measurement
14. Battalion Chief Incident Command Guidelines

Observations about each of the fourteen areas are provided below. These observations were provided prior to the department identifying its goals and strategies in order to assist the department in determining its priorities for attention over the next several years.

1. Emergency Medical Services (EMS)

The Riverside County Fire Department began delivery of advanced life support services (ALS) in the 1980s in communities that could afford to implement the programs. These programs provide a higher level of EMS care, but at a substantially greater cost than a basic life support (BLS) program. Riverside County Fire Department delivers ALS services through firefighters who are cross-trained in ALS level emergency medical training. Now almost every first response engine company provides the ALS level of service.

A battalion chief oversees the EMS operations. This battalion chief reports directly to the Deputy Chief of Special Operations. In addition, this division has a medical director who is a physician who oversees and monitors the EMS program. In addition to overseeing the entire emergency medical services program, EMS operations is primarily responsible for ensuring that emergency medical services personnel have the proper training and certifications. Mandatory training includes annual and biannual training for paramedics to maintain state certifications of paramedics. If there are other EMS immediate training needs identified, this EMS Bureau provides the in-service training to meet the State mandated training standards.

Highlights for Consideration during the Strategic Planning Process

- The significant reduction in staff during the last several years has resulted in the lack of program oversight and proper training for personnel. This has left the department extremely vulnerable to liability exposure. For example, this program does not have a medical professional (nurse educator) to monitor the training program and provide training.

- This division does not have policies and procedures in place regarding routine narcotic inventory control. This exposes the department to significant liability issues.

- The division does not have a system to track certifications, training requirements and state-required continuing education hours. The lack of a proper tracking system also leaves the department vulnerable and open to liability exposure.

- The EMS Bureau does not have records regarding training, complaints and actions taken by the department to resolve EMS issues. A review of one narcotics audit showed that records are routinely missing and accounting for drugs is poorly done.

2. Dispatch

Dispatch Operations are located at the headquarters in Perris. The dispatchers are County of Riverside employees and are supervised by CAL FIRE personnel, captains and battalion chiefs. Dispatch Operations are under the Emergency Command and Control Operations which is under the command of a division chief. This division chief reports to the Deputy Chief of Operations.

Riverside County Fire Department contracts with the following agencies to provide dispatching services:

- Chuckawalla Department of Corrections
- Idyllwild Fire Protection District
- Morongo Indian Reservation
- Pechanga Indian Reservation
- Riverside County Environmental Health

Highlights for Consideration during the Strategic Planning Process

- The existing dispatch facilities are outdated and need to be replaced. In addition, the microwave system is fragile and there is no secondary dispatch system if the microwave system malfunctions. Having a secondary dispatch system is critical for uninterrupted service delivery.

- The current software system is an Altaris System that was purchased in 2005. The current contract with the vendor provides two software upgrades per year to keep the system current. The department is current on the software upgrades of this system. However, there needs to be a backup system in place in the event that a software failure occurs.

- Currently, there are approximately 15 vacancies for dispatchers in RCFD. Department staff reports that filling these positions has become increasingly difficult during the last several years. This is a high number of vacancies for this critical area of the department. The recruitment process, compensation and benefits for dispatchers should be reviewed as they relate to recruitment and retention.

3. Fleet

Fleet services are provided by two facilities. The West facility is located in Perris and the East facility is located in Indio. This division is responsible for maintaining approximately 362 pieces of equipment. Routine maintenance of the fleet is performed by the staff and the RCFD contracts for the major engine and equipment maintenance services.

Highlights for Consideration during the Strategic Planning Process

- The West Facility Fleet Manager position is currently vacant, which has resulted in the East Facility manager being responsible for both facilities (which are approximately 96 miles apart). As a result, he has a total of 16 direct reports.

- The California Highway Patrol (CHP) requires that fleet and maintenance facilities keep detailed maintenance records for items such as brake inspections. The CHP record keeping system is not current at the West facility.

- The West facility appears to be outdated and does not accommodate current technology or RCFD fleet vehicles beyond a certain size.

- Staff reports that the Fleet Division has a high rate of turnover, which means that constantly having to train new staff members costs the department money.   An analysis of the underlying reasons for the turnover should be identified and rectified.

- The vehicle lift at the West facility has not been inspected for several years; This is a safety issue.

4. Training

The Training Bureau is located at the Ben Clark Public Safety Training Facility. The facility is shared with the Sheriff's Training Operations. CAL FIRE also operates the State Fire Academy from this facility. The facility is equipped with a training tower, classrooms, and grounds for practicing firefighting and rescue evolutions from basic training to advanced level training.

The Training Bureau is supervised by a battalion chief who reports to the Deputy Chief of Special Operations. The Training Bureau is responsible for keeping all suppression personnel current on mandatory training requirements such as confined space, first responder EMS certifications, fire officer skills training, and driver/operator training for Engineers, and more. This Bureau is also responsible for the recruit academies and basic firefighting training exercises.

Highlights for Consideration during the Strategic Planning Process

- Training records have been kept manually until recently when a software system was purchased to track training requirements and hours. This new system will assist the department in tracking training by individual to determine when training is needed and the length of time before certifications expire.

- An important issue for the department is the fact that some paramedics are operating without current certifications. In addition, some personnel do not have basic firefighter training certifications; training has lapsed for some staff in the areas of confined space, hazmat and driver-operator training; and, some firefighters are not trained as emergency medical technicians (EMT) Level 1 as desired by the department. Implementation of the new software system and proper oversight of the program will not only reduce the department's liability exposure, but it will save money in overtime from having to pull staff off their assignments and backfill their positions to complete this training. A well planned training program that complies with all of the state and federal requirements will reduce current costs to the department.

- The department does not have a defined professional development training program for staff, which is necessary to ensure that employees have the tools they need to move to the next level within the department.

5. Fire Prevention/Life Safety

The Fire Prevention/Life Safety Bureau is divided into three units: Fire Protection Planning Bureau, Investigation and Enforcement Bureau and the Strategic Planning Bureau. A battalion chief supervises the Investigation and Enforcement Bureau and is responsible for investigations and code enforcement tasks. Deputy fire marshal's and/or battalion chief's supervise the Fire Protection Planning Bureau. These bureau's report to the fire marshal, an assistant chief position which is currently vacant. A battalion chief supervises the Strategic Planning Bureau. This position reports directly to the Fire Chief.

Fire Protection Planning Bureau

The Fire Protection Planning Bureau is led by the Life Safety assistant chief position who reports to the fire chief. There are two deputy fire marshal positions under the assistant chief. A deputy fire marshal is each assigned to the Eastern and Western County areas. One fire protection engineer is assigned to assist both the Eastern and Western areas as needed. There are four assistant fire marshals. One is assigned to each of the two offices (Eastern or Western); one is assigned to the Life Safety Program; and one is assigned to training and special projects.   There are additional positions of fire systems specialists for plan checking and fire system inspectors for new construction fire inspections and life safety inspections.

The Fire Protection Planning Bureau is further divided into three sub-units: Planning, Systems, and Fire and Life Safety Programs. Planning handles the entitlement processes, environmental impact reports, specific plans, plot plans, tract maps, parcel maps, single family residence construction, and commercial and industrial construction. The Systems section handles underground and overhead systems as well as fire alarms. Fire and Life Safety Programs (FLSI) oversees inspection of public schools, hospitals, jails, daycare facilities, skilled nursing and Title 19 inspections.

Highlights for Consideration during the Strategic Planning Process

- While some computer systems are used in this bureau, staff is primarily using a manual record keeping system. For example, project tracking is on paper rather than automated, therefore requiring significant staff time to maintain and search for information. Manual systems are subject to inaccuracy of files, records and accounting of fees and reimbursements. Some staff created their own automated spreadsheets for tracking information. The data those staff are keeping is not accessible by anyone else in the organization or the public/applicants.

- The fee schedule is not current, resulting in the loss of revenues and likely lack of cost recovery for the bureau's work.

Investigation and Enforcement Bureau

The Investigation and Enforcement Bureau provides fire investigation services throughout the County in the peace officer capacity and also provides enforcement services for the Hazard Abatement Unit. Hazard Abatement staff inspect unimproved property for flammable vegetation in the west end of the County where wild land interface issues create a hazard to populated areas. This bureau provides peace officer criminal investigation services to the County and the cooperative partners. These specific employees are given powers of arrest under the Penal Code and require a high level of specific education and training, beyond the specialty training required for the skills required for cause and origin investigation of fire.

Highlights for Consideration during the Strategic Planning Process

- Staff within the Investigation and Enforcement Bureau participates in training with outside law enforcement agencies. This enables them to stay current with Peace Officers Standards and Training (POST) requirements as well as current law enforcement techniques and standards.

- Employees are assigned to this unit for only two years. This limits the ability of the employee to really contribute to the unit's performance, as it can take several years to develop the skills necessary to do the job.

- Depending upon the situation, there are times that two investigators should be assigned to an investigation; however, strong consideration should be given to having investigators conduct initial investigations without a partner so that resources can be better deployed and local law enforcement be tapped for those situations where a law enforcement presence will make the environment safer for the investigator.

Strategic Planning Bureau

The Strategic Planning Bureau (SPB) was created in 2007 to oversee long range planning, facility infrastructure and special projects, led by a battalion chief who reports directly to the Fire Chief. The staffing consists of a fire facilities planner, administrative services analyst and fire captains which are each assigned to Eastern and Western Operational Areas and Special Projects. The Maintenance and Construction personnel consist of a building maintenance supervisor, two lead maintenance carpenters, one maintenance carpenter and one maintenance mechanic.

Staff provides construction and maintenance services; fire facility planning and design; specific plan/area plan review; environmental impact report reviews; review of annexation and incorporation reports; strategic, master and operation plan development; master fire facility inventory; and, data analysis.

In addition, the Strategic Planning Bureau provides regional integrated fire protection services input, including response studies, response mapping, fire station and fire equipment placement analysis and Insurance Service Organization (ISO) Public Protection Classification (PPC) reporting.

The SPB is responsible for all projects within the unincorporated areas of Riverside County and additionally is consulted on projects within the cooperative partner jurisdictions.

6. Office of Emergency Services

The Office of Emergency Services (OES) is supervised by the Deputy Director of Emergency Services, who reports to the Fire Chief. The office is divided into two sections: the Emergency Services Program and Administrative Services. OES was originally established as the Riverside County Office of Disaster Preparedness in 1971. This office was transferred to the Fire Department in 1984 as the Emergency Services Division, and was renamed as the County OES in 2002.

In the Emergency Services Program a supervisor oversees seven emergency services coordinators and one administrative analyst. Five coordinators manage OES functions for the County's cooperative partners and operational areas. Two are assigned to special projects.

In the Administrative Services Program a supervisor oversees six staff members including an administrative analyst, office assistant, administrative services officer and three grant analysts.

There are two Emergency Operations Centers (EOC's). The primary center is in downtown Riverside and another backup facility is in Indio. Riverside's EOC is slightly atypical by virtue of the fact that its operations must be adjusted to reflect the large geographic size of the county and the large population base and diversity with the cooperative partner cities. In Riverside, unlike in many counties, there are a large number of autonomous government units, each requiring varying levels of EOC support. Some cities in the county have their own emergency manager. In other cases, one of the County's emergency service coordinators may be responsible for serving as emergency manager for multiple cooperative partners.

Highlights for Consideration during the Strategic Planning Process

- The OES Section has completed the basic emergency plans for the County.

- Currently there are six vacant OES positions. Three of these vacancies are grant writers. The other vacant positions are an administrative officer, a community outreach position, and a training position. If any of the OES vacant positions could more than cover their costs through grants obtained it would be valuable to fill those positions, potentially on a temporary staffing basis or with a contractor.

- The current Emergency Operations Center (EOC) is inadequate in terms of location, space and technical equipment. For example, there are only 19 computers for 100 on-duty personnel when the EOC is at full alert.

- A major fault line extends through the mountain pass area of the County. Most stations are located on one side of the fault line. If a major earthquake occurred, the department would experience significant delays in reaching impacted areas on the other side of the fault line.

7. Communications/Technology

The communications manager oversees the department's Communications/Technology Bureau and reports to a battalion chief (vacant position) who oversees this bureau. The Communications/Technology Bureau is located at the headquarters facility in Perris and consists of 21 positions with three current vacancies (including the battalion chief). Some of the staff is located in field offices throughout the county. The bureau is also responsible for GIS and the department website.

Highlights for Consideration during the Strategic Planning Process

• Slightly more than 1% of the staff in RCFD is part of the Communications/Technology Bureau. This is low compared with other public agencies, which typically staff IT operations at between 3% and 5% of the total workforce. The small IT staff and distance between County facilities makes the ability to address all of the IT issues in the department a challenge and leaves little time for future planning.

• As many as 25 servers are used to provide information technology support to the department. This does not include the redundant servers offsite for critical functions. Staff is also planning on installing additional servers in the backup EOC and dispatch facilities. This is a large number of servers even for the size of the department.

• The department is using fire station staffing management software called OSS. This software does not support phone-in notifications and overtime shift management.

• The data center is cooled by an in-house HVAC with additional supplemental cooling that has been implemented over the years. The electrical system in the data center was recently upgraded. All of the equipment is mounted in an open communications rack with fire protection provided by a pressurized sprinkler system. The HVAC system provides air conditioning to the building, but it is not designed for computer system use. Overheating of this equipment is common. The department has experienced several incidents a year where the data center overheats due to failure of the current systems.

• The fire protection system in the data center is provided by a pressurized fire sprinkler system. A discharge of water in a data center can result in a loss of millions of dollars in equipment and a serious disruption in service.

8. Human Resources

The RCFD Human Resources function resides within two separate units within the department's Administrative Section. The State Employee Human Resources section is overseen by an administrative deputy chief. The County Administration unit is overseen by a deputy director and services the county employees and reports to the Administrative Deputy Chief.

As reported by the deputy director, the county unit works closely with the County's central Human Resources Department on recruitment and other personnel issues. Because of the functional divisions of responsibility described in the memorandum of understanding between the County and the State of California there is essentially no interaction between RCFD's two personnel units or between RCFD's Administration personnel unit and the County's central personnel function.

Highlights for Consideration during the Strategic Planning Process

- Currently, background checks are required for County positions but not for state positions. Not only is this inconsistent within the same department, it also creates liability issues.

- Turnover and retirement data are tracked for the County employees but not for the state employees. This inconsistency makes it difficult to analyze the department's efforts as a whole regarding recruitment, retention and succession planning.

- The department does not have a succession plan in place for "mission critical" classifications so the department can prepare and plan for future vacancies.

9. Risk Management

The risk management function reports to the Special Operations Deputy Chief and is overseen by a battalion chief, entitled Safety Officer. This bureau includes four staff, consisting of a battalion chief, two captains and an office technician who are responsible for the department's safety and accident prevention program. Incident data are not currently maintained, other than OSHA postings that are currently tracked by the Return to Work coordinator. County risk management has recently begun to involve fire safety staff in annual fire facility inspections.

The Riverside County fire service area is large. As a result, substantial time is required for the three risk management staff members to travel to a site for incident safety investigations or annual equipment or facility inspections. This leaves little time for procedure development and data collection analysis.

Highlights for Consideration during the Strategic Planning Process

- Risk management policies and procedures are not clearly defined and are not integrated into the department. The lack of risk management policies increases the department's liability.

- Risk management data collection, reporting and trend analysis is not being conducted consistently throughout the department.

10. Purchasing

The purchasing staff and the service center staff are part of the Administration Section of the Riverside County Fire Department. The staff members report to the Administration deputy director who reports to the Administrative Section deputy chief. RCFD purchasing staff is responsible for handling all of the purchases for the department working closely with the County's Central Purchasing staff. In addition, the RCFD purchasing staff is also responsible for the operations of the Service Center which provides the supplies and materials to the administration and fire stations for the department throughout the County.

Highlights for Consideration during the Strategic Planning Process

- There is insufficient accountability for property in the Service Center, as evidenced by the inventory that could not be accounted for in the last several years in the year end reconciliations. This has resulted in a financial loss for the department over the years and this could continue if the inventory is not carefully tracked and accounted for.

- The department has inventory software in the Service Center, but it is not being used to the fullest extent possible. All warehouse employees need to be trained on how to use this software.

- Service Center processes and procedures are being implemented inconsistently (or do not exist), which has resulted in stations receiving items that they did not request or not receiving requested items at all.

- Staff reported during our interviews that there are significant delays in obtaining items requested from the Service Center.

- Equipment is given to volunteers from the Service Center. However, when a volunteer leaves the organization the equipment is to be returned to the station where they were last assigned, rather than to the Service Center. As a result, the Service Center does not know where equipment is and ends up purchasing equipment that might otherwise not be needed. All of this is a product of inadequate inventory control practices.

- Purchases are not itemized for budgeting purposes in the department.

11. Budgeting and Accounts Payable

The budget and accounts payable functions for RCFD are the part of the Administration Section. The staff members responsible for these functions report to the Deputy Director of Administration who reports to the Deputy Chief of Administration.

Highlights for Consideration during the Strategic Planning Process

- Divisions within the department do not receive copies of the budget and are not provided quarterly budget reports. As a consequence, division managers do not know how much money they have spent during the year and what is remaining in each account.

- Revenue and expenditure trend analyses and projections are not being prepared on a regular basis. Such analyses and projections, including itemizing expenditures, should be done for planning and management decision making.

- Staff reported that they receive complaints from vendors regarding late payments. Late payments can sometimes result in late fees being paid by the department. The accounts payable process could be examined to determine efficiencies that could be achieved by streamlining.

12. Volunteer Fire Fighter Program

As noted above, Riverside County's volunteer fire service dates back over 130 years. Today, the Riverside County Fire Department has approximately 55 volunteer fire companies with approximately 700 volunteer firefighters who serve Riverside County, including numerous contract cities, and who work with career firefighters to protect the County. Volunteers are trained through the Riverside County Fire Academy which takes place at the RCFD training center. They are provided first responder training, auto extrication, wildland firefighting, and other skills training.

Highlights for Consideration during the Strategic Planning Process

- There is tension between the volunteer firefighters and career firefighters, which prevent the department from operating as a unified organization. The department desires to bring the volunteers into the command and control structure of the County Fire Department to achieve the goals of the department and optimize the effectiveness of having both paid employees and volunteers providing services.

- The volunteer operating policies are outdated. They should be updated to ensure that the volunteers are working with the same procedures and practices as career firefighters.

13. Performance Measurement

Performance measurement is the process of identifying indicators that demonstrate an organization's efficiency and effectiveness in delivering a program or service, systematically collecting data, and analyzing that data to assess program performance. It is a tool for identifying successes and needed improvements, and is a method to gauge customer satisfaction. In the context of customer service, performance measures must also address the interest of the community in providing effective services while protecting individual rights, liberties, and the need for respect.

The use of performance measurement is a key way of assessing progress towards meeting organizational priorities and strategic objectives. It's a way of asking, "Did our efforts and expenditures make a difference and have the desired and anticipated results?" Metrics can help answer the question, "How are we doing?" – not just, "What are we doing?"

Tracking key indicators and analyzing where performance is and is not meeting objectives forms the foundation of process improvement. The regular analysis of performance measurement information enables managers to make informed decisions about changes needed and progress in meeting objectives. Best management practices include the use of metrics in:

- Making resource allocation decisions
- Evaluating service effectiveness (quality and efficiency)
- Assessing and improving customer satisfaction
- Focusing and increasing accountability
- Identifying emerging issues and problems
- Tracking positive or negative trends
- Serving as the basis for policy and practice changes
- Comparing and benchmarking with other agencies
- Educating, informing and communicating improvements and successes

Understanding that budget allocations should be tied to policy goals and objectives is strategically critical for any governmental agency. This is especially true in the face of constrained revenues, which are not likely to change in the mid- or even long-term. Therefore, whether or not a formal performance budgeting system is instituted, performance measures provide department and management staff with critical operating information. Performance measures enable staff to develop solid budget justifications, either by demonstrating program effectiveness or demonstrating a gap between needs and service levels. This, in turn, ensures that short-term resource allocation decisions are consistent with long-term goals and objectives. Examples of sample performance measures for the RCFD are included in Attachment E.

14. Battalion Chief Incident Command Guidelines

In large departments, such as the Riverside County Fire Department (RCFD), battalion chiefs typically have four primary work responsibilities.

- Administrative duties supervising station crews (typically five or six stations)
- Emergency response and incident command responsibilities for "working" alarms in their battalion area
- Backup response to an adjacent area to serve as sub-command or safety officer or other supporting position
- Department staff support, such as oversight of breathing apparatus maintenance, truck replacement planning, and emergency medical services quality assurance

The RCFD service area covers 7,057 square miles and is divided into 17 battalions. This means that each battalion is geographically very large, which makes it challenging for the assigned battalion chiefs to respond to calls and address their other duties.

Battalion chiefs work a 72 hour shift with 96 hours off and are often assigned to cover two battalions. They typically sleep at their home, which by department policy must be within a 30 minute drive of the outer boundary of their assigned area. In reality, it may take them as long as 45 minutes to respond to a call. When there are simultaneous alarms, which occur frequently, the battalion chiefs cannot arrive on scene until well after the first engine company arrives. According to industry best practices, a battalion chief should arrive on scene for a "working alarm" in his or her assigned area within 10 minutes of the arrival of the first engine company to be the incident commander. Because of the geography, covering more than one battalion at a time, multiple calls, and other duties, achieving this standard in RCFD is challenging.

One way to improve battalion chief incident response time, ensure manageable station and crew oversight, ensure sufficient coverage for shift days-off and multiple alarms is to redraw the boundary lines to reduce the size of the existing battalion areas. However, that would result in additional battalions and the need for additional staff. Given the difficult economy and the financial situation the state and all local governments are faced with, this solution is impractical.

In order to ensure that there is a trained incident commander at the scene within 10 minutes of the arrival of the first engine company to direct the operations, the RCFD should adopt a Standard Operating Procedure (SOP) which states that if the area Battalion Chief cannot be at the scene within approximately 10 minutes of the arrival of the first engine company, the company captain, who is the interim incident commander, must assume the full incident command function until relieved by a higher ranking officer. The department also needs to include incident command training as part of the training program for all department captains to ensure that staff is properly trained to carry out this function.

CONCLUSION

The Riverside County Fire Department has taken an important step in developing this Strategic Plan. The department has agreed upon a mission, vision and values through this process. In addition, priorities led to the creation of goals that will serve the department well into the future. Specific strategies, each of which is measurable, have been created to move the organization forward. Each goal and the strategies associated with each goal have been incorporated into an implementation action plan. The continued commitment from the department staff to implementing the goals and strategies is critical for successful implementation of the strategic plan.

The RCFD is fortunate to have a staff that is committed to providing effective and efficient services to the communities they serve. This strategic planning process is critical to establishing the goals and priorities to keep the department moving forward now and in the future.

ATTACHMENT A – IMPLEMENTATION ACTION PLAN

Goal 1: The Riverside County Fire Department seeks fiscal sustainability to ensure uninterrupted services.

	Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
1.	Update and maintain the fee schedule for all fees charged by the department to ensure they capture the full cost of the services provided, to the extent that County policy permits full cost recovery.	• Hire consultant (bi-annually) • Evaluate all fees • Update fees annually	Senior Accountant	None	• County Executive Office • County Counsel • Board of Supervisors	Funding needed for consultant	Start project immediately and complete by July 2011	• Fee study completed annually • Percent of fees with full cost recovery
2.	Develop and implement annual revenue and expenditure projections for the next five years to forecast future budgets so that if corrective actions are necessary they can be taken as early as possible.	• Establish a committee to develop the financial projections • Determine data points to analyze • Ask for input from cooperative partners • Complete analysis	Administration Deputy Chief	• Cal Fire • Cooperative Partners	• Staff analyst • All field deputy chiefs, division chiefs, battalion chiefs, strategic planning staff, all bureau managers	None	FY 2009 -2010	• Completed analysis • Information distributed to key players
3.	Establish a process for examining costs and cost increases in all areas of the department to identify new ways to contain costs and increase cost efficiency.	• Identify sections to be audited and reviewed • Establish a committee to review expenditures • Determine level of audit • Complete audit • Analyze the information	Administration Deputy Chief	None	Deputy Director of Administration	None	FY 2009 -2010	Percent change in costs by budget category
4.	Establish an internal program where we can manage our own projects, purchases, facilities maintenance and communication programs.	• Identify resource needs • Obtain Board approved • Prioritize	Administration Deputy Chief	Varies by need	• Deputy Director of Administration • Other staff based on need	Varies by need	FY 2009 -2010	Percent of budget savings
5.	Develop and implement a method of recovering costs for EMS service delivery and supplies to reduce costs to the County.	• Establish a stakeholder committee • Define billable services • Establish a fee schedule • Determine software capabilities to implement system	Emergency Services Deputy Director	• AMR • County Health • Billing Agency	• EMS Battalion Chief	Software Costs	FY 2009 -2010	Percent of revenue covered by fees

Goal 2: The Riverside County Fire Department seeks to have well-trained and certified individuals to enable the department to carry out its mission and all responsibilities.

	Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
1.	Develop a standard of cover analysis and report to establish the proper staffing levels required to meet current and projected operational needs.	• Define proper type and amount of staffing on all equipment and adequate regional reserve to meet standards of cover • Develop a plan • Review draft plan with staff • Make changes based on input from staff	Strategic Planning Battalion Chief	None	Training Bureau Union	None	FY 2010 -2011	Percent change between actual staff and identified staffing needs
2.	Develop and implement a training and certification program for new sworn hires and existing personnel, including volunteer firefighters, to ensure that all required certifications are completed on a timely basis, that personnel have the expertise expected to do their jobs, and that risk management issues related to carrying out duties are fully communicated to employees.	• Merge existing certifications and training requirements into a basic County fire fighter training program • Develop new program • Review draft program with staff • Make changes based upon input from staff • Implement the plan	Training Battalion Chief	None	Training Staff Volunteer Manager	Unknown	FY 2010 -2011	Percent of employees, by type, meeting minimum training requirements.
3.	Implement and maintain a training tracking system to ensure that all training provided to department members is consistently recorded and that required training certificates remain current (e.g., confined space, hazmat, driver-operator, EMT, paramedic, and other certification mandates).	• Analyze in-house software system to determine resources available • Obtain needed resources • Implement new training tracking system • Continue to evaluate	Training Battalion Chief	None	• EMS Bureau • Information Technology	Need grant funds for new equipment	Immediately	Percent of trainings recorded within two weeks of completion
4.	Develop and implement a mentoring, career development and succession plan that ensures the department has individuals who are motivated and eligible for higher level positions, with particular focus on executive and senior manager ranks.	• Revise training matrix to allow for career development component in addition to minimum training • Train staff on the mentoring program • Develop a succession plan • Implement the succession plan	Administration Deputy Chief	None	Executive Staff	Unknown	FY 2010-2011	Percent of employees with a career development plan
5.	Establish an ongoing supervisory training program that includes training in policy implementation and departmental business practices, operational supervision, and methods of identifying and managing risks, as well as strategies and tactics for fire combat.	• Enforce attendance of supervisors at supervision 1,2, 3, 4, and 5 classes • Look at third party consulting for additional classes	Training Battalion Chief	None	Administration	Possible grant funding	FY 2010-2011	Percent of eligible employees attending supervisory classes
6.	Create an effective means of recruiting and retaining personnel for functions experiencing high turnover and difficulty in recruitment (e.g., dispatch, fleet maintenance).	• Establish a career development ladder with ability to move laterally within the department • Analyze current recruitment efforts and identify new recruitment opportunities • Analyze positions with high turnover	Administration Deputy Chief	County Human Resources Department	Operations Deputy Chief	Unknown	FY 2010-2011	Percent change in turnover rate

Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
7. Establish expectations, policies and business practices for hiring, training, supervising and utilizing volunteer firefighters to ensure they are providing services consistent with expectations and needs, and to ensure risks are managed related to their role in operations.	Defer pending County Counsel direction	Defer pending County Counsel direction	Defer pending County Counsel direction	Defer pending County Counsel direction	Defer pending County Counsel direction	Defer pending County Counsel direction	Defer pending County Counsel direction
8. Establish fire prevention training classes for fire suppression personnel.	• Develop consistent standards • Provide training • Develop a policy for inspection standards • Develop long range plans to address fire prevention	Administration Deputy Chief	None	• Training Bureau • Fire Prevention Planning & Engineering	Unknown	FY 2010-2011	Percent of trainees identifying at least 95% of hazards during inspections (based on random sample by supervisors)

Goal 3: The Riverside County Fire Department seeks efficient and effective performance in our operations, measures our performance, and continuously improves our work methods.

Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
1. Create and implement a consistent procedure for investigating and reporting customer service complaints and ensuring appropriate follow up to improve quality, protocols, and minimize risks associated with the services.	• Establish stakeholder committee • Develop procedure to receive and process the complaints • Develop a process to evaluate the complaints • Develop a regular reporting system and follow up procedures	Special Operations Deputy Chief	• EMS • Union	Representatives from all functions	None	FY 2009-2010	Percent of complaints receiving follow-up calls
2. Evaluate an emergency medical services dispatch protocol, with a supporting cost/benefit analysis, that measures current performance with the anticipated benefit and compliance with state requirements.	• Establish stakeholder committee • Hire staff • Locate and purchase software • Train all staff • Review statistics to evaluate results	Special Operations Deputy Chief	• Emergency Medical Services Authority (EMSA) • Riverside County Emergency Medical Services (REMS)	Need Emergency Command Center (ECC) staff level increase	• Possible grant funding • Riverside County Emergency Medical Services (REMS)	FY 2009-2010	Percent of time dispatch protocols match state requirements (based on random sampling)
3. Update all of the administrative policies and procedures throughout the department and provide training to all department staff about the updated policies.	• Determine policies and procedures to be updated • Update policies and procedures • Train staff on the new policies and procedures • Update annually	Administration Deputy Chief	None	Executive staff	None	FY 2009 -2010	Percent of policies and procedures that are updated
4. Update and maintain disaster plans.	• Update station disaster plans • Adopt revised disaster plans • Train staff on updated plans	Emergency Services Deputy Director	None	Station captains	None	Immediately	Percent of station disaster plans updated annually
5. Establish and implement a set of department-wide expectations and responsibilities for all battalion chiefs to ensure that services are delivered and business policies are followed on a consistent basis.	• Update and adopt a revised policy manual • Ensure State Position Essential Functions Duty Statement (PO 199) is consistent with positions • Establish clear goals and expectations for each position	Administration Deputy Chief	Union County Human Resources	Executive staff	None	FY 2010 -2011	Percent of battalion chiefs meeting or exceeding expectations
6. Rewrite the Volunteer Fire Company Operating Manual to ensure that it contains appropriate hiring practices, operational policies, and expectations for volunteers so that they are operating within department expectations.	• Develop a stakeholder committee • Revise manual	Special Operations Deputy Chief	None	Volunteers	None	In process	Percent of the volunteer operating policies that are updated

Goal 4: The Riverside County Fire Department is committed to maintaining a strong relationship with its cooperative partners and providing cost effective services while maintaining the highest level of customer service.

Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
1. Engage the cooperative partners in modifying the basic contract to clarify all provisions, make costs transparent and provide implementation updates on a regular schedule.	• Develop detailed schedules for all cost allocations. • Improve invoice and expenditure list for direct bills	Administration Deputy Chief	Cooperative Partners	• Administrative Director • Fiscal Manager • IT • County Finance • Executive Office	None	FY 2009 -2010	New contracts implemented
2. Engage the cooperative partners in creating a mechanism for determining the type and level of division chief and the duties of the division chief and other support services to be provided as part of the contract.	• Meet with each city manager to discuss their expectations of the division chiefs • Prepare draft plan • Review draft plan with the cooperative partners • Implement the plan	West and East Operations Deputy Chiefs	Cooperative Partners	Executive management	None	FY 2011 -2012	Levels of service with the cooperative partners have been determined and implemented consistently. Percent of cooperative partners who participate in meetings with the RCFD to discuss the division chief duties
3. Establish methods to obtain feedback from cooperative partners about services, costs, contracts and other issues of concern to resolve issues on a timely basis.	• Maintain and refine quarterly partnership meetings • One meeting requesting elected officials attendance per year • One meeting requesting city manager's attendance per year	Fire Chief	Cooperative partners	Field Battalion Chief's, Deputies, and Deputy Director and staff	None	FY 2009 -2010	Meetings held Percent of cooperative partners rating the services they receive as good or excellent.

Goal 5: The Riverside County Fire Department seeks to ensure that effective and efficient support services are in place to support the mission of the department.

	Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
1.	Conduct an assessment of the department's staffing (including number and mix of sworn/non-sworn employees) and organizational structure of the department's administrative functions to identify improvements that will ensure efficient and proper administration of departmental business responsibilities.	• Conduct semi-annual meeting with representatives of all bureaus/divisions • Identify current structure of bureaus/divisions • Identify function needs of bureaus/divisions • Conduct a comparison study with other agencies and departments • Develop an administration to operations staff ratio	Administration Deputy Chief	County Human Resources	• Staff analyst • Bureau Managers • Division Managers	Unknown	FY 2009 -2010	Percent of projects that are completed on schedule
2.	Establish new policies and procedures for purchasing and dispensing materials and supplies at the Service Center, provide training to department staff, enforce the new policies and procedures, and conduct regular audits to control costs and minimize risk of loss.	• Determine staff and classification needs • Develop new policies and procedures • Determine audit controls • Evaluate the need for multiple service centers	Administration Deputy Chief	County Human Resources and County Central Purchasing	County Admin. Deputy Director	Funding based upon require staff	FY 2009 -2010	Percent reduction in inventory loss
3.	Implement consistent hiring practices between the state and County Human Resources to ensure that all employees have the same requirements, including consistent background checks.	• Discuss with State and County Human Resources and unions • Determine consistent policy areas • Obtain approval • Implement changes in hiring practices	Administration Deputy Chief	County Human Resources	Human Resources Staff	Unknown	FY 2009 -2010	Percent of state and county employees receiving pre-employment background checks
4.	Implement cost-effective means of seeking out and applying for grants to increase funding for the department.	• Support grant section of Office of Emergency Services • Grant checklist to evaluate benefits and implementation	Emergency Services Deputy Director	County Counsel	OES Staff	Staff costs and training costs	FY 2009 -2010	Percent change in the number of grant applications submitted
5.	Establish streamlined procedures for efficiently tracking vendors, contracts and paying bills on a timely basis.	• Evaluate the current process • Identify areas of improvement and how to accomplish the improvements	Administration Deputy Chief	• County Dept. of Finance • ACO	County Administration Deputy Director	None	FY 2009 -2010	Percent of payments to vendors made within 30 days of receipt of invoice
6.	Create a mechanism for engaging division managers in developing the annual budget and providing approved budgets to division managers within a month after budget adoption.	• Establish a budget committee • Work with committee to develop the budget	Administration Deputy Chief	None	County Administration Deputy Director	None	FY 2010-2011	• Percent of division manager budget meetings held each year • Number of division managers provided with a copy of the quarterly budget report within 30 days of issuance

Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
7. Create and implement a new tracking, inventory control, reporting and auditing system to ensure that all drug purchases and supplies are disbursed appropriately, accounted for, and that risks of loss are minimized.	• Establish a committee to develop draft procedures • Obtain executive approval • Train staff on policies and procedures • Implement new policies and procedures	Administration Deputy Chief	None	• Special Operations Deputy Chief • EMS Battalion Chief	Unknown	FY 2009-2010	Percent of audits conducted on schedule

Goal 6: The Riverside County Fire Department seeks to have well maintained facilities, equipment, technology and apparatus that enable personnel to perform their jobs safely and efficiently.

	Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
1.	Create a fire station location methodology and plan that guides the location of fire stations based on objective criteria.	• Determine process • Obtain approval from executive staff and Board of Supervisors	Strategic Planning Battalion Chief	None	GIS Staff	None	In process	Plan adopted and implemented
2.	Conduct an assessment of and create a ten-year plan for facilities other than fire stations (including emergency operations center, training facilities and administration) to meet the needs of the department.	• Determine list of facilities • Assess current facilities • Define needs • Develop ten-year plan	Strategic Planning Battalion Chief	Cal Fire	None	None	In process	Percent of facilities updated
3.	Create and implement a ten-year equipment and apparatus replacement schedule that considers all relevant factors (e.g., maintenance costs, replacement costs, reliability and funding sources).	• Form a committee to determine needs • Determine and identify criteria on equipment list cycles • Determine software needs • Evaluate staffing needs based upon new program requirements • Develop plan	West and East Operations Deputy Chiefs	None	• Information Technology • Fleet	None	FY 2009-2010	Percent of vehicles and equipment replaced as scheduled
4.	Create and implement an electronic system to accurately track repairs, preventative maintenance, and condition of apparatus and equipment in order to comply with state requirements, improve cost effectiveness of the fleet.	• Form a committee to determine needs • Determine software needs • Develop and implement system	West and East Operations Deputy Chiefs	None	Fleet	Unknown	FY 2009-2010	• Percent of vehicles and equipment receiving preventative maintenance as scheduled • Cost of maintenance per vehicle
5.	Assess technology and data center needs of the department now and during the next five years and create a plan to meet those needs (including prioritizing needs and funding sources).	• Develop a task force to determine needs • Analyze needs for next five years • Prioritize the needs • Obtain approval for priorities and plans	Administration Deputy Chief	None	Information Technology	None	FY 2009-2010	Completed plan
6.	Obtain a new backup system for dispatch to ensure continuity of service in the event of power disruption.	• Identify new system needs • Determine funding source • Order and install backup system	Emergency Services Deputy Chief	Cal Fire	Information Technology	$400,000	FY 2009-2010	Installation of new backup system
7.	Evaluate and obtain an electronic tracking system (that is implemented system wide) for the receipt, tracking, storage, and approvals of fire prevention plan checks, inspections and hazardous occupancy inspections to increase the service level provided to the customer and increase the efficiency and effectiveness of fire protection planning.	• Determine needs • Develop an RFP for the electronic tracking system • Select and install new system	Eastern Operations Deputy Chief	None	• Fire Prevention • Information Technology	General Fund – Cost Unknown	FY 2009-2010	Increased service levels

Strategy	Key Implementation Tasks	Lead Responsibility	Other Agencies Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline Note the year to start and year to complete	Success Indicators (How impact or result of this strategy will be measured)
8. Review the location, space and technical equipment and operational protocols in the Emergency Operations Center to ensure services can be delivered in the event of an emergency.	• Establish a stakeholder committee to review the Emergency Operations Center location and equipment • Determine the deficiencies • Prioritize the needs • Complete the revisions based upon the available resources	Emergency Services Deputy Chief	None	Information Technology	Unknown	FY 2011-2012	Review and improvements made to the Emergency Operations Center

Management Partners, Inc.

ATTACHMENT B – RCFD FIRE STATION LOCATION

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

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

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

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ATTACHMENT C – EMPLOYEE SURVEY RESULTS

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

Overview
Survey Distribution: March 2009
Total number of respondents: 304 out of 1,252 employees, or 24%

Positions: *Total Response - 277*
62.1% of the respondents are Line Staff
25.6% of the respondents are mid-Management Staff
8.3% of the respondents are Office Staff
4% of the respondents are Management Staff
Experience: 69% of the 248 employees that responded to this question have more than 10 years experience

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

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

1. Staffing Levels

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

Employee Safety Focus Areas

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

2. Employee Safety

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

Employee Skills and Training Focus Areas

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

3. Employee Skills and Training

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

Technology, Facilities and Equipment Focus Areas

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

4. Technology, Facilities and Equipment

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

Technology, Facilities and Equipment Focus Areas

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

5. Organization, Support Services and Technical Response

	Strength	Weakness	Opportunity	Threat	Response Count
Teamwork within Riverside County Fire Department	**40.0% (114)**	24.9% (71)	22.8% (65)	12.3% (35)	285
Size/complexity of the organization	**48.6% (136)**	17.1% (48)	26.8% (75)	7.5% (21)	280
General, department-wide communications	29.0% (81)	**33.7% (94)**	21.1% (59)	16.1% (45)	279
Empowerment to make decisions	**32.5% (91)**	30.4% (85)	22.5% (63)	14.6% (41)	280
Communication between management and volunteers	10.9% (28)	**32.7% (84)**	26.1% (67)	30.4% (78)	257
Radio communication	**41.2% (110)**	23.6% (63)	21.0% (56)	14.2% (38)	267
Communication between fire stations/contract cities	**44.2% (115)**	23.5% (61)	26.2% (68)	6.2% (16)	260
Timely provision of supplies to stations	6.7% (18)	**48.9% (132)**	12.6% (34)	31.9% (86)	270
Inventory Control Process in Service Center	1.5% (4)	39.9% (108)	12.2% (33)	**46.5% (126)**	271
Availability of Supplies from Service Center	1.4% (4)	41.3% (114)	8.3% (23)	**48.9% (135)**	276
Department Policies and Procedures	29.2% (81)	28.9% (80)	**31.0% (86)**	10.8% (30)	277
New Employee Orientation	11.6% (32)	**42.4% (117)**	27.2% (75)	18.8% (52)	276
				answered question	**287**
				skipped question	*17*

Customer Service Focus Areas

- Volunteer fire fighter program

6. Customer Service and Community Involvement

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

7. Areas not covered in the survey:

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

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

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

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

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

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

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

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

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

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

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

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

8. Additional Strategic Planning Issues to be Considered:

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

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

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

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

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

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

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

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

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

-This department needs an education pay program. We have people who cannot read or write past the 6th grade level. -These same people cannot fill out a burn permit the right way, and they cannot do a fire report that does not look like a 10 year old did it. Then someone goes to college and gets an AA or BA degree. This employee does a great job and spreads his knowledge to others and one's paper work is done correct the first time, but there is no reason for that employee to spend their own time and money to get that college degree because the department does not care if your educated or not. There is no 2 percent education pay raise like most other departments. So instead, people refuse to go to college, and will continue to produce 6th grade skill on behalf of the department. |

#	Comments
	- We need time to train. -A location to train, NOT THE STORE PARKING LOT. -We need an education bonus program (NOT JAC, WASTE OF TIME AND MONEY!!) -With our cut in pay on top of being one of the lowest paid departments in the region, bad shifts, and cut in overtime, there is little reason to continue to work here. We need to give the staff a reason to stay because there are many people looking to leave. Almost any other department will have less work days (2 days less per month) and more pay. Do the math and where would you want to work? -We give paramedics 8 or 10 percent monthly pay increase above all others, and the paramedics get a yearly bonus of something like 6-8 thousand dollars. They tell us it's to help keep them here, a retention pay program of sorts. How about trying to retain everyone. It's not just the paramedics that are about to leave. It's everyone! Why should the 2 year paramedic make more than the 6 year non paramedic working the same job? All it does is make people mad and kills morale! This department is losing everyone; let's start to make efforts to keep all of them not just the pampered paramedics.
71	Stop taking Mitigation Money from new growth to replace and repair old infrastructure (stations and equipment). This practice is against the Brown Act!
72	Identify departmental priorities and support them. Often times, we are bludgeoned over improper paperwork, while fire ground operations are not held to a high standard. What are our priorities? Paperwork? Politics? Or providing the highest level of CUSTOMER SERVICE?
73	Is the direction of our unit the same as the rest of the state? Riverside unit thinks Quite differently than the rest of CAL FIRE. Is the rest of the state holding us back from where we would like to go?
74	New engineers are not departmentally trained for each type of engine that the county fire department has. Orientation as it relates to Riverside County is nonexistent.
75	We need to have specific's outlined from management. Like union issues, meet and confer, moving a BC and they hear it from the Firefighter. Executive meeting information does not get forwarded to BC.
76	Having the Fire Chief's office in or around the same area of the County board of Supervisors. (The Sheriff of the County is an elected official and his office is less than one block from the County administrative Center. Our Chief is way out in Perris. Why? Being closer as a department head will strengthen relationships and trust for the fire department. I'm the County board would welcome our chief to be closer to them.

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

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

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

#	Comments
98	POLICY 1. set expectations through policy 2. train to the expectations 3. enforce the expectation This needs to be applied at all levels, station management, engine management, internal department management; from entry level to chief officer we need to be held accountable. Example: if the policy is for the temperature to be set at 80 degrees then it is that everywhere.
99	Saving costs....we must re-think our business practices...I believe if we took a serious look at this, change the way we approve and do purchasing, make people accountable, give them the tools needed to be effective... the effects would change to whole picture of the entire department
100	The fire department's radio system needs to be updated so the radios can communicate to the outside of the large building throughout the county. Also, all radio frequencies need to be on the repeater system. These deficiencies will someday lead the death of a firefighter or firefighters.
101	Emergency Command Center (ECC) staff have outgrown the ECC. We are adding additional frequencies and dispatchers, but don't have the radios, phones, positions, and room to support them.
102	Volunteer Fire Companies and how they are managed and currently operate. 5 year department planning procedures

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

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

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

#	Comments
117	In the current recession that we are experiencing I am sure that most departments are having a lowered state of moral and that is to be expected. Although in this department it seems that pay/days off, equipment and other company specific benefits are removed and taken away with no form of repayment of replacement. This doesn't show the employees that there is any form of support for all of our efforts. In a department with so little it is great to know that as a team we do not hinder performance of customer service with so little. There is absolutely no assistance to further any form of education and obtain a degree of any sort. The union seems to be for the employer and not the employee, taking more and more money but not there to support those whom fund them. Employee retention is difficult and it seem that folks come to the department and get the training and experience and then go to work somewhere else for better opportunities. I love my job and have decided that I will remain here for the long term but I would hope that it is in my best interest to remain faithful and loyal.
118	Earthquake procedure & plan; stability & operations of alternate ECC's; disaster planning for communications
119	Creation of battalion utility drivers (volunteer or seasonal) to help handle routine logistics missions between fire stations and support locations.

Creation of Patrol companies staffed by Division Supervisor qualified Fire Captains to be deployed in high-risk State and Local Responsibility Areas during planned staffing patterns may help with initial attack.

Create a program for Chief Officer evaluation by subordinates to create accountability for strengths and weaknesses at the supervisor level, and improve performance.

Create exchange program with other fire departments of similar size/scope for Captains/Chief Officers to allow for different perspectives to ultimately improve our delivery.

Create month long training detail assignments for employees to shadow their supervisor as an observer to further mentoring for promotion. |
| 120 | Office location and space allocation |

#	Comments
121	Attention and focus on Public Affairs Information and Education. The PIO Bureau is small and needs to grow with the department, with this comes the development of a more modern user friendly department website. Public education is a huge problem the department needs to take a serious look at funding resources to fund a full time education bureau that will focus on public education and senior education programs as well as new fire safety education programs for school age children. RVC Fire is a contract through CAL FIRE as such it has limited ability to change or make decisions on the overall operation of the department, especially for hiring, promotions, transfers etc. RVC Fire is now over due for a new Headquarters building the current HQ is out dated and overcrowded.
122	Volunteers are too much work when you combine their work with paid staff work. Bottom line...paid staff is responsible for volunteer work if not completed by the volunteers.
123	Auto aid to further enhance our strategic planning. Rather than opening a new 5 million dollar station in a pocket of county land surrounded by a non contract city or on the other side of the street from the a city department within 1 mile radius of their station. I think auto aid would increase PR with all parties and save the counties and cities money then and now. It would also increase interagency familiarization as well.
124	IDP's not completed annually. If one fails the FFA or FAE academy they should not be sent to the academy until next testing. Six times for one employee is a joke. BC's should be more involved with training and less with mail runs. Hire a sch. C employee for that or use the service center folks. BC's need to supervise emergency ops not chase down toilet paper and mops. Give them the chance to develop strong fire ground tactics and to praise and discipline the ground pounders. Also I am against and will not allow unqualified personnel to ride on a truck without proper training. e.g. truck academy river/flood, trench, confined space, RS1 and LARRO. Why? Here is your answer, "my firefighter is not trained to perform a swift water rescue and I do not need Cal-Osha and/or a lawyer suing me because my department failed to provide training. Overall, RRU has dodged numerous bullets. Too many near misses due to lack of training, supervision or just plain follow-up by supervisors.
125	What is RVC's strategic plan? If there is one shouldn't the employees know about so we could be supportive of it?
126	I think we should get a 4-0 staffing level to provide better customer service/ county and city contracts. 2. We need to get more mechanics to work on our fleet in a timely manner. 3. Get rid of all open cab engines and have reliable reserve equipment.

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

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

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

ATTACHMENT D – VOLUNTEER SURVEY RESULTS

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

Overview
Total number of respondents: 92 out of 738 volunteers, or 12%.
Experience: 28% of the 80 volunteers that responded to this question have more than 10 years experience

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

Staffing Level Issues Focus Areas

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

1. Staffing Levels

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

Volunteer Safety Focus Areas

- None

2. Volunteer Safety

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

Volunteer Skills and Training Focus Areas

- Technical expertise of volunteers

3. Volunteer Skills and Training

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

Technology, Facilities and Equipment Focus Areas

- Adequacy of planning for the replacement of vehicles

4. Technology, Facilities and Equipment

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

Organization, Support Services and Technical Response Focus Areas

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

5. Organization, Support Services and Technical Response

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

Customer Service Focus Areas

- None

6. Customer Service and Community Involvement

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

Open-ended questions (Areas not covered in survey)

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

Open-ended questions (Specifics)

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

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

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

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

25

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

ATTACHMENT E – PERFORMANCE MEASURES EXAMPLES

Program: ***Emergency Services***

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

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

	OUTCOME/EFFECTIVENESS MEASURES	Baseline Data FY 2008-09	Current Year Data FY 2009-10	Target	Comments/Definition

1	Percent of emergency calls responded to within ___ minutes from dispatch to arrival on scene:
	 ● By station
	   - ALS equipped unit
	   - BLS equipped unit
	   - Code 1 fire suppression
	 ● Overall
	   - ALS equipped unit
	   - BLS equipped unit
	   - Code 1 fire suppression				

2	Percent of structure fires responded to within ___ minutes from dispatch to arrival on scene ● By station ● By call type ● Overall				
3	Percent of fire-related incidents involving firefighter injuries				
4	Average time from call notification until time en route (chute time)				
5	False alarms as a percentage of total runs				
6	Percent of fires contained to room of origin				

Management Partners, Inc.

Riverside County Fire Department
Strategic Plan

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

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

KEY WORKLOAD MEASURES	Baseline Data FY 2008-09	Current Year Data FY 2009-10	Target	Comments/Definition
1	Number of emergency calls responded to with __ minutes of dispatch to arrival on scene: • ALS equipped unit • BLS equipped unit • Code 1 fire suppression				
2	Number of structure fires responded to within __ minutes of dispatch to arrival on scene				
3	Total number of emergency calls responded to				
4	Number of firefighters injured in fire related incidents				
5	Number of fire related incidents				
6	Total number of runs made				
7	Number of incendiary or suspicious fires				

Management Partners, Inc.

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

Program: ***Emergency Management***

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

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

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

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

	KEY WORKLOAD MEASURES	Baseline Data FY 2008-09	Current Year Data FY 2009-10	Target	Comments/Definition
1	Number of sirens tested				

2	Number of times the EOC is activated
	   Level I
	   Level II
	   Level III				

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ATTACHMENT F – RCFD FIRE STATION LOCATION METHODOLOGY

Riverside County Fire Department
Strategic Planning Bureau
Facility Planning/Response Study
(Prepared by: Riverside County Fire Department February 2009)

Issue

Establishing appropriate facility placement based on adopted Master Plan service and response goals in coordination with the Riverside County Fire Department Standard Response Plan Policy.

Background

The Riverside County Fire Department adopted a Fire Protection Master Plan in 1987. The Master Plan established response criteria utilizing several different categories foundationally based from ISO and NFPA standards. The County is divided into four land use designation areas:

- Heavy Urban
- Urban
- Rural
- Outlying

Each land use designation is broken into individual categories relating to fire control goals:

- Fire station location
- Suppression initiated
- Full assignment in operation
- Initial attack fire control

There are minute values assigned to each land use designator. The values are currently in place through adoption; however, there have been internal adjustments based on new information, operational needs and technologies.

Problem

While the adopted Fire Protection Master Plan created standardized guidelines for response and station locations, the information was largely based on available documents and references from the 1980s and prior. Current technology, equipment and dispatch policies have advanced and created the ability to extend spatial distance between facilities. Concurrently, commercial/industrial and residential developments have seen an increase in floor area ratio to land and high density residential, which increases response times because of increased traffic and disadvantageous street design that create inherent circulation issues. The use of concentric circles does not reflect accurate facility placement and while this was common practice in the past, current GIS technology affords accurate application.

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

Fiscal Impact

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

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

Methodology

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

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

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

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

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

Recommendations

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

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

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

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