
CITY COUNCIL SURVEY

- A) **List five areas of concern which you would like the Fire Department Master Plan to address and prioritize them:**
- 1)
 - A contract that everyone understands
 - Ability to meet current and future public safety needs
 - Available manpower during all times of the day
 - Be sure there are available personnel to respond to calls, regardless of time of day
 - Plan for financing of new stations
 - 2)
 - A safe working environment
 - Appropriate response times
 - Assure that Evans will always be able to provide its own fire service
 - Improve working relationship with police and other agencies: stigma with the word volunteer means lacking professionalism, lack of respect, and so on.
 - Response times are within acceptable standards
 - 3)
 - Adequate financial resources for equipment replacement
 - Assess value and/or liabilities of intergovernmental agreements in regards to rescue service.
 - F.D. Board = work with city and volunteer related issues, communication, etc.
 - Good, worthwhile training with a safe working environment
 - Possibility of additional fire station in western growth area and funding for this station
 - 4)
 - Accountability = Chief and all parties.
 - Add Station #3
 - Adequate training
 - Future facility location
 - Public Safety education
 - 5)
 - Continuation of working intergovernmental agreements with neighbors possible merge with Union Colony.
 - Customer service
 - Get ahead of growth
 - Impact study if the city didn't have agreement with volunteers, paid vs. volunteer, etc.

B) List five of your values (as a member of the City Council), which you would like the Master Plan and the planning process to encompass (e.g. "We value human life," "We value participation by the Department's employees," "We value customer service," "We value cost effective service," etc.) and prioritize them:

1)

- I value the ability to provide quality public safety protection with minimal cost to the community.
- I value the lives of our volunteers more than anything else
- Value the commitment of the volunteers and staff
- We value human life.
- We value human life.

2)

- I value diversity in professionalism, enabling fire department variety in ways to meet the changing needs of our community.
- I value our customers (1) our volunteers, (2) our taxpayers and visitors to the city
- Value the quick response to emergencies
- We value compassion.
- We value public safety.

3)

- I believe we need to get ahead of growth with a sensible infrastructure
- I value public perception of the city and those who provide service to it.
- Value the recognition of fire department as to national ratings pertaining to homeowner's and business insurance rates
- We value independence.
- We value solid public relations centered around exceptional customer service.

4)

- I believe we need to continue to support our volunteers
- I value volunteerism, the commitment and devotion of people caring for other people and community.
- Value the input from fire department in planning process
- We value community spirit.
- We value cost effectiveness of the service provided.

5)

- I believe the volunteers need to be held accountable for the equipment vehicles and money we provide them with.
- I value having a good working relationship with all parties involved. A partnership for the good of the community.
- Value customer service
- We value community pride.
- We value efficiency in the delivery of service.

What do you think the Department's top three values are?

- 1)
 - Free food
 - Human life
 - Organizational structure/commitment
 - Public safety
 - Training
- 2
 - Camaraderie
 - Professionalism
 - Response time
 - Saving property
 - Training that does not waste time
- 3)
 - Commitment
 - Education
 - Good equipment
 - Having adequate/good equipment
 - Quick response

D) What do you think the Department's top three values should be?

- 1)
 - Customer focused
 - Good training
 - Human life
 - Public safety
 - Staffing
- 2)
 - A place where all can express themselves
 - Professionalism
 - Response time
 - Saving property
 - Well trained and prepared
- 3)
 - Education
 - Good working equipment maintained by the volunteers
 - Quick response
 - Response to all calls with enough people in a timely manner
 - Training
 - Plus, retention of experienced volunteers.

E) What role do you see the City Council taking in the Master Planning process?

- Define alternatives for meeting citizen needs
- Defining geographic or territory to be served
- Defining service level expectations
- Determine level of financial resources to commit and identify new or expanded sources of revenue
- Implementation/direction for City Manager
- Policy making
- Setting parameter of needs and priorities
- Share larger vision of what we believe the citizens of Evans want and expect from their fire department. Discuss timing and locations of Fire Stations.
- Ultimate decision makers as to policy after we have been given all pertinent information from consultants, staff, fire department volunteers, and citizens, [and] being notified of progress during this process
- We should be overseers, the final word from the city

F) What values are you looking for in a new Fire Chief?

- Commitment
- Compatibility with current staff and volunteers
- Creativity
- Experience
- Good communication skills
- Honesty
- Honesty
- Integrity
- Integrity
- Leadership
- Loyalty
- Loyalty
- Loyalty to community
- One who knows how to give credit to volunteers and encourage them
- Team oriented
- Vision

G) What qualities are you looking for in a new Fire Chief?

- 180° "out" from Randy. Do not choose a chief with a strong career background. Choose a chief with almost all of his/her time as a volunteer and do not use an evaluator from Union Colony or Windsor. Union Colony tried to absorb us and Windsor thinks people volunteer for only one reason. These would be bad evaluators.
- Appropriate background
- Communicator
- Consensus builder
- Educator
- Experience with volunteers and understanding of volunteerism.
- Flexibility
- Fresh ideas
- Good communication skills
- Grant writing ability
- Honesty
- Integrity
- Knowledge of current technologies
- Knowledgeable
- Leadership by example
- Loyalty
- Mentor
- Open minded
- Organized
- Role model
- Sense of fairness
- Team builder
- Very serious about public safety, not letting anything not directly related (personal or political) influence decisions affecting public safety
- Visionary

APPENDIX B – MEMBER VALUE SURVEY

A) List the top three areas of concern that you would like the planning process to address and prioritize them:

- 1)
 - Chief
 - Chief new
 - City growth
 - Communication between city and volunteer department
 - Communications
 - Getting and keeping a fire chief
 - Growth to the west
 - Growth, paid personnel
 - Member and community safety
 - Mutual aid
 - New chief
 - New station out west
 - Our growth problems
 - Role of Fire Marshal
 - Station 3
 - Station upgrades, expansion
 - Strategic planning
 - Training of members, attaining certifications
 - Separation of volunteers from city (as far as mgt/leadership are concerned -- keep \$ and support up.

- 2)
 - A future station and equipment out west
 - Additional station(s)/equipment
 - Another rescue truck
 - Becoming a paid department
 - Communication
 - Fire prevention and education
 - Listen to the "other" ideas and not just do what UCFRA does
 - Member and community morale
 - More effective volunteer recruitment program
 - More paid positions
 - New equipment
 - Response time for that area
 - Role of Fire Chief
 - Staffing of [new station out west]
 - Station 2 addition long term planning in general
 - Training
 - Training
 - Training facility
 - Working with City Planning to locate/construct Station #3

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- 3)
- Community involvement.
 - A third fire station/living quarters at Stn 2
 - Additional paid personnel (firefighters)
 - Attendance
 - Equipment
 - Fire training
 - In-house training for Fire Fighter I and First Responders
 - Involvement of the volunteers in decisions making including department issues
 - Keep and training of volunteer members
 - Keeping members involved longer. Reasons to stick around.
 - More involvement from members (all members, not the chosen few)
 - New station and equipment
 - Personnel on duty
 - Station 3 equipment needed for 3rd station
 - Station remodel (#2)
 - Training
 - Where the city is going
 - Motivate volunteers, recruit, maintain, etc.

B) List the top three values of the fire department that you would like the planning process to encompass (e.g. "we value participation by the members," "we value volunteerism" or "we value cost effective service."):

- 1)
- City to let us know of changes
 - Customer service
 - I value professionalism
 - Protecting the public (fire/medical)
 - Remove rumors and in-fighting
 - Respect fellow firefighters more than victims
 - Take care of trucks
 - To get information to the volunteers
 - Value of volunteers
 - Volunteer shifts
 - Volunteers
 - We value volunteerism
 - What's best for citizens of Evans, Volunteer Department, & City
 - We value our independence and thank the City for it
- 2)
- 1st *class* leadership
 - A good working relationship with the city
 - City to let us know what going on
 - Educating the public (fire safety)
 - Listen to what the department needs or wants
 - The importance of volunteers
 - Value cooperation between City and Volunteer Department
 - Wash trucks like Station 1
 - We value professionalism of our volunteers
 - We value our training if it *is* meaningful

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- 3)
- Working relationship between city guys and volunteers
 - PR letting the public know that Evans is a volunteer department and members give of their time and money.
 - Participation by volunteers
 - We value education of our volunteers
 - Having the equipment needed to do our job.
 - To review the planning process on regular basis
 - Teamwork
 - Future of the city
Professional, cost effective service
 - We value our time and *give* it willingly for the volunteers, residents, and visitors to the city

C) What do you think the department's top three values are?

- 1)
- Developing people
 - To give the public the best possible fire protection services.
 - Negativism
 - Cost effective service
 - Equipment
 - Equipment
 - Mutual aid agreement
 - People of Evans
 - Protecting the citizens
 - Service to community
 - To provide the best service possible
 - Training
 - Free food
- 2)
- Encouragement
 - City equipment
 - Cooperation teamwork
 - Insensitivity
 - Members
 - Pride
 - Quick responses
 - Safety
 - Save lives
 - That all volunteer members are valued no matter what their skill level is.
 - To work as a team
 - Volunteers
 - Good social atmosphere

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- 3)
- Morale should be
 - Have clear objectives and ways of reaching these objectives
 - Unhealthy competition
 - Better public image
 - Equipment
 - Good customer service
 - To get more training
 - Team work
 - Opportunity to be a volunteer
 - Maintain volunteer organization
 - Good equipment that is user friendly

D) What do you think the department's top three values should be?

- 1)
- Cost effective service
 - Encouragement
 - Protection of life
 - Loyalty
 - Volunteers
 - Protecting the citizens
 - To be committed to the fire department
 - Customer service
 - Mutual aid agreement
 - Each other
 - Service to community
 - A safe work environment
- 2)
- Save lives
 - Morale
 - Protection of property
 - Integrity
 - Education/training of volunteers
 - Quick responses
 - Safety
 - The volunteerism
 - To get certified in all types of training
 - Cooperation — teamwork
 - Good training
- 3)
- Values
 - Better public image
 - Good customer service to the public
 - Dedication
 - Equipment
 - Exceptional equipment
 - Ideas and opinions
 - To work with others. Be part of a team. Quit complaining about the department ways.
 - Training
 - Maintain organization
 - I think most members are committed to maintaining and improving our department
 - Good, workable equipment

E) List the values and qualities that you would like to see in the new fire chief.

- Be nice
- Experience with combination department that [has] gone through the growing pains. The quality to gain the trust of all below him.
- Friendly, organized
- Has had at least 5 yrs being a volunteer fire fighter some time in his career.
- Helping the city out
- Helping the fire department
- Honesty don't tell people what they want to hear just to get what you want. Relay accurate information from the volunteer department to the city. The membership needs to know the fire chief is working for the volunteer fire department as much as he is working for the city.
- Leader by example attend fires and training don't stay at volunteer meeting to try to intimidate. Listen communicate
- Protection of the public
- Someone who can work with the volunteers and use some of their ideas. Not just his/her way only.
- Someone who has a real interest in sustaining a volunteer department/paid personnel.
- Someone who is committed to the city as well as the volunteers.
- Supporter, encouragement, morale, values, fair
- Team player makes *as many* calls as possible, med calls and other.
- Team player, loyalty to department, availability
- Training for volunteer members
- Wants to keep city and volunteer separate, fair, and respect volunteers.
- Ways of compensating volunteer members
- A person who is willing to step back and give the credit to the volunteers -- show 'em what it is/does, train them on it, stand back, show 'em again.