Corvallis Fire Department Strategic Plan

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INTRODUCTION

In 2000, the Corvallis Fire Department (CFD) contracted with the University of Oregon Community Planning Workshop (CPW) to guide the department through a strategic planning process. The department, which last went through a strategic planning process 10 years ago, wanted to identify and take advantage of future opportunities and challenges that might arise. As part of this planning process, the department solicited input from citizens, members of the department, civic leaders, city, and county agencies, and members of the business community.

METHODOLOGY

To become familiar with departmental operations and help identify current trends in the fire service, CPW researched demographic trends, fire department budget and finance data, trends in EMS-related health care issues and procedures, and building and life safety code standards.

To further identify the important policy issues facing the Corvallis Fire Department, the Community Planning Workshop:

- Conducted a community survey to assess community opinions regarding fire safety issues;
- Conducted an internal survey of department members to assess employee opinions;
- Held public/stakeholder meetings to evaluate citizens' opinions, and assess their perceptions of the strengths, weaknesses, opportunities and threats that face the department; and
- Held meetings with fire department personnel to gather ideas and concerns regarding the operation of the fire department and assess their perceptions of the strengths, weaknesses, opportunities, and threats facing the department.

From the information gathered through research, surveys, and meetings, CPW developed an updated strategic plan.

ORGANIZATION

This report describes how the plan was developed and contains an analysis of the data gathered throughout the development process. This report is divided into ten chapters. Supporting documentation and complete results of surveys and data analysis are included in the Appendices.

Chapter 2 – Strategic Plan Development describes the reasons for developing a strategic plan, the people who were involved in its development and introduces the supporting data that is presented in the

following chapters. **Chapter 3 – Demographic Profile**, describes the demographic composition of the people of Corvallis and how it has changed over time. **Chapter 4 – Budget and Finance Information** presents a brief analysis of ten years of budget and Finance statistics from the department. **Chapter 5 – Health Care, EMS and Emergency Management Trends** presents a discussion of health care trends as they pertain to EMS delivery, trends in Building and Life Safety Code standards, and emergency management procedures. **Chapter 6 – Community Surveys**, describes the results of surveys completed by citizens of the community of Corvallis and surrounding areas. **Chapter 7 – Community Meetings**, presents the results of meetings with the citizens of Corvallis and the surrounding areas. **Chapter 8 – Internal Survey**, describes the results of an internal survey that was distributed to all members of the Corvallis Fire Department. **Chapter 9 – Internal Meetings,** describes the results of meetings held with members of the Department. **Chapter 10 – Corvallis Fire Department Strategic Plan** presents the Corvallis strategic plan outcomes and recommendations.

Chapter 2: Strategic Plan Development

INTRODUCTION

Why develop a strategic master plan? A strategic master plan defines an organization's course from its origin to its destination. It outlines the actions the organization needs to take to achieve specified goals and stay on its course. The Corvallis Fire Department, working with the Community Planning Workshop, developed the last strategic master plan in 1990. Now ten years later the Corvallis Fire Department has again contracted with CPW to create a new plan.

Since the last plan was designed, changes have occurred that could affect the CFD. Among the changes that have occurred in the last 10 years: 1) Corvallis and other communities in Benton County have experienced significant growth; 2) the CFD has added two new fire stations; and 3) legislative, political and financial changes have strained the budgets of many local governments.

To identify these and other changes and assess their affect on the CFD, CPW took a variety of approaches. The results identified areas around which to develop strategies and design courses of action as part of a new strategic master plan. This plan would enable the CFD to identify new goals and provide a roadmap for future departmental actions and policies. This chapter will explain how the CFD strategic master plan was developed.

METHODOLOGY

Three groups were asked to provide information regarding the CFD: department employees, residents relying on the CFD for services, and stakeholders, defined as individuals who may have a broader sense of the factors affecting the CFD. Examples of stakeholders include, but are not limited to, local government officials and employees, state forestry officials, city council members, business owners, and neighborhood and community leaders.

The following section outlines the methods used to gather data for creating the master plan.

Internal Meetings

Six meetings were held with CFD employees (which we will refer to as internal meetings): one for each shift (A, B, and C), department volunteers, administration, and management. To achieve a high participation rate, firefighter meetings were scheduled on shift for each of the three shifts and during regular work hours for management and

administration. The volunteer meeting was scheduled after regular school hours. Each internal meeting included time to complete a written survey, conduct a group process (known as a snow card process), and evaluate of the department's mission statement.

Community Meetings

Four separate community meetings were held: two for the stakeholders and two for the public. To accommodate work schedules, one stakeholder meeting was scheduled during the afternoon and another during the evening. The stakeholder meetings used a group process called a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis.

GROUP PROCESSES

Snow Card Process

The snow card process, used in both internal and community meetings, was used to gather information on a broad range of topics. Participants were asked to provide written responses to the following question: "What do you like about the CFD?" Participants could write as many responses as they liked, each on a single sheet of paper. After responses to the question were exhausted, all the results were then posted on a wall in front of the group. Participants then moved the responses around, grouping them into similar themes, and collectively created theme titles. In the final step of the process, each participant selected his/her top three choices from all the responses and theme titles and ranked them. A 1st choice received 3 points, a 2nd choice received 2 points and a 3rd choice 1 point. Using this ranking system, response points could be tallied and top choices identified. The snow card process was then repeated for a second question, "What do you dislike about the CFD?"

SWOT Analysis

The SWOT analysis, used in the community meetings, identified perceived strengths and weaknesses of the CFD and the opportunities and threats faced by the CFD. The attendees were divided into groups of 5 to 11 people with two facilitators. The participants were then asked to identify strengths of the CFD. The responses were recorded on a flip chart until ideas were exhausted. The participants were then asked to select and rank their top three choices. A 1st choice received 3 points, a 2nd choice received 2 points, and a 3rd choice 1 point. From this ranking system, response points were tallied and top choices identified. The process was repeated, asking for, recording, and tallying responses for weaknesses, opportunities, and threats.

MISSION STATEMENT ASSESSMENT

The mission statement of a fire department is designed to serve as a guide for its overall operation. The CFD's current mission statement was developed in 1990 during the creation of its last strategic master plan, so a review of the mission to see if it still reflected the department's ideals

was warranted. In meetings with department employees, the mission statement was displayed and participants were then asked to review the statement and provide comments regarding its clarity and applicability. Comments and suggestions were recorded. The employees' comments were presented for consideration to the CFD steering committee.

SURVEYS

Surveys were distributed to all three groups: employees, stakeholders, and the public. However, the origin, length, style, and method of administering the surveys varied between the groups.

Internal Survey

CPW designed an internal survey of CFD employees to determine opinions regarding job satisfaction, communications, and training and equipment. Surveys were distributed at the beginning of each of the six internal meetings. The survey asked respondents to pick a choice from a 5-point scale that reflected their level of agreement or disagreement with each of 50 statements. The numbers represent in order from –2 to 2: strongly disagree, disagree, no opinion, agree, and strongly agree.

External Survey

A written survey of participants at stakeholder meetings was also conducted. The 14 questions were divided into two sections. The first part was open-ended, offering respondents the opportunity to comment on topics such as the CFD's philosophy and objectives. The second part provided criteria upon which respondents could grade the CFD's professionalism and service in a number of areas. The surveys were distributed along with a stamped return envelope at the end of the stakeholder meetings.

Community Survey

A written survey was distributed to 1,000 households selected randomly from property owners in the CFD's service area. The survey's 35 questions asked respondents about their home environment, training interests, demographics, and perceptions of the CFD's financing and professionalism. Non-respondents to the initial mailing were sent a second survey approximately two weeks after the initial mailing.

CONCLUSION

The results of the data gathering techniques described above are presented in the following chapters and appendices. These results, along with demographics and health care research outlined in Chapters 1-4, provided the base for developing the strategies and actions for the strategic master plan. This plan will guide the CFD operations for the next 3 to 5 years, after which a plan with new or revised actions will be made.

Chapter 3: Demographic Profile

INTRODUCTION

The Willamette Valley has grown significantly throughout the 1990s and is the most densely populated geographic region in Oregon. Corvallis, located in the Mid-Willamette Valley, reflects this and has also grown throughout the 1990s. This chapter explores demographic data from the 1990 U.S. Census and discusses trends based on the actual 1999 population. Because the 2000 U.S. Census data are not yet available and the 1990 Census information is considered too dated to provide an accurate picture of Corvallis demographics, an estimate of 1999 demographic data are used to illustrate trends in the Corvallis area over the next three years.

Current demographic data are important because the data may identify trends that the Corvallis Fire Department should pay attention to during the development of actions for the next four to five years. The data are derived from Census Tracts 1 through 11, as delineated by the U.S. Census Bureau, and is approximately equivalent to the CFS service area.

POPULATION CHARACTERISTICS

The total population for the aggregated Census tracts in 1990 was 51,569 people and grew by 9.7 percent to an estimated 56,593 people in 1999. Of those 56,593 people, 87 percent lived in an urban setting while 13 percent lived in a rural setting. As indicated in Table 3-1, the eleven Census tracts, Corvallis, Benton County, and Oregon, all increased in population between 1990 and 1999. Corvallis grew more rapidly than Benton County but more slowly than the State of Oregon.

There is projected to be 59,310 people living in the City of Corvallis and the surrounding area by 2004. Benton County is projected to grow by 5,016 people over the next four years as well.

Table 3-1
Population 1990-2004

	1990	1999	1990-99 Change	2004 (projection)	1999-04 Change
City of Corvallis	44,757	50,880	13.6%	n/a	n/a
Corvallis Census Tract Aggregation	51,569	56,593[1]	9.7%	59,310	4.8%
Benton County	70,811	77,100	8.8%	82,116	6.5%
Oregon	2,842,321	3,300,800	16.1%	3,631,000	10.0%

[1] **Estimate**
Source: Claritas, Inc., U.S. Census Bureau, Oregon Office of Economic Analysis

Table 3-2 shows the total population broken down by age category and the projected population in the year 2004. The largest age group is the 18 to 20 year olds at 10.4 percent of the total population in 1999, most likely due to the presence of Oregon State University. The 18 to 20 year old component remains the largest component in 2004 at 10.0 percent of the total population. That is an increase from 5,863 people in 1999 to 5,949 people anticipated in 2004.

The fastest growing age groups occur between 40 and 69 years of age. The Corvallis Fire Department may feel the impact of this growing segment of the population over time as the population ages and relies more heavily on ambulance service. Over the next four years, this component of the population will grow by 3,096 people from 16,300 people in 1999 to 19,395 in 2004.

Table 3-2
Corvallis Census Tract Aggregation Age Category Projections 1990-2004

	1990		1999 (estimate)		2004 (projection)		1999-2004
	Population	Percent	Population	Percent	Population	Percent	Change
Total Population	51,569		56,593		59,310		2,717
Under 5 Years	3,068	5.9%	3,209	5.6%	3,179	5.3%	-30
5-9 Years	3,017	5.8%	3,231	5.7%	3,268	5.5%	37
10-14 Years	2,661	5.1%	3,299	5.8%	3,345	5.6%	46
15-17 Years	1,454	2.8%	1,890	3.3%	2,034	3.4%	144
18-20 Years	6,560	12.7%	5,863	10.3%	5,949	10.0%	86
21 Years	2,517	4.8%	2,213	3.9%	2,171	3.6%	-42
22-24 Years	4,512	8.7%	3,645	6.4%	3,547	5.9%	-98
25-29 Years	4,383	8.5%	3769	6.6%	3,903	6.5%	134
30-34 Years	4,327	8.3%	4,561	8.0%	3,802	6.4%	-760
35-39 Years	4,156	8.0%	4,539	8.0%	4,513	7.6%	-25
40-44 Years	3,213	6.2%	4,341	7.6%	4,543	7.6%	202
45-49 Years	2,279	4.4%	3,786	6.6%	4,466	7.5%	680
50-54 Years	1,635	3.1%	3,056	5.4%	3,731	6.2%	675
55-59 Years	1,501	2.9%	2,151	3.8%	3,031	5.1%	880
60-64 Years	1,444	2.8%	1,596	2.8%	2,094	3.5%	498
65-69 Years	1,511	2.9%	1,370	2.4%	1,530	2.5%	161
70-74 Years	1,196	2.3%	1,302	2.3%	1,269	2.1%	-32
75-84 Years	1,542	2.9%	1,947	3.4%	2,017	3.4%	70
85+ Years	593	1.1%	838	1.4%	931	1.5%	94
Average Age		32.2		34.1		35.2	
Median Age		27.2		31.3		32.9	

Source: Demographic Trends Report for Aggregations of Census Tracts, Benton County, Oregon. Claritas, Inc.

As of 1999, there are more males than females; males make up 50.6 percent of the total population and females make up 49.4 percent of the

population. The same percentages are projected for the next four years, with 29,987 males and 29,323 females projected in 2004.

The total number of households within the eleven Census tracts will increase from 21,876 to 23,144 over the next four years. This is a 5.8 percent increase in the number of households. Of the total number, family households made up 64.1 percent of the population while non-family households made up 25.9 percent and group quarters represented 9.8 percent of the total population. On the average, household size is 2.33 persons per household.

In the next four years, 1,268 new households are projected in the Corvallis area. These new homes will rely on the Corvallis Fire Department for fire protection and emergency services. It is difficult to determine how these new housing units will impact the CFD until they are built. Data indicates that 87 percent of new households will be located in rural locations and 13 percent in urban locations.

Table 3-3 shows the breakdown of households by income and shows the 1990 Census data, 1999 estimation, and a projection to the year 2004. The household income bracket with the most growth from 1999 to 2004 is the highest ($150,000 per year or more), with 1,453 additional households in 2004 earning that much or more per year. The income bracket with the most negative change from 1999 to 2004 is the $50,000 to $74,999 per year bracket. It is unclear what is driving this negative change.

Commensurate with growth in the highest income brackets, average household income levels in the Corvallis area are increasing. Between 1990 and 1999, average household income increased 72.8 percent in the Census tract area as compared to 46.1 percent in the United States as a whole. In real numbers this was an increase of $23,426 (from $32,170 to $55,596 per year on average). Between 1999 and 2004, average household income is anticipated to increase 31.0 percent in the Census tract area as compared to 20.3 percent in the United States as a whole. In real income, that equals $72,848 per year in average annual household income.

Table 3-3
Corvallis Census Tract Aggregation Household Income Statistics 1990-2004

	1990		1999 (estimate)		2004 (projection)		1999-04 Change
	Population	Percent	Population	Percent	Population	Percent	
Total Households	19,399		21,876		23,144		1,268
$150,000 or more	130	0.6%	1,278	5.8%	2,731	11.8%	1,453
$100,000-$149,999	440	2.2%	1,739	7.9%	2,414	10.4%	675
$75,000-$99,999	898	4.6%	2,264	10.3%	2,719	11.7%	455
$50,000-$74,999	2,534	13.0%	3,940	18.0%	3,479	15.0%	-461
$35,000-$49,999	2,947	15.1%	2,787	12.7%	2,909	12.5%	122
$25,000-$34,999	2,774	14.3%	2,439	11.1%	2,180	9.4%	-259
$15,000-24,999	3,441	17.7%	2,923	13.3%	2,949	12.7%	26
$5,000-$14,999	4,268	22.0%	3,373	15.4%	2,955	12.7%	-418

	1990		1999 (estimate)		2004 (projection)		1999-04 Change
	Population	Percent	Population	Percent	Population	Percent	
Under $5,000	1,967	10.1%	1,133	5.1%	808	3.4%	-325
Average Income	$32,170		$55,596		$72,848		
Median Income	$25,085		$40,757		$48,814		

Source: Demographic Trends Report for Aggregations of Census Tracts, Benton County, Oregon. Claritas, Inc.

Table 3-4 shows the current and projected population broken down by race and place of origin. In 2004, 83.9 percent of the population is projected to be white, while 1.3 percent will be Black, 9.3 percent will be Asian and Pacific Islander, 4.7 percent will be of Hispanic origin, and 0.6 percent of the population will be other races. The data in Table 3-4 does not impact CFD service, as service is not based on race; but the data may identify educational opportunities and opportunities for outreach in languages other than English.

Table 3-4
Corvallis Census Tract Aggregation Population by Race/Origin 1990-2004

	1990 Census	1999 (estimate)	2004 (projection)
Total Population	51,569	56,593	59,310
White	88.5%	85.5%	83.9%
Black	1.0%	1.2%	1.3%
Asian & Pacific Islander	7.1%	8.6%	9.3%
Other Races	0.7%	0.6%	0.6%
Hispanic Origin	2.5%	3.9%	4.7%

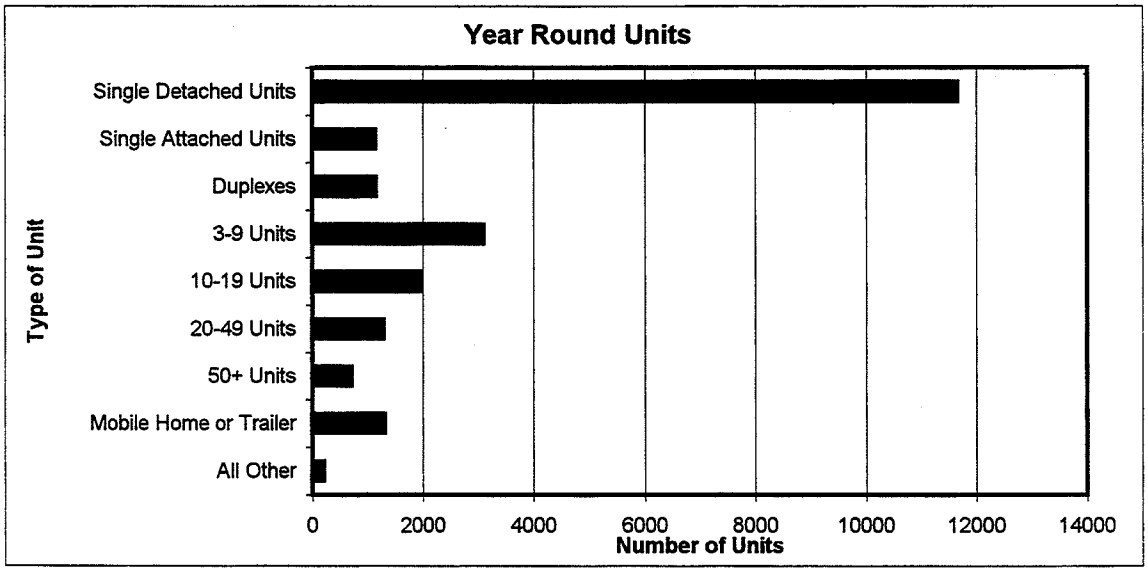
Source: Demographic Trends Report for Aggregations of Census Tracts, Benton County, Oregon. Claritas, Inc.

DWELLING UNIT STATISTICS

In 1999, it was estimated that 48 percent of the 21,876 households in the eleven-tract area were owner occupied while 52 percent were renter occupied. The high amount of rental units can be attributed to the presence of the university.

Figure 3-1 shows the different housing types. Of the total 22,524 housing units in the Census tract aggregation in 1999, about 56 percent are single-family detached housing units, mobile homes, or trailers. Single family attached units and duplexes make up about 10 percent, while apartments between 3 and 50 units make up about 31 percent of the total housing units in Corvallis. This diversity of housing types is beneficial information for the CFD because it allows fire personnel to plan and train for particular situations.

Figure 3-1

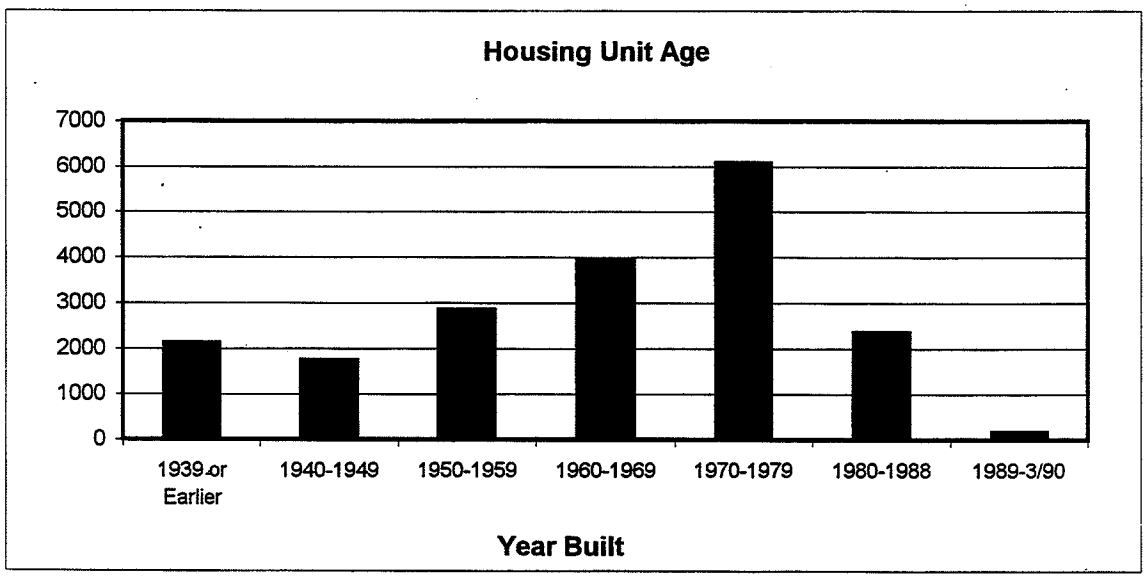


Source: Demographic Trends Report for Aggregations of Census Tracts, Benton County, Oregon. Claritas, Inc.

The age of housing units in the Census tracts are shown in Figure 3-2. It is estimated that most Corvallis-area homes were built between 1970 and 1979, making 31.5 percent of the total housing stock about 30 years old.

The CFD may want to focus attention on education related to the dangers of home heating and electrical systems in older homes. Do-it-your-selfers may be a potential target audience for public education.

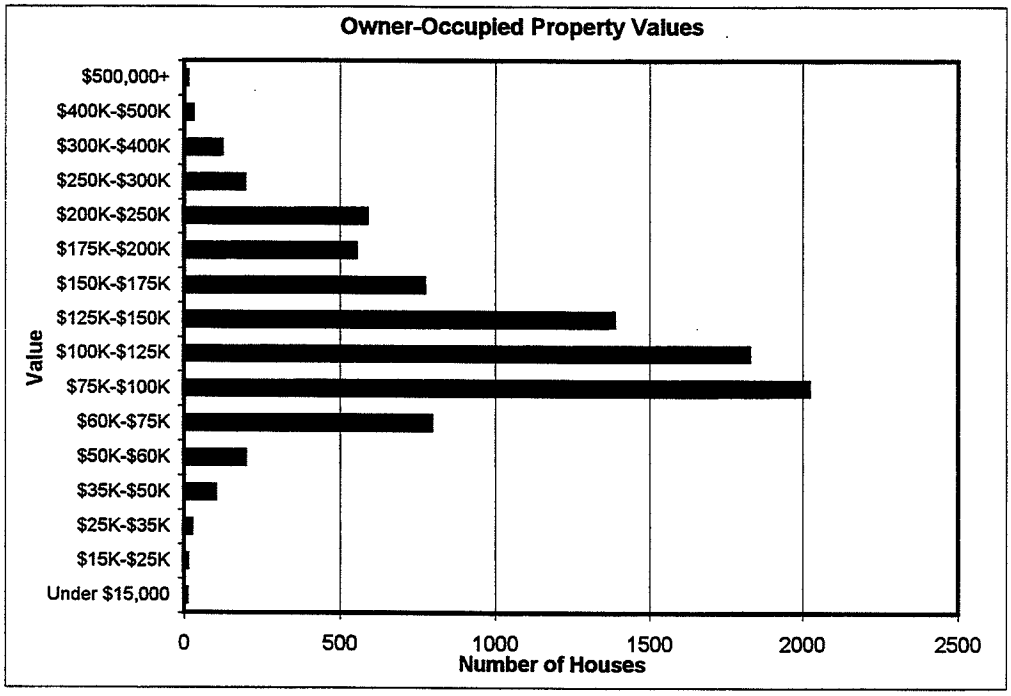
Figure 3-2



Source: Demographic Trends Report for Aggregations of Census Tracts, Benton County, Oregon. Claritas, Inc.

Figure 3-3 shows 1999 owner-occupied properties by value in the Corvallis area. These include any owner-occupied properties in the eleven-tract area, which are primarily single-family dwellings but could also include condominiums or apartments. The median property value is $115,902, and 23.4 percent (the largest group) range between $75,000 and $90,000.

Figure 3-3
Corvallis Area Property Values



Source: Demographic Trends Report for Aggregations of Census Tracts, Benton County, Oregon. Claritas, Inc.

KEY FINDINGS

- Population in the City of Corvallis and the surrounding area is projected to be 59,310 by 2004.
- The fastest growing age group in Corvallis is the group between 40 to 69 years old. The Corvallis area appears to be drawing this age component to settle in the community for retirement.
- The largest age group is the 18 to 20 year olds, at 10.3 percent of the total population in 1999, most likely due to the presence of Oregon State University.
- In 1999, it was estimated that 48 percent of the 21,876 households in the eleven-tract area were owner-occupied while 52 percent were renter occupied.

- It is estimated that most Corvallis-area homes were built between 1970 and 1979, making 31.5 percent of the total housing stock 20-30 years old.

Chapter 4: Budget and Finance Information

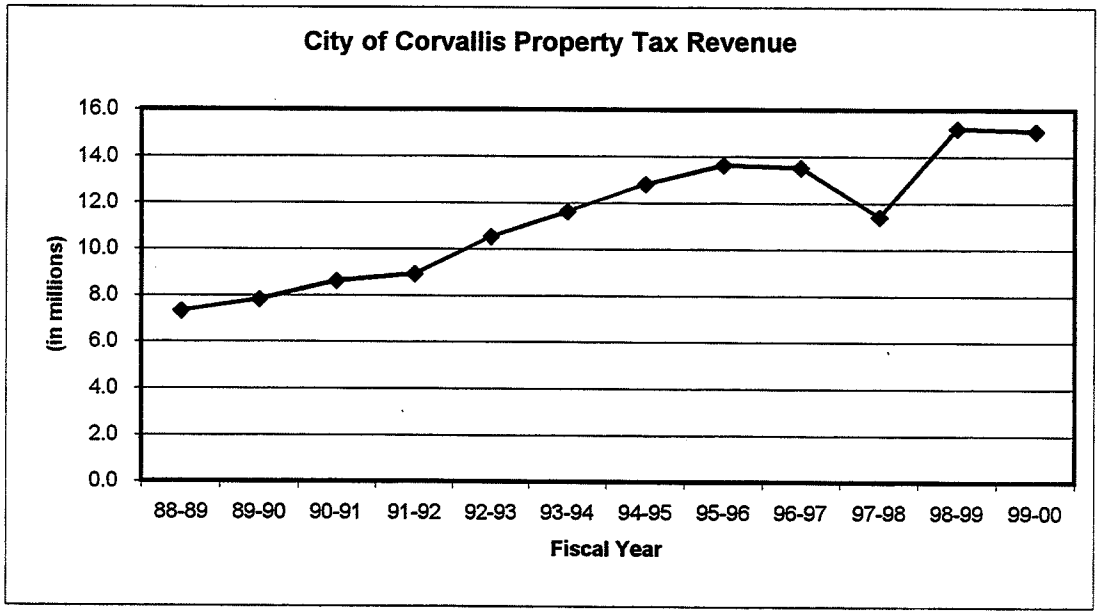
INTRODUCTION

The following is a distillation of statistical data for the years 1990-1991 through 2000-2001 as it concerns the City of Corvallis and the Corvallis Fire Department. A portion of the synopsis will examine changes in assessed property value, the changes in property tax revenue and the fire department's share of that revenue, and ramifications of changes in tax law that will undoubtedly have an effect on future department revenues. In addition, fire department budget growth will be shown and compared to the city's budget growth. Payroll data for the fire department will be examined as well as city and fire department FTE's (full-time equivalencies). Attention will also be given to service-related statistics covering department operations such as the number of fire calls, number of EMS calls, patients transported, and number of fires/1,000 population.

PROPERTY TAX REVENUES

Overall assessed value in Corvallis has increased 168 percent in the period under examination. The growth in assessed value has been accompanied by a 105 percent increase in property tax revenues.

Figure 4-1
Historic Corvallis Property Tax Revenue



Source: Corvallis Fire Department

For fiscal year 2000-2001, Corvallis collected $15,323,540 in property taxes, (see Figure 4–1), of which the fire department's allocation was $4,881,592 (31.4 percent). The percent of total property taxes that the fire department garners has increased from 21 percent to 31 percent in the same time period.

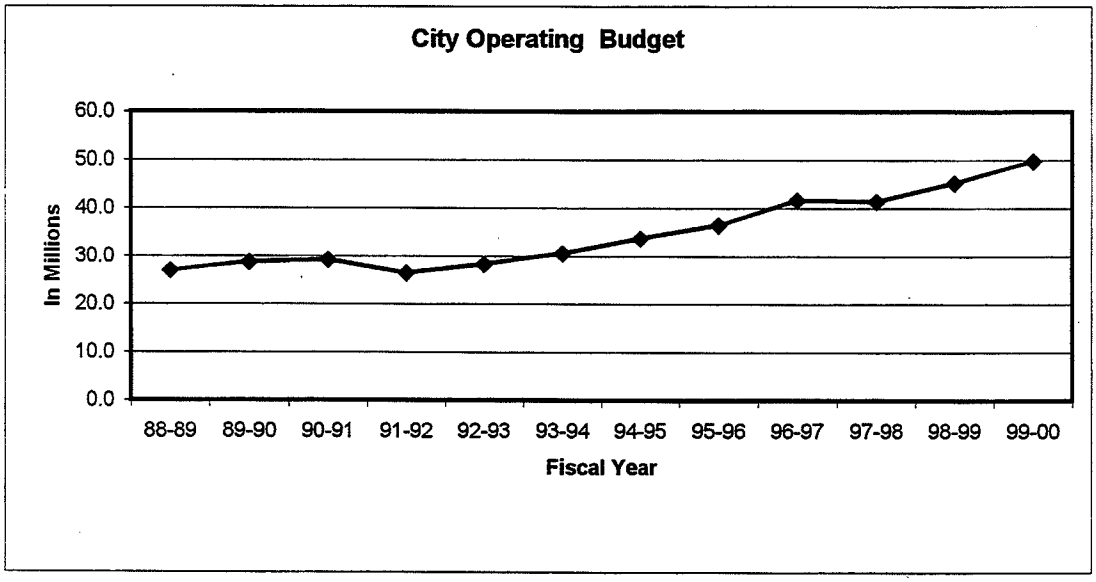
Future property tax revenues will be constrained by the effects of Measure 50, which set permanent tax rates for taxing entities. Although these rates vary, the rate for the City of Corvallis is $5.1067 per $1000 of assessed value. Measure 50 also rolled back assessed value to 1995-1996 levels minus 10 percent and set the amount at which assessed values of existing structures can increase at 3 percent per year. New construction does change the property tax revenue outlook by increasing assessed value and may provide additional revenue for fire department funding. Conversely, an economic slowdown and a slowdown in new construction or a decrease in assessed property values could lead to less revenue for the department and could pose a future funding threat.

FIRE DEPARTMENT AND CITY OPERATING BUDGETS

As would be expected, both the city budget and the budget of the fire department have grown substantially in the past ten years (see Figure 4-2). The city's operating budget grew from $29,187,975 in 1990-1991 to $56,788,710 in 2000-2001, an increase of 95 percent. The fire department's budget, in comparison, grew from $3,046,316 to $6,710,680 (see Figure 4-3) during the same period, an increase of 120 percent. A major factor driving the increase in the Fire Department's proportional share of the City's overall budget was the replacement of the

Department's entire inventory of rolling stock (at a replacement cost of $3,575,000). Prior to 1993, the department's rolling stock had been a target of internal cost-cutting measures and had not been upgraded or replaced as its usage and condition dictated. The department strives to minimize the cost of certain vehicles by researching the availability of suitable used and surplus equipment. The wildland equipment and the aerial ladder truck were acquired in this manner for a cost/value ratio of approximately 30 cents on the dollar when fully refurbished and placed in service.

Figure 4-2
Historic Corvallis Operating Budget

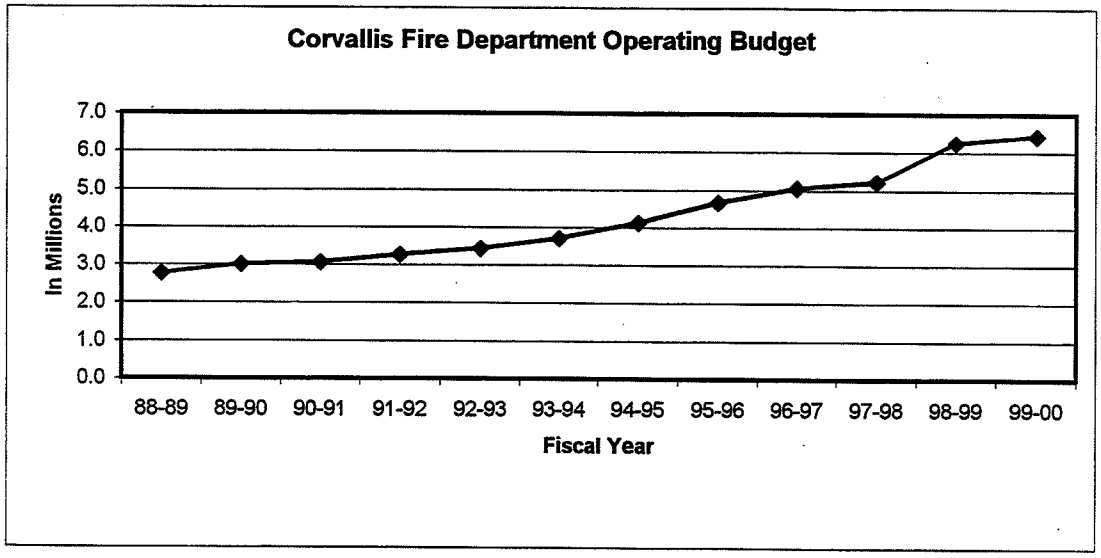


Source: Corvallis Fire Department

The fire department's funding has increased throughout the 1990s and has been insulated from much of the economic turmoil that has affected the city. The fire department began the 1990s with its budget comprising 3 percent of the city's total budget. That percentage grew throughout the 1990s reaching a peak of 11 percent in fiscal year 1997-1998. The trend since then has been downward and is currently 6 percent.

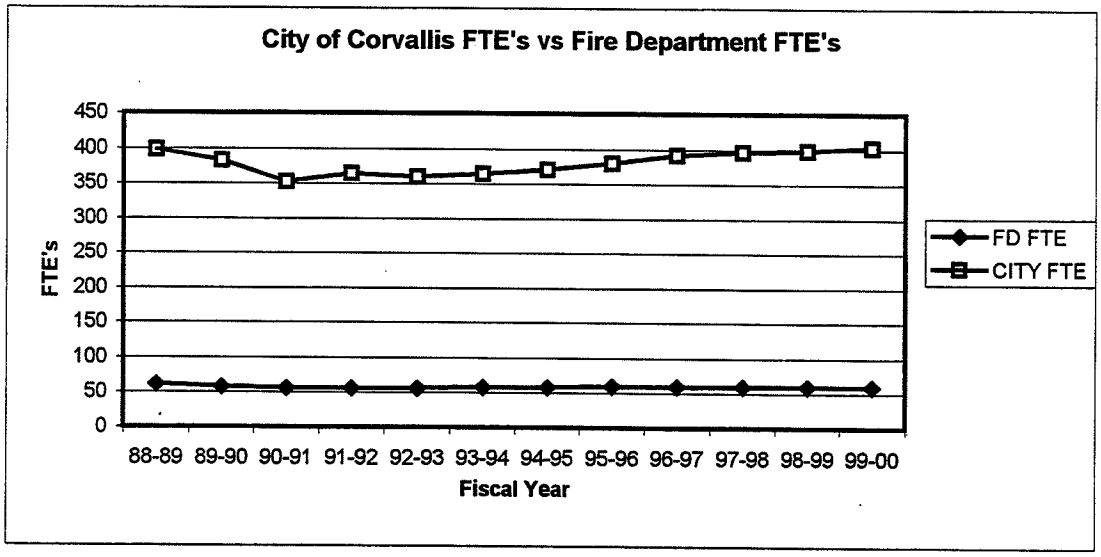
In the past, the City's tax base was constitutionally limited to a 6 percent increase, while serial levies (such as the fire levies) were directly tied to assessed valuation and were thus not a component of the City's tax base. This resulted in a dramatic upturn in property tax receipts for the Fire Department in relation to the overall tax rate for the City. As a result of Measure 47/50, serial levies no longer exist; and the percent of property tax allocated to the Fire Department approximates the fire levy's relative share at the time Measure 47/50 went into effect.

Figure 4-3
Historic CFD Operating Budget



Source: Corvallis Fire Department

Figure 4-4
Historic Corvallis and CFD FTE



Source: Corvallis Fire Department

PERSONAL SERVICES

The fire department began the 1990s with a personal services budget of $2,561,161; and in 2000-2001, its personal services budget was $4,994,660, an increase of 88 percent. The city's personal services budget grew by a similar percentage (99.1 percent). The fire department's personal services budget has declined as a percent of the total fire department budget, from 85 percent in fiscal year 1990-1991 to 69 percent in fiscal year 2000-2001. The fire department now operates with 60 FTEs

(see Figure 4-4). Those numbers have fluctuated slightly throughout the 1990s, showing an increase of 8 percent for the ten-year period. In addition, the fire department's percentage of the city's total FTE has remained between 14 and 16 percent and now stands at 14 percent. Although the amount and number of services provided by the fire department has increased in all areas as the population of Corvallis has increased, the department's FTE has remained largely static throughout the 1990s. In that time, additional services and work programs have been added, and two additional stations have been built.

SERVICES CURRENTLY PROVIDED

The Corvallis Fire Department provides a range of safety services to the City of Corvallis, Oregon State University (OSU), the surrounding Corvallis Rural Fire Protection District, most of Benton County and (in part) to a five-county area in incrementally different levels as described below:

Fire Prevention and Suppression

Preventive measures include, but are not limited to:

- Fire cause determination, to the extent possible, and use of the causal factors as a starting point for preventive measures;
- Arson determination, case development, and prosecution;
- Juvenile firesetter diversion, through counseling and mentorship;
- Public education to inform citizens of all ages of the risks and consequences of fire and steps they may take to prevent fires;
- Plans review of new construction to determine compliance with recognized fire safety codes;
- Regular inspection of businesses, places of assembly, industrial, commercial, institutional, and multi-unit residential properties with regard to recognized and accepted fire safety codes; and
- Enforcement, via citations and/or fines is used as a last resort effort to achieve compliance.

Consequences of Eliminating This Service

If fire prevention and related activities were not performed and the program eliminated, there would initially be a reduction in costs of approximately $306,000 per year. There would be a corresponding loss of approximately $50,000 in revenue.

The consequences of this move would initially include the lost of "exempt status" from the Oregon State Fire Marshal's requirements to perform various fire prevention activities in order to retain local control of matters, including an Appeals Board for fire code dispute resolution. Long-term consequences would include a gradual increase in the

frequency and severity of fires. Lastly, by adopting a code, the obligation to enforce it arises. Failure to perform fire prevention inspections and related activities would likely result in increased liability to the City unless the Fire Code was struck from the Municipal Code. Most fire protection experts agree that prevention is more cost-effective than purely responding to those fires that occur.

Fire Suppression measures include, but are not limited to:

- Recruitment, training, and retention of an adequate number of career and volunteer firefighters;
- Organizing and equipping same to provide for a constant state of readiness;
- Sufficient numbers of fire stations, strategically located so as to provide for a rapid response; and
- A fleet of equipment designed and maintained to respond to a variety of incidents which may occur in urban, industrial, rural, or forested environments;
- Response and deployment to unwanted fires of varying scale, using the means and methods described above in such a way as to rescue the endangered and limit direct and indirect damages to the lowest possible level safely and responsibly.
- The Fire Department provides these services to the City of Corvallis, OSU, the surrounding Corvallis Rural Fire Protection District (CRFPD), and a few private contract areas outside the boundaries of any of the above entities. Contracts for this service outside the city limits yield approximately $1,000,000, which is directed into the Fire/Rescue Fund.

Consequences of Eliminating This Service

The City has no legal duty to operate a Fire Department. Many cities within Oregon do not have a fire department but rather are part of a special district (Rural Fire Protection District) that provides those services. Some cities have collapsed their fire departments and merged them with surrounding fire protection districts that then assumed the responsibility for operation of fire protection services within the city as well as the surrounding area. (This is the reverse of Corvallis' practice of the City's providing such services to a surrounding contract area.)

Local examples of where this has occurred include Philomath and Lebanon. Regional examples include Tualatin Valley Fire and Rescue, which provides services for the cities of Tualatin, Tigard, Beaverton, and several small communities as well as a huge rural area southwest of Portland. Clackamas County Fire District protects a similar array of communities southeast of Portland.

If this were to occur here, it is possible that the cost of the fire department could be subtracted from the City's Measures 47/50 tax rate, and then layered on top in the form of a rate set by forming a new district, which is allowable under Measures 47/50. Many complicated issues would have to be resolved, including ownership of assets and the status of the PERS liability for fire employees. There would be issues of local control as the newly formed district may have different values for service than those possessed by the City. The formation of a new district would have to be approved by a majority vote of the residents of the new district's area, which would be predominated by the residents of the City of Corvallis, who would question what would be gained by this move that would increase their tax burden with imperceptible changes in service level. The stability of fire and emergency services could be a salient argument.

Another alternative is to shift the operation of fire services to a private provider. The fees and charges for the operational costs would not be taxes; they would be a sole service franchise charge such as that charged by Corvallis Disposal, thus removing the burden from the taxing capacity of the City. Privately owned and operated fire/EMS departments do exist, most notably being the Rural/Metro Corporation which protects the City of Scottsdale, Arizona. Rural/Metro has a few small operations in the state of Oregon, primarily in the Grants Pass rural area. Generally speaking, the charges for this service will approximate, and may even exceed, the tax cost of operating the fire department. The end result is that the property owner pays essentially a similar amount; it just goes to a private contractor rather than to a local government entity. Again, there would be local control concerns, and a question about whether a service that heretofore has been operated for the general public good, without concern about fees, membership, or ability to pay should be turned over to a for-profit entity. The political opposition to this move could be expected to be enormous, particularly from the firefighters' union. Areas that have sought to do this (some communities in Florida) have found themselves in the center of a controversy that has drawn nationwide attention.

Lastly, it is possible that the City could choose to not conduct fire suppression at all, either via contract or by private provider. If this were done, fire insurance costs would climb higher than the cost of providing the service, certain businesses would be forced out of existence by this situation, and buildings would burn uncontrolled in such a way that fires would undoubtedly spread to adjoining properties. The life safety risk would be amplified to the point that certain buildings (such as college dormitories, multifamily dwellings, and nursing homes) would be unsafe to occupy.

Pre-Hospital Emergency Medical Care (Quick Response Team)

Because the Fire Department is designed, organized, and strategically deployed to respond quickly at all times, a logical offshoot of fire emergency response is response to medical emergencies. All fire

departments in the state, and most nationwide, engage in response to medical emergencies and perform needed patient care, removal from hazardous conditions, treatment, and preparation for transport to a hospital.

The Fire Department provides this service to the City, OSU, and the surrounding CRFPD.

Consequences of Eliminating This Service:

Nothing obligates the City or the Fire Department to provide this service. Without it, victims of automobile accidents, workplace accidents, sudden illness, and similar difficulties would undergo more risk and suffering awaiting medical treatment. Life safety risks would increase. Since the service is completely integrated with fire protection services, it is difficult to project what the savings would be if the service were eliminated, but it would primarily be limited to supplies and training of the cross-trained personnel.

Paramedic Transport Ambulance Services

Fire departments that provide quick response services, yet rely on another party (public or private) to transport the patient to an appropriate medical treatment destination, miss an opportunity to recover costs from the health care third-party payment system (insurance, health care entitlements, etc.). By not only treating the patient by quick response teams, but also providing transport services, patient care is seamless and uninterrupted (and thus improved); and payments made for the service offset the cost.

The Corvallis Fire Department has been in the ambulance business since 1922 and has held the Benton County Ambulance Service Area (765 square miles) contract since the State of Oregon mandated ambulance service areas to resolve service and jurisdictional disputes. The ambulance service is licensed by the State of Oregon, and each responding team has at least one certified paramedic as well as two additional emergency medical technicians (EMTs). The staffing for this service comes from cross training of the firefighter staff. Aside from the program manager, there are no additional employees over what would be standard coverage for a City and District of this size.

A contract with Good Samaritan Hospital secures the services of a supervising physician, who authorizes EMT and paramedic standing orders for medical operations in the field. This arrangement has been very positive, and we practice with some of the most advanced standing orders in the nation. Fees received for this service approximate $1,000,000 annually and are directed into the Fire/Rescue fund.

The Fire Department provides this service for virtually all of Benton County (except North Albany which is served by the City of Albany Fire Department) and the western rim of Linn County. The ambulance service

area contract is a five-year contract with a five-year extension possible at the discretion of the Benton County Board of Commissioners.

Consequences of Eliminating This Service:

Nothing (outside the existing five-year contract with Benton County) obligates the City or the Fire Department to provide this service. In many areas, private entities, hospitals, county services, or even a "third service" branch of City government provides this service. Private ambulance services have existed locally in Albany, Springfield, and Eugene. However, in each case the service was found to be unprofitable; and the service was suspended precipitously, with the cities left to assume operational responsibility. While once a flourishing enterprise, many private ambulance services are struggling for survival due to changes in the health care payment system. One of the largest providers, American Medical Response, a subsidiary of Laidlaw Transportation, is seeking a buyer, as it is unable to remain profitable. In this region, it is deemed highly unlikely that a for-profit organization that relies solely on user fees could sustain operation. Elimination of this service would remove nearly one million dollars of revenue currently received by the Fire Department. Losing this revenue without replacement would necessitate the layoffs of at least 12 cross-trained Fire/EMS personnel, which would commensurately reduce fire protection resources. Generally speaking, the quality of service would suffer substantially as fire departments for cities of this size are much more able to provide a higher level of uninterrupted service.

Specialized Rescue

Unique situations occur which involve persons who are trapped or otherwise situated in a predicament from which they cannot extricate themselves. This is often associated with an injury, an accident, or a medical emergency such as hypothermia. The increase in outdoor activities such as mountain biking, hiking, rappelling, rock climbing, and river floating, along with the more traditional activities such as hunting and fishing, contribute to these types of incidents. Additionally, industrial and utility work often occurs in confined spaces or below/above grade in circumstances that require special equipment and techniques to move the affected party to safety, and then provide a continuum of medical treatment and transportation. Again, the Fire Department is the logical provider of these services. The Fire Department has a team comprised of existing personnel who are called into service on an as-needed basis and who have been trained and equipped to provide rescue above and below grade, in confined spaces that may be toxic or oxygen deficient, and also in water. No additional personnel are required to provide this service. Initial response is provided by on-duty resources, which usually include one or more specially trained team members. Additional resources are summoned when needed.

The Fire Department provides this service to the City, OSU, the CRFPD, and throughout the Ambulance Service Area.

Consequences of Eliminating This Service:

The City is not obligated to provide this service. Certain industries are required to have this type of service available, and they would have to fill the gap or risk non-compliance with OSHA regulations. Like pre-hospital emergency medical care, elimination of this service would save some costs, primarily in the area of training and supplies.

Hazardous Materials Response

The presence of OSU and its laboratories and nuclear reactor, as well as local industries and transportation routes produce circumstances with the potential for the spill or release of substances that are known to be harmful to the environment and the safety of those who might encounter them. Because of its organizational character and response deployment, the Fire Department is a logical resource for dealing with these issues. The training and equipment needed is specialized and extremely expensive. The Corvallis Fire Department has partnered with the City of Albany Fire Department, the Lebanon RFPD, and the State of Oregon in this regard. As a participating agency in a regional hazardous materials response team, the Department receives equipment, a vehicle, and training from the State of Oregon at no cost. The value of these assets exceeds $500,000. In return, the Department must agree to respond to a wider area when called for this type of event. Again, no additional staffing is required, as the response team is comprised of cross-trained staff.

The Corvallis Fire Department provides this service to the City of Corvallis, OSU, the CRFPD, and Benton, Linn, Lincoln, Polk, and Marion Counties, along with similar support from the City of Albany and the Lebanon RFPD. Costs of incident operations (staff time, etc.) are recovered from the State, who bills the party responsible for the hazardous materials release or spill.

Consequences of Eliminating This Service:

Nothing (outside the existing contract with the State of Oregon) obligates the City to provide this service. Elimination of the program would save some personnel costs that are the result of team member incentive pay. Supplies and equipment costs are already borne by the State of Oregon. Though the risk of dangerous materials release is relatively high here, the actual frequency of such occurrences is rather low. If the service was eliminated and the contract with the state of Oregon terminated, these services would have to be provided by another regional team. Eugene/Springfield operates the closest available team, but the response areas would need to be redefined by the State of Oregon in order for Corvallis to access those services.

Disaster Preparedness

Any community is vulnerable to the effects of severe weather and natural or human-caused hazards, including domestic terrorism. Corvallis is not unique in this regard. The floods of 1996 and 1997 are examples of

weather-caused emergencies that may cause a profound economic disruption and threat to public safety.

The Fire Department's usage of the nationally recognized Incident Command System to handle more routine events places it in a position of some expertise in development of an on-the-spot management system for emergencies. Thus it has been designated as the Department responsible for formulating the City's Emergency Operations Plan, a script for operational technique and procedures to be implemented in the event of a major incident that affects the public or the operations of more than two City departments. The Department also works closely with Benton County, which is the statutorily authority having jurisdiction for local emergencies.

The Department provides this service for the City of Corvallis and OSU and works with Benton County Emergency Management for events that may span the boundaries of the city limits.

Consequences of Eliminating This Service:

The City is not obligated to provide these services. State Law obligates the County to do so. The City of Corvallis could choose to suspend these services and rely on the County. The savings would primarily be derived in staff time, in the form of training on the subject. Printing and publication costs of promulgating the plan would also be saved.

SERVICE-RELATED STATISTICS

In the ten-year period from 1989-1990 through 1999-2000, the number of fire calls the department responded to increased from 972 to 1,884, an increase of 94 percent. During the same ten-year period, the number of Emergency Medical Service (EMS) calls has increased from 1,975 to 2,877. This represents an increase of 46 percent. Although some data are missing for the years under consideration, existing data show that the number of patients transported has increased from 1,688 to 2,532, an increase of 50 percent. These numbers also show that for fiscal year 1990-1991, EMS runs comprised 60 percent of the department's total call volume, while fire calls made up 40 percent. The average ratio of EMS calls to fire runs is 1.7:1 for the ten-year period. Fire department statistics showing the rate of fire occurrence indicate an average of 3.52 fires per 1,000 population for the ten-year period under consideration.

KEY FINDINGS

- Overall assessed value in Corvallis has increased 168 percent in the 1990s. The growth in assessed value has been accompanied by a 105 percent increase in property tax revenues.
- The city's operating budget grew from $29,187,975 in 1990-1991 to $56,788,710 in 2000-2001, an increase of 94.5 percent. The fire department's budget, in comparison, grew from $3,045,316 to $6,710,680 in the same period, an increase of 120.3 percent.

- The fire department began the 1990s with its budget comprising 5.9 percent of the city's total budget. That percentage grew throughout the 1990s reaching a peak of 11 percent in fiscal year 1997-98. The trend since then has been downward and is currently 6 percent.
- The fire department began the 1990s with a personal services budget of $2,651,161 and ended the decade with a personal services budget of $4,994,660, which is an increase of 88 percent. Although the amount of service provided by the fire department has increased in all areas as the population of Corvallis has increased the Departments FTE has remained largely static throughout the 1990s.
- In the ten-year period from 1989-1990 through 1999-2000, the number of fire calls has increased from 972 to 1,884, an increase of 94 percent.
- During the same ten-year period, the number of EMS calls increased from 1,975 to 2,877, increase of 45.6 percent.
- Statistics also show that the average ratio of EMS runs to fire calls is 1.7:1.

Chapter 5: Health Care, EMS, and Emergency Management Trends

INTRODUCTION

This chapter provides a review of national, state, and local trends that may serve as potential threats to or opportunities for Corvallis Fire Department's (CFD) emergency medical service program, prevention program, and emergency management program. The chapter highlights trends and information in the health care delivery system that may impact the financing and delivery of the CFD's emergency medical service (EMS) program. The chapter also presents a brief summary of recently released and/or proposed initiatives, codes, and standards for homes, life safety, and fire department operations. Finally, the chapter summarizes national and state initiatives in emergency management. This literature review is intended to help the CFD evaluate potential opportunities in and threats to emergency medical care and transport, codes and standards for buildings and life safety, and emergency management.

HEALTH CARE DELIVERY SYSTEMS

The health care delivery system in the United States is undergoing rapid and unprecedented change.[1] This change is promoting changes in organizations that provide health care. For example, the U.S. Health Care Financing Administration is revising its reimbursement schedule for ambulance transport and criteria for various levels of ambulance transport for Medicare patients. These changes may have an impact on the operations of the CFD's EMS program. As a result, this section presents information on key trends in the health care delivery system in the following areas:

- Trends in Health Care Financing
- Trends in Medicare
- Trends in EMS Technology and EMS Operations
- Trends in Private Ambulance Services
- Trends for Marketing a Local FireMed Program – A Case Study

TRENDS IN HEALTH CARE FINANCING

Health care is paid for through a variety of mechanisms. This section provides a brief overview of the way in which health care is financed in the United States. Although very small communities and retirement

[1] President's Advisory Commission on *Consumer Protection and Quality in the Heath Care Industry* (http://www.hcqualitycommission.gov)

communities will differ substantially, national patterns for health care funding mechanisms can serve as a "rough" approximation for local patterns in funding mechanisms. In general, mechanisms for financing health care can be divided into the following categories:[2]

- Self-Pay/Uninsured
- Employer-sponsored Plans
- Indemnity Plans
- Managed Care Plans
- Medicare
- Medicaid

Self-Pay/Uninsured

Emergency departments in the health care industry continue to serve as primary care providers for many uninsured people. In the United States, 40 million people (approximately 14 percent of the population) are without heath insurance of any kind. Moreover, at 10 million (almost 4 percent of the population), the rate of those individuals without insurance is especially high among children; and the number of children without employment-related insurance continues to grow. Lack of insurance limits access to necessary primary and acute care, often shifting the burden of health care onto emergency medical services.

Employer Sponsored Plan (Self-Insurance Plan)

To provide insurance coverage for their employees, employers often develop their own health insurance pool. In a self-insurance plan, an employer determines the average cost of providing care for its employees by reviewing the past health care of its employee population. Rather than paying insurance carriers a premium, an employer sets funds aside to cover the health care cost of employees. Often, the employer contracts with a third party administrator to manage the processing and payment for a heath care claim. By purchasing a "stop-loss" or re-insurance policy, the employer often protects its business from high heath care costs when honoring the claims of health care providers.

Indemnity Plans

In an indemnity plan, the purchaser pays a monthly premium for health insurance coverage for its employees. This type of insurance product reimburses health care providers on a fee-for-service basis. Health care providers are commonly paid a customary fee that is based upon the average commonly charged for that service in the particular community.

Managed Care Plans

Managed care organizations now enroll more than 149 million Americans (approximately 50 percent of the population). Managed care is an

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[2] *Managed Care and EMSC: A Practical Guide to Resources in Managed Care.* Emergency Medical Services for Children. April 10, 2000 (http://www.ems-c.org)

organized system of health care that is based upon contracted arrangements among heath care purchasers, health care providers, and health care insurers. A managed care plan consists of a defined network of primary care physicians, emergency medical services, rehabilitation/home care providers, and other members of the health care delivery system. In a managed care plan, the cost for a health care service is usually covered under a pre-set monthly payment.

Medicare

Title XVIII of the Social Security Act, referred to as Health Insurance for the Aged and Disabled, established a health insurance program for aged citizens that is designed to complement retirement, survivors, and disability insurance benefits under other titles of this act. As of fiscal year 1996, approximately 37.3 million people (approximately 12 percent of the population) have enrolled in the program. Medicare Part A covers eligible inpatient hospital, skilled nursing facility, home health, and hospice services. For Medicare Part B, coverage is optional and must be paid through a monthly premium. Part B covers eligible physician services, outpatient clinical laboratory services, durable medical equipment, ambulance services, and other health care services.

Medicaid

Medicaid is a national program, authorized under Title XIX of the Social Security Act, for providing health and long-term care to millions of low-income Americans. Medicaid is a joint federal-state program that is administered by states following federal guidelines. Medicaid covers about 36 million (approximately 12 percent of the population) low-income and needy citizens nationally.[3] Managed care programs are increasingly delivering care for individuals in poverty. The Oregon Health Plan is the Medicaid program for the state of Oregon. This health plan expands health care coverage to all residents below the poverty level with savings generated by the design of the benefit package.[4] The benefit package defines conditions and treatments that are covered. Coverage is provided for approximately 70 percent of the plan members by fully capitalized health plans (FCHPs) in most counties. The remainder of the coverage comes from physician care organizations or primary care case managers.

TRENDS IN MEDICARE

Provisions within the federal Balanced Budget Act of 1997 transformed the Medicare Program significantly.[5] These changes arose due to

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[3] President's Advisory Commission on *Consumer Protection and Quality in the Heath Care Industry* (http://www.hcqualitycommission.gov)

[4] *Managed Care and EMSC: A Practical Guide to Resources in Managed Care.* Emergency Medical Services for Children. April 10, 2000 (http://www.ems-c.org)

[5] The Century Foundation, www.tcf.org/Publications/Basics/new_medicare/Introduction.asp, January 12, 2000

projections that the Medicare's Trust Fund was to run out of money by the year 2001. However, considering the revenues generated from a favorable economy, recent projections indicate that the trust fund will remain solvent through the year 2015. The Balanced Budget Act primarily reduced budget deficits by reducing future outlays for Medicare. More specifically, the Act slowed the growth in payments to hospitals and established new payment systems for home health care, skilled nursing services, and outpatient therapy. Since these changes are being phased in slowly, their impact will not be evident immediately.

Changes in Medicare Reimbursement for Ambulance Service

The U.S. Department of Health and Human Services' Health Care Financing Agency (HCFA) is drafting a proposed rule for developing the fee schedule for coverage of ambulance service under the Medicare program. In accordance with the Social Security Act, a negotiated rulemaking committee has come to an agreement on the content of the proposed rule.[6] In doing so, the negotiated rulemaking committee considered the following issues:

- Definitions that link payment to type of services furnished;
- Appropriate operational and regional variations for providers;
- Methodology to phase-in the revised payment;
- Ways to control increase in expenditures for ambulance services; and
- Adjustment to account for inflation.

Currently, the content of the proposed rule does not recognize operational differences among EMS providers. As a result, all types of providers (i.e., private, volunteer, municipal, or hospital ambulance) will be paid under the same fee schedule. In the future, a hospital-based ambulance service will follow the *charged-based reimbursement method.*[7] This reimbursement method has screens that limit the amount of reimbursement for the various levels of ambulance service.

HCFA will phase in the fee schedule over several years, basing 20 percent of reimbursement on the new schedule in 2001, 50 percent in 2002, 70 percent in 2003, and 100 percent in 2004. Therefore, in 2001, HCFA will reimburse providers 20 percent of the new fee schedule amount plus 80 percent of the amount they would have received in 2000.[8] HCFA will adjust the final fees for inflation using the Urban Consumer Price Index minus 1 percent and further adjust them for each organization based on the cost-of-living modifier in that geographical region.

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[6] Negotiated Rulemaking Committee on Medicare Ambulance Fee Schedule, *Committee Statement.* Health Care Financing Agency. February 14, 2000. www.hcfa.gov/medicare/comstate.htm

[7] Ward Plaeines, *Personal Communication.* Health Care Financing Agency. 410-786-4528. May 2000

[8] Tom Scott, *Prepare Now for the New Medicare Fee Schedule.* EMS Insider. Volume 27, Number 6, June 2000

Potential Impacts of the Revised Medicare Repayment Schedule

HCFA's proposed revision of the Medicare fee schedule for ambulance service will present problems for all ambulance service providers, including revenue reductions. Those ambulance providers who experience revenue reductions due to the revised repayment schedule will have two choices: (1) reduce costs and/or (2) find new revenue.[9] The anticipated reduction in Medicare's reimbursement schedule could result in more than a $600 loss per call for an ambulance provider, and the anticipated loss in Medicare reimbursement is expected to be more severe on the West Coast (where ambulance service fees are higher) relative to other regions.[10] Tentatively, the State of Oregon will receive 93 percent of Medicare's allocated reimbursement fee. The ambulance provider will receive 80 percent of the allocated fee, and the remaining 20 percent of the allocated fee will be taken on assignment.[11] The reimbursement shortfalls resulting from Medicare's revised reimbursement schedule will force many ambulance services to increase their ambulance service fees or search for other ways to cover this anticipated, substantial reimbursement shortfall.

Based upon past billing practices, the level of service provided in the past, and the level of public subsidy an ambulance provider receives, the revised fee schedule will impact some ambulance providers more than others. For example, ambulance services can no longer balance-bill Medicare beneficiaries to obtain the difference between HCFA's Medicare payment and their ambulance transport charge.[12] As a result, on January 1, 2001, ambulance services can bill beneficiaries only for Medicare deductible and coinsurance. In addition, ambulance providers that have billed Medicare for advanced life support (ALS) on every transport will experience a significant decline in their revenues. HCFA will no longer reimburse for ambulance transports classified as ALS for every transport.[13] Moreover, high-performance EMS systems that have attempted to provide high quality service, fast response times, and reasonable employee pay and benefits will likely experience significant revenue reductions.[14]

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[9] *Ibid*
[10] Lauren Dabow-Burch, *Personal Communication*, Polk County Fire Department, June 2000
[11] *Ibid*
[12] Tom Scott, *Prepare Now for the New Medicare Fee Schedule.* EMS Insider. Volume 27, Number 6, June 2000
[13] *Ibid*
[14] *Ibid*

TRENDS IN EMS TECHNOLOGY AND EMS INFORMATION

Developments in Pharmaceuticals, Diagnostic Equipment, & Diagnostic Tests

Advances in pre-hospital pharmaceuticals and diagnostic equipment for EMS will continue in the future.[15] These advances may increase the cost of providing EMS to the public. For example, the development of the drug Amiodarone for use in patients with life-threatening ventricular arrhythmias, will replace Bretylium and probably Lidocaine in the near future. Amiodarone is the most expensive pre-hospital medication to date with a cost of $180 per dose. Although this price will decrease over time, newly developed medications such as Amiodarone will continue to be developed and increase the costs of delivering EMS to the public. Increasing pre-hospital pharmaceutical costs in a climate of reduced Medicare reimbursements for EMS will be an issue for EMS programs.

Advances in diagnostic equipment will also continue in the future, increasing the costs for delivering EMS.[16] Diagnostic equipment for pre-hospital care will be modular and smaller in form, similar to cardiac monitors that incorporate 12-lead ECGs, automatic external defibrillation, pulse oximetry, end tidal CO_2, and non-invasive blood pressure monitoring. The use of hand-held computers for collecting data in the field and for referencing information will also increase. The development of technology to transmit video and/or still images to the hospital from the scene will likely emerge in the near future. Moreover, there is likely to be an increased number of field laboratory procedures within five to ten years.[17] These field laboratory procedures may allow for more "treat and release" and more accurate field diagnoses for EMS programs. However, additional field laboratory procedures will generate a need to develop a method of revenue collection for this type of service.

In the Corvallis metropolitan area, the number of automatic external defibrillators (AED) in use is likely to increase dramatically in the near future.[18] AEDs will be available to the general public, including law enforcement personnel. Although these additional AEDs will not increase the operational costs of the Corvallis Fire Department, they will increase awareness and expectations of the public regarding their EMS system.

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[15] Michael Kincade, *Personal Communication*, Corvallis Fire Department, June 2000
[16] *Ibid*
[17] *Ibid*
[18] *Ibid*

TRENDS IN THE SCOPE OF PRACTICE FOR EMS PERSONNEL

With the addition of more complex procedures, medications and assessments, there will be a need for an increased level of training.[19] There will likely be an increasing demand for paramedics that have a scope of practice similar to the scope of practice of an emergency department physician. The introduction of paramedics to techniques such as rapid sequence induction, advanced cardiac monitoring, and better pain management suggests that this trend for expanded scope of practice is already being observed. The demand for more skills and medications will place greater demand on the training component of a fire department's quality improvement program.

TRENDS IN AMBULANCE SERVICE

Consolidation of Private Ambulance Service

As with the entire health care industry, managed care is having an influence on the private ambulance service. The formation of the largest provider of private ambulance service, American Medical Response, was influenced, in part, by managed care. American Medical Response (AMR) was founded in 1991 through the consolidation of several small ambulance companies, and it operates in 36 states. Since its initial consolidation, AMR has acquired over 100 additional private ambulance providers.[20] AMR became the largest private provider as a result of its 1997 merger with Laidlaw, Inc., Med Trans. Nationally, AMR employs about 21,000 people and transported 4 million patients last year.[21]

Recently, the parent company of AMR, Laidlaw Inc. Med Trans, stopped payment on its corporate debt and was in critical need of cash.[22] Some analysts say Laidlaw grew too fast in a business where it had little experience and where profits were less than expected. As with other private and public carriers, AMR is bracing for the anticipated reductions in Medicare's revised reimbursement schedule for ambulance service. Fifty percent of AMR's business is comprised of Medicare reimbursements. Private ambulance services are expected to experience more financial hardship under Medicare's revised reimbursement schedule.[23] [24]

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[19] Michael Kincade, *Personal Communication*, Corvallis Fire Department, June 2000

[20] American Medical Response, www.amr-inc.com/whoweare_cnt.htm

[21] Peter Farrell, *Ambulance Service Reassures Public*. The Oregonian. May 17, 2000.

[22] *Ibid*

[23] Michael Kincade, *Personal Communication*, Corvallis Fire Department, June 2000

[24] Lauren Dabow-Burch, *Personal Communication*, Polk County Fire Department, June 2000

Balancing the Level of Response with Need

To reduce the costs of delivering EMS, there is growing interest in more accurately managing the level of EMS response so that it is better suited to the need requested.[25] The premise for this interest is based on the belief that using less sophisticated and less expensive resources less frequently will reduce the costs of delivering EMS. Researchers are looking at new decision-making tools for dispatching EMS in an effort to more accurately manage the level of EMS provided. For example, recent research assessed the feasibility of better matching response to the level of service actually needed using an advanced medical priority dispatch system to identify callers who have critical EMS findings.[26]

FIRE AND LIFE SAFETY CODE STANDARDS

There are a variety of codes that have a direct and an indirect bearing on fire prevention for the community. At the municipal level, these include codes relating to fire, building, zoning, planning, electrical installations, mechanical equipment, plumbing, and other specialized subjects.

Administration and application of fire and life safety codes within a municipality or district is of great concern of the fire department. Fire prevention codes, which have typically been concerned with fire safety regulations that relate to fire protection equipment, maintenance of buildings and premises, hazardous materials, including processes and storage and machinery used inside buildings are generally administered and enforced by the fire department.

Building codes, which are administered and enforced by the building department, address fire safety requirements with respect to the construction of the building. Because there are overlap areas in the building codes and fire codes, a cooperative relationship between the fire department and building department is essential for the good of the community. An ongoing evaluation of methods to best serve users of the Building and Fire Departments' services, in consideration of the users' time and expense, is an essential part of the process.

Generally fire safety and building codes, when first adopted by the state or community, do not apply to existing structures or installations except when the agency having jurisdiction determines that continuation of the hazard would jeopardize safety of life and property.

As previously mentioned, the various codes play an important part in the protection of the community. Recently there has been a movement to consolidate the various codes into one model code. There are three different building codes in use in the United States, including the BOCA National Building Code (BOCA), the Uniform Building Code (UBC), and

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[25] Keith Neely, *Personal Communication.* Oregon Health Sciences University, 503-494-7007, April 2000

[26] *Ibid*

the Standard Building Code. There are several fire model fire prevention code models that dovetail with their "family" code group. These include a BOCA code, Uniform Fire Code (UFC), and the Southern Building Code. The various model codes were developed to serve regional needs and specific concerns of the area. For example, the BOCA codes are widely used in the eastern and mid-western states while the UBC and UFC are used extensively in the Pacific Coast, Rocky Mountain, and Plains states. During the past few years, there has been extensive research and discussion of how to have a single fire code and a single building code, which would help alleviate confusing issues that the construction industry faces when building in different regions of the United States. The new model code was to be called the International Code and would have included building and fire codes groups. Unfortunately, several groups have split off from the International Code Council (ICC) process to form their own version of the codes because of disagreements among the constituent **groups.** This has resulted in the NFPA Code and the International Code.

In Oregon, the Office of the State Fire Marshal has adopted the Uniform Fire Code and amended it to create the Oregon Uniform Fire Code. This code is a "minimum code" which means local jurisdictions can choose to adopt more restrictive codes than those adopted by the State but are required to enforce at least to the level of the Oregon UFC. The Uniform Building Code, in contrast, is a minimum/maximum code. This means local jurisdictions must require the minimum codes are met but are not allowed to adopt any codes more restrictive than those adopted by the State. Oregon fire officials and building officials, as well as interested stakeholders, have been meeting regularly in effort to provide careful analysis of the various codes for which one best meets the needs of Oregon. Fire officials in Oregon have decided to continue to utilize the Uniform Fire Code until careful analysis is completed and the benefit of selecting a particular code is apparent.

The effect on Corvallis Fire Department will be minimal no matter which code is chosen for implementation and adoption. Changes to the current code can occur every three years, but the changes are generally small and specific. If either the International Code or the NFPA codes are adopted, the transition process will be more one of obtaining new code books that will be needed.

CONSOLIDATION OF CODES FOR THE BUILT ENVIRONMENT

2000 International Fire Code

According to BOCA, the provisions of the new 2000 International Fire Code combine the best of the three national model codes.[27] The development process for these model codes included a comparative evaluation of all existing model fire prevention codes and, then, combined them into a comprehensive fire safety document that could be incorporated into the International Codes. The development of the 2000 International Fire Code was fire-service driven, involving fire service representatives from around the country. Approximately 80 percent of participants in the fire code hearings were fire service representatives.[28] Eight hundred proposed code changes were made during these hearings with more than 600 code changes actually incorporated into the 2000 International Code.[29]

National Certification Program for Fire Code Enforcement Officials

To complement the 2000 International Fire Code (IFC), the ICC is developing a national certification program for fire code enforcement professionals.[30] Fire service representatives of three model code organizations are developing a nationally recognized certification exam for the International Fire Code. This exam is expected to be available in the fall of 2001 for IFC certification in all 50 states. BOCA, one of the three model code organizations, recently developed its version of the IFC Fire Prevention Inspector Exam. Moreover, its Exams I and II earned accreditation by the National Board on Fire Service Professional Qualifications.[31] However, this certification is not required to use or enforce this code or any others. Currently, the International Conference of Building Officials (ICBO), who publish and support the Uniform Fire Code, offer a certification following a testing process. The certification is not required by ICBO either. Local jurisdictions may require their personnel to have or obtain such certifications however.

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[27] Fire Service Plays Key Role Developing 2000 International Fire Code, *News Release.* BOCA International. April 2000. www.bocai.org/newsrelease_fire_service.htm

[28] *Ibid*

[29] *Ibid*

[30] *Ibid*

[31] BOCA Fire Prevention Exams Accredited Nationally by NBFSPQ, *News Release.* BOCA International. April 2000. www.bocai.org/newsrelease_fire_exam.htm

NFPA'S MODEL BUILDING CODE

The National Fire Protection Association (NFPA) has been evaluating the need to include a building code into its Consensus Code.[32] The NFPA's Consensus Code provides a variety of codes and standards for the built environment. The Consensus Code currently has a fire and life safety component, an occupancy component, a structural and construction component, and a building systems component. Over a year ago, the NFPA's Board of Directors broadened the NFPA's mission to reduce the worldwide burden of fire and other hazards on the quality of life. This broadened mission sets the stage for NFPA to expand into other areas.

NFPA Proposes a Model Building Code

On March 3, 2000, NFPA's Board of Directors approved a plan to develop a consensus building code that will be included into a full set of consensus codes and standards.[33] This initiative represents the first time in 104 years that NFPA has played a role in developing a proposed structural code. The anticipated release of the code is 2002. To help in the initial development of the code, the NFPA will use the EPCOT Building Code as a reference building code.[34] The EPCOT Building Code is a time-tested code that tracks closely with the NFPA's Fire Prevention Code.

ICC Critical of NFPA's Building Code Initiative

Recently, the International Code Council (ICC) expressed disappointment at the recent announcement that the NFPA has initiated a model building code.[35] ICC questions whether another model building code is really needed with the ICC's introduction of the complete family of International Codes 2000 (see previous subsection). According to the ICC, the International Code 2000 was widely supported throughout the construction industry as a giant stride toward solving the complexity and multiplicity of codes in the U.S. In the past, ICC's negotiations with the NFPA on the development of a single code system have broken down twice and have not been reopened to date.[36]

[LJ1]NATIONAL AND STATE EMERGENCY MANAGEMENT INITIATIVES

The Corvallis Fire Department's Plans and Training Division oversees the City of Corvallis' Emergency Operations Plan. The Emergency Operations Plan is designed to provide a coordinated response among city agencies to large scale, natural and human-caused disasters. This plan was updated and streamlined during the 1999-2000 fiscal year. Initiatives at the state

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[32] NFPA Building Code, *NFPA News* (Volume 4, Number 3). May 2000.
[33] *Ibid*
[34] *Ibid*
[35] ICC Asks NFPA "Why Another Building Code?" *News Release.* International Code Council. www.intlcode.org/newsrel/nr032200.htm
[36] *Ibid*

and federal level of government may influence the planning and implementation of future emergency management preparations in the City of Corvallis, particularly if the City's emergency preparations are dependent upon funding from these levels of government. The following information provides highlights of two initiatives that have the potential to influence emergency management planning in the City of Corvallis.

Technical Resource Guide and Legal Issues Guide

The Technical Resource Guide and the Legal Issues Guide for Hazards Mitigation are being designed to help guide the development of local policies, plans, and non-regulatory mitigation strategies to prevent high-risk development and to understand the legal ramifications of regulating development in potentially hazard areas. The Technical Resource Guides will cover the following areas: (1) river and coastal flooding; (2) wildfires; (3) landslides; (4) coastal hazards such as tsunamis, beach erosion, and coastal flooding; and (5) earthquakes. The Legal Issues Guide will help local jurisdictions identify areas of risk and liability that local government may face while implementing mitigation strategies.

Evaluating Comprehensive Plans

In addition to the Technical Resource Guides and Legal Issues Guide, CPW is currently developing a comprehensive plan evaluation questionnaire to assist local jurisdictions to evaluate their comprehensive plans and ordinances. This questionnaire will provide local planners with a simple method to assess the effectiveness of local comprehensive plans and implementing ordinances. This questionnaire, when combined with the Technical Resource Guides, will assist with the development of coordinated hazard mitigation plan policies and the implementation of regulations. These resources may be useful in responding to the Federal Emergency Management Association (FEMA) Integrated Emergency Management System highlighted in the next subsection.

FEMA's Integrated Emergency Management System

To be more responsive to state and local emergency management needs and to reduce the administrative burden of developing response plans, FEMA is reassessing its delivery of program funds and technical assistance.[37] By increasing emphasis on the development of common and unique capabilities across the full spectrum of hazards, FEMA believes it can meet state and local needs while reducing administrative costs. FEMA's approach is referred to as the Integrated Emergency Management System (IEMS). The goal of the IEMS is to integrate activities along functional lines at all levels of government and across all hazards.

There are three recommended procedures for achieving the goals of IEMS. First, state and local governments are encouraged to identify hazards and the magnitude of risk in a consistent manner. Second, hazards

[37] International Association of Fire Chiefs, www.iafc.org/iems

identification helps to assess the capability to respond to identified hazards. Finally, the assessment of capability helps identify gaps in capacity and lays the foundation for developing plans that describe the necessary actions for closing these gaps between existing and required levels of capacity.

KEY FINDINGS

Health Care

- The health care delivery system in the United States is undergoing rapid and unprecedented change.[38] This change is promoting changes in organizations that provide health care.
- The characteristics of the health insurance market today generate potential tradeoffs among cost control, coverage, and access to health care.
- Current changes in health insurance plans will have a significant impact on consumers and on how health care providers deliver service
- Provisions within the federal Balanced Budget Act of 1997 transformed the Medicare Program significantly
- The Balanced Budget Act primarily reduced budget deficits by reducing future outlays for Medicare. More specifically, the Act slowed the growth in payments to hospitals and established new payment systems for home health care, skilled nursing services, and outpatient therapy.
- HCFA's proposed revision of the Medicare fee schedule for ambulance service will present problems for all ambulance providers, including revenue reductions for providing ambulance service.
- Advances in pre-hospital pharmaceuticals and diagnostic equipment for EMS will continue in the future.[39] These advances may increase the cost of providing EMS to the public.
- There will be an increasing need to consolidate information on health care so that it is available to multiple organizations. To more effectively treat individuals, health care providers will increasingly need access to a patient's treatment history, test results, and related information.
- With the addition of more complex procedures, medications, and assessments, there will be a need for an increased level of training.
- To reduce the costs of delivering EMS, there is growing interest in more accurately managing the level of EMS response so that it is better suited to the need requested.

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[38] President's Advisory Commission on *Consumer Protection and Quality in the Heath Care Industry* (http://www.hcqualitycommission.gov)

[39] Michael Kinkade, *Personal Communication*, Corvallis Fire Department, June 2000

- A recent situation assessment for the Eugene/Springfield FireMed Program indicates that new member growth rates, while in the double digits during the first years of the program, have recently averaged in the 5 percent range. However, in 1999, FireMed experienced its first ever decline in total membership.

Fire Med

- The Eugene/Springfield FireMed Program (in Oregon) has invested resources in the development of a marketing plan to increase enrollment and to diversify the demographics of its membership.
- The Eugene/Springfield FireMed Program's advertising agency believes that developing a message and communication strategy that targets or is tailored to the 35 to 54-year-old age group will help boost enrollment in the FireMed Program.
- In 1994, the nation's three model code organizations, Building Officials and Code Administrators International (BOCA), International Conference of Building Officials (ICBO) and Southern Building Code Congress International (SBCCI), formed the International Code Council, Inc. (ICC).
- The purpose of the ICC was to merge three different code systems into a single code system. The single code system is referred to as the International Codes.[40]

Codes

- According to the Building Officials and Code Administrators (BOCA), the provisions of the new 2000 International Fire Code combine the best of the three national model codes.
- To complement the 2000 International Fire Code (IFC), the ICC is developing a national certification program for fire code enforcement professionals.

[40] Single Family of Codes Complete! *News Release.* International Code Council. October 6, 1999. www.intlcode.org/newsrel/nr100699.htm

Chapter 6: Community Surveys

INTRODUCTION

Two surveys were distributed by mail to gather information about the CFD from sources outside the department. A survey of stakeholders was distributed to assess department performance from the informed perspective civic and business leaders who interact with the department on a professional basis. The first part of the survey was composed of six questions concerning fire department structure, operations, and mission. The second part consisted of questions that sought to assess stakeholder evaluation of fire department performance. A total of 16 surveys were returned out of 60 that were distributed, for a response rate of 26 percent.

A community survey was mailed to 1,000 randomly selected Corvallis homeowners, asking for their perceptions of the CFD. The survey asked specific questions about safety-related issues, such as smoke detectors in the home, so the CFD could target specific needs as personnel developed safety education materials and programs. Over 650 community surveys were returned, for a return rate of 65 percent.

THE STAKEHOLDER SURVEY

A written survey was distributed at the end of the stakeholder meetings (see Chapter 7). Each participant was asked to complete the survey and return it, using the enclosed, postage-paid envelope. Survey questions dealt with quality of service, understanding of the department's organizational structure, how well the department met its constituent's needs, and the respondents' understanding of the department's mission.

Respondents were asked if the CFD was meeting their expectations in several performance areas. Table 6-1 shows that most respondents felt the department did a good or excellent job in every area surveyed.

Table 6-1
Stakeholder Ratings of Corvallis Fire Department

	Excellent	Good	Average	Fair	Poor
Response to Fire Emergencies	82%	18%			
Response to Medical Emergencies	73%	27%			
Response to Other Emergencies	6%	11%	20%		
Fire Prevention and Code Enforcement	33%	59%	8%		
Public Fire Safety Education	40%	60%			
Professionalism of the Department	55%	45%			
Cost Effectiveness	48%	44%	8%		
Public Relations	62%	23%	15%		

Source: Corvallis Fire Department Surveys

In general, a high degree of knowledge was exhibited concerning fire department organization and mission. The overall tone of the responses was very positive, with phrases such as "well managed organization," "good leadership," "progressive," and "innovative," used frequently to describe the department and its personnel.

The concerns expressed centered on the need to ensure adequate funding in the future and the need to continue planning for the future.

COMMUNITY SURVEY

The community survey was mailed in March 2000 to a random sample of property owners within the CFD's fire service area. Each mailing contained a cover letter, explaining the purpose of the survey, a copy of the survey instrument, and a postage-paid return envelope. Two weeks later, non-respondents were sent a second mailing.

The survey contained a total of 35 questions that sought respondents' opinions about a variety of issues. (For complete survey results, see Appendix B).

The first question asked respondents whether they had smoke detectors in their homes. Ninety-nine percent of respondents reported that they indeed had smoke detectors in their homes. Those who had smoke detectors were asked how often they checked their detectors. Forty-seven percent of respondents answered that they never checked their smoke detectors yearly.

Respondents were asked whether they had fire extinguishers in the home and, if they did, how often they check them. Seventy-six percent of respondents reported that they had extinguishers. Almost 46 percent of those respondents reported that they never checked their fire extinguishers.

The next question asked people whether there was a carbon monoxide alarm in the home, and 24 percent reported there was. Of those that reported having a carbon monoxide alarm, almost 46 percent never check them.

Respondents were asked if anyone in the household knew CPR or had First Aid training. Almost 67 percent of respondents reported that someone in the household knew CPR, and 70 percent reported that someone in the home had some First Aid training.

The survey also asked respondents if they were prepared in case of a disaster and asked if their household was prepared to be without the basics (water, food, electricity, and heat) for up to 72 hours. Slightly more than 68 percent said they were prepared to be without the basics for up to 72 hours in the event of a natural disaster or other emergency.

Respondents were then asked if they were interested in receiving disaster preparedness training. Almost 38 percent said they would like to receive training in some form. For those who indicated they'd like to receive some training, a follow-up question regarding the preferred presentation format was asked. The most popular formats were video-based training (69.4 percent) and a self-paced workshop (47.6 percent).

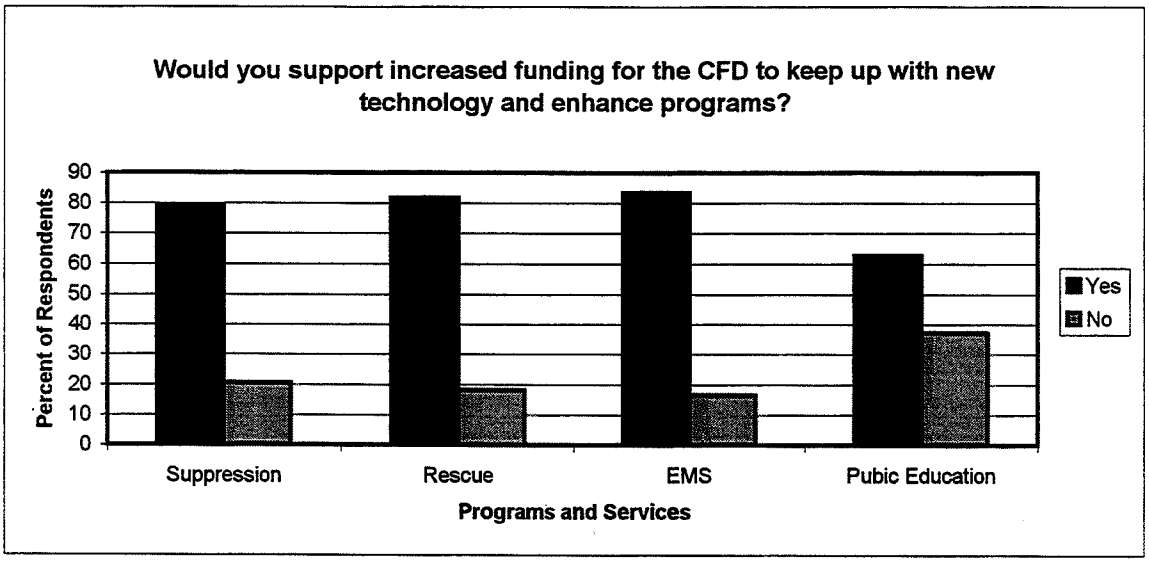
The CFD wanted to identify any potential safety risks in the community, so the survey asked respondents whether their home was heated with radiant air, forced air, or some other heat source. Almost 83 percent of respondents heat their homes via forced air, while 15 percent use radiant heat, and 13 percent utilize some other source. These percentages total more than 100 percent because each respondent was asked to check all that apply.

Respondents were asked if they had combustion appliances, such as a gas stove or gas water heaters, in their homes. Ninety-three percent answered yes. Of those answering yes, almost 39 percent said they check their combustion appliances every other month.

The CFD also wanted to know about home visibility in emergency situations. Respondents were asked whether their addresses were visible from the street; 94.5 percent answered yes.

Respondents were asked if they felt it was important for the CFD to keep up with new technology in fire suppression, rescue services, and emergency medical services, and to enhance programs like fire prevention education. Figure 6-1 shows that people indicated they support the Corvallis Fire Department's efforts in keeping up with new technology and enhancing programs. Between 79 percent and 84 percent of the respondents feel it is important to keep up with the new technologies, while nearly 63 percent of respondents felt it was important to enhance fire prevention programs and education.

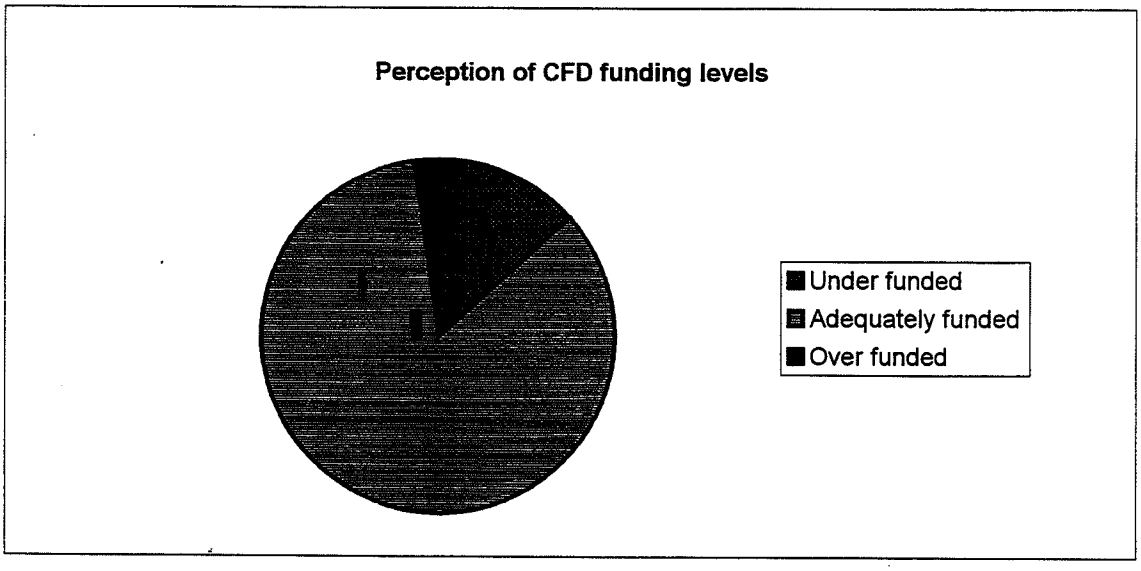
Figure 6-1
Increased Funding for CFD Technology and Programs



Source: Corvallis Fire Department Surveys

The CFD was also interested in determining how people would like to receive community information. Each respondent was asked to make three choices. The top three choices chosen were via newsletters, the newspaper, and through brochures.

Figure 6-2
CFD Funding Perceptions



Source: Corvallis Fire Department Surveys

Respondents were asked if they perceive the CFD to be under funded, adequately funded, or over funded. Figure 6-2 shows that 85 percent of those who responded think the CFD is adequately funded. The following question asked the respondent if they would support raising taxes to maintain the current level of services. Over 81 percent would support

raising taxes to maintain current levels, while about 60 percent would support a raise in taxes to improve the fire department's level of services.

The CFD was also interested in learning respondents' opinions regarding stricter building and fire codes. Respondents were first asked if they would support stricter codes if implementing them would reduce the potential for fires in new homes or commercial buildings. Nearly 80 percent said they would support stricter codes. If implementing stricter codes for new development would increase the cost of new housing or commercial buildings but reduce the cost of providing fire suppression service, nearly 77 percent would still support stricter codes.

The CFD was interested in evaluating the level of public knowledge about the services provided, so the next three questions were designed to provide a measure that awareness. The first question presented a series of questions as shown in Table 6-2. Respondents were asked to check any statements with which they agreed. The table shows that, to varying degrees, respondents believed that the CFD performed each of the services listed, which it in fact does.

Table 6-2
Level of Awareness of CFD Services

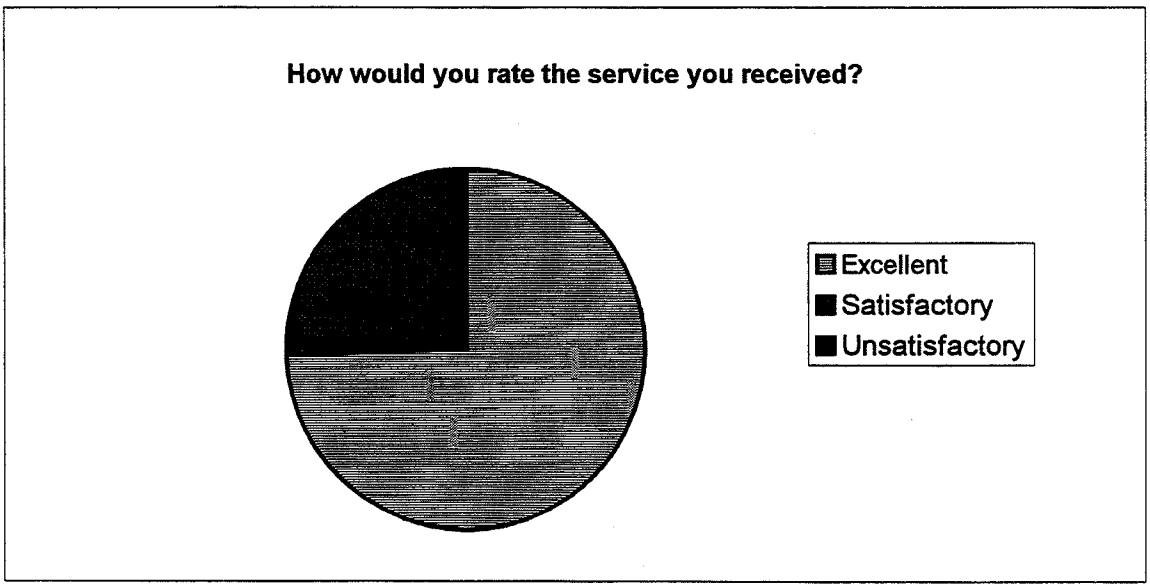
	Percent
Suppresses fire in the City of Corvallis	92.0
Offers Fire-Med	75.6
Provides pre-hospital emergency medical care	75.2
Inspects buildings for code violations	71.6
Provides ambulance transport service	70.6
Suppresses fire in the area surrounding Corvallis	69.9
Offers educational courses that cover topics such as fire prevention	66.4
Controls and removes safety hazards in the community	56.1
Provides water rescue and other technical rescues	55.1
Controls hazardous materials and releases	53.5
Intervenes with youths that show fire setting behaviors	48.7
Rescues household pets in danger	40.2
Assists stranded motorists	15.6

Source: Corvallis Fire Department Surveys

The next question asked respondents to estimate the percentage of total firefighters they thought were volunteers. Results show that about 80 percent think volunteers make up a quarter to a half of total firefighters.

The last question in the series asked respondents who provides their emergency medical service. Nearly 57 percent think the Corvallis Fire Department provides their emergency medical service.

Figure 6-3
Services Received from CFD



Source: Corvallis Fire Department Surveys

The next series of questions sought to learn more about interactions with CFD personnel. Respondents were asked if they had had an interaction with the CFD within the last year and whether it was an emergency situation or not. Figure 6-3 illustrates that in both emergency and non-emergency situations, 74.4 percent of respondents reported receiving excellent service, while 23.8 percent felt they received satisfactory service. Less than 2 percent thought the service they received from the CFD was unsatisfactory.

To evaluate CFD performance, the survey posed a series of questions about the Fire Department's effectiveness in particular situations. Answers to these questions can be used to indicate areas that need improvement. Respondents were asked about effectiveness in specific areas of response and within particular programs, such as fire, medical, and other emergencies; fire prevention and code enforcement; and public fire safety education. The questions went on to explore public perception of the Fire Department by asking respondents to rate their perception of the professionalism of CFD personnel, cost-effectiveness of the Fire Department, and the area of public relations.

Table 6-3 shows responses to a series of questions asking respondents to rate a variety of services provided by the CFD. As the table shows, respondents had very favorable opinions regarding CFD activities.

Table 6-3
Rating of CFD Activities

	Excellent	Good	Average	Fair	Poor
Response to fire emergencies	54.9	39.2	4.8	0.7	0.4
Response to medical emergencies	56.8	37.9	4.9	0.4	0
Response to other emergencies	41.5	50.9	7.1	0.5	0
Fire prevention and code enforcement	31.8	55.4	11.2	1.2	0.5
Public fire safety education	19.2	52.6	24.3	3.0	0.9
Professionalism of department personnel	53.7	40.1	5.3	0.7	0.2
Cost-effectiveness	18.6	50.1	27.9	2.2	1.1
Public relations	29.3	49.6	17.0	3.4	0.6

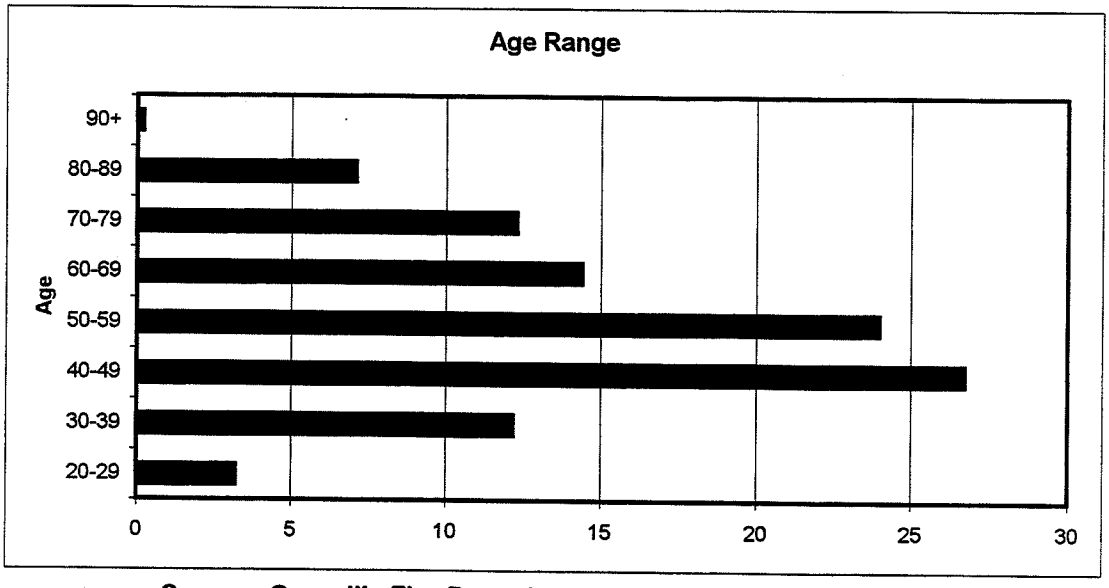
Source: Corvallis Fire Department Surveys

The last section of the survey collected basic demographic information about each respondent. Demographic questions help to place the survey results in context and will help the CFD to better target programs and services and to identify safety risks within the community.

Respondents were asked to select their age from the ranges provided. As Figure 6-4 shows, over 25 percent of respondents were in the 40-49 age range, while another 23 percent reported they were between 30 and 39. Just over 51 percent of respondents were female, and the remaining 49 percent were male.

The next question asked whether or not respondents owned their own homes, and slightly more than 98 percent reported that they do. This is not surprising since the survey was sent to taxpayers in Corvallis.

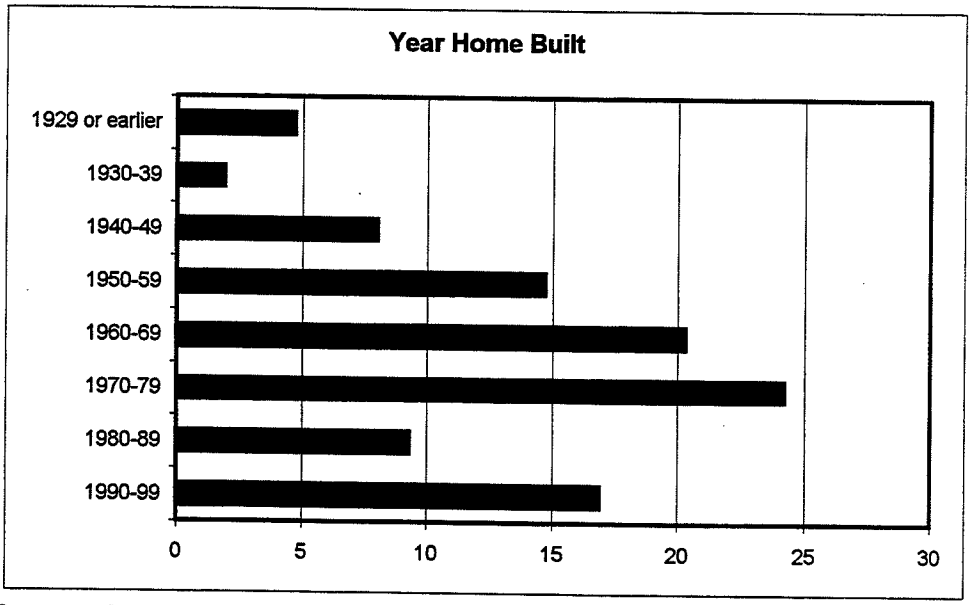
Figure 6-4
Age of Respondents



Source: Corvallis Fire Department Surveys

The question went on to ask when the homes were built and whether they had been renovated. Figure 6-5 shows that the largest group of respondents report that their homes were built in the 1970s, followed by the 1960s. The answers to this question will help the CFD to determine risk factors in the community and potential education programs associated with home remodeling. Electrical systems may pose a fire risk if not dealt with appropriately. In a follow-up question, nearly 42 percent of homeowners report that they have renovated their homes.

Figure 6-5 Year Home Built



Source: Corvallis Fire Department Surveys

The next question asked respondents to supply the general location of their homes. This gives an idea of where survey respondents are located and if any areas of concentration emerge. This may help the CFD target programs or services. Results show that the majority of respondents, 64 percent, live north of Monroe Avenue while nearly 25 percent live south of Monroe Avenue. Six percent reside in the Lewisburg area and 2.5 percent each live in the Crescent Valley area and the Rural District's Oak Creek area.

The last question asked how long respondents have lived in the Corvallis area. Results show that the largest group of respondents, almost 29 percent, has lived in the area 30 years or more, indicating a strong familiarity with the Corvallis community. Over 22 percent had lived in the area 11-20 years.

These responses to the survey questions will be very useful in drafting strategies for the Corvallis Fire Department strategic plan over the next five years. The information helps identify areas or issues that may need attention, attitudes about funding and cost effectiveness, public perceptions of the CFD, and potential risk factors in the community or with particular populations in the community.

KEY FINDINGS

- Between 97.4 percent and 98.5 percent of the respondents feel it is important for the CFD to keep up with new technology, while 83.5 percent of respondents feel it is important to enhance fire prevention programs and public education.
- Eighty-five percent of those polled think the CFD is adequately funded. The question goes on to ask if people would support raising taxes to maintain the current level of services. Eighty-one percent said yes, while about 60 percent would support an increase in taxes to improve the fire department's level of services
- Respondents were asked how they felt about stricter building and fire codes. If implementing stricter codes would reduce the potential for fires in new homes or commercial buildings, would respondents be willing to support these stricter codes? A large portion, 79 percent, would support stricter codes.
- Respondents were asked if they would support stricter codes for new development if they would increase the cost of new housing or commercial buildings but reduce the cost of providing fire suppression service, nearly 77 percent would still support stricter codes.
- Respondents were asked they had had interaction with the CFD within the last year and whether it was an emergency situation or not. Of those who responded, 74.4 percent of respondents rated services received as excellent, while only 23.8 percent felt services

were satisfactory. Barely 1.85 percent thought the service they received from the CFD was unsatisfactory.

Chapter 7: Community Meetings

INTRODUCTION

To gather input from community members, two types of meetings were held. The first targeted Corvallis citizens (community meetings) while the other focused on stakeholders (community and business leaders and public officials).

The first community meeting had no attendees; five people attended the second. Information was gathered through the snow-card process (see Chapter 2), and attendees were asked two questions: "What do you like about the Corvallis Fire Department," and "What do you dislike about the Corvallis Fire Department." Complete results of these meeting can be found in Appendix C.

Approximately 60 people attended the two stakeholder meetings. Information was gathered from the attendees using a process called a SWOT analysis (see Chapter 2). The participants were asked to identify existing strengths and weaknesses of the department as well as opportunities and threats. The resulting answers for each category were voted on through a ranking system. Complete results of these meetings can be found in Appendix D.

A summary of the results from the community meetings and the stakeholder SWOT analysis are listed below. Numbers in parenthesis to the right of the statement indicate how many points were given to the statement during the voting process. Numbers in parenthesis to the left of the statement indicate that more than one person in the group made the statement.

COMMUNITY MEETING SUMMARY

What do You Like About the Fire Department?

- Modern equipment (8 points)
- Well trained staff (6 points)
- EMS integrated into Fire Service (3 points)
- Well staffed (3 points)
- Very professional (well trained) (3 points)
- Well managed (3 points)
- Well equipped and trained (1 point)

What do You Dislike About the Fire Department?

- Uncertainty of funding. Tax measures have changed the process. (7 points)
- The EMC (a variation on EMS) response time in the county area (5 points)
- Downturn in funding (4 points)
- Street and highway planning doesn't account for emergency vehicles (3 points)
- Understaffed (3 points)
- The way the fire department has to bid on funds to run department from the City Management's office (3 points)
- Can't be sure when Station #5 will come on-line because of funding (2 points)
- Public sees CFD as "do all" for any emergencies (1 point)
- (2) OSU-the state of Oregon does not pay or support the CFD budget. (1 point)

STAKEHOLDER SWOT SUMMARY

Strengths

- (3) Highly professional (35 points)
- (5) Short response time/excellent ISO rating (strong sense of community service) (31 points)
- (3) Effective leadership and management - from chief to captains (30 points)
- (3) Fire Prevention, including inspection (19 points)
- Well-trained, well-qualified workforce (19 points)
- (3) Collaboration/relationships with outside groups - team player (13 points)
- Emergency response (10 points)
- Attitude of public service (8 points)
- (2) Customer-oriented service (7 points)
- Relatively new facilities (7 points)

Weaknesses

- (2) Cost of operation/future staff & equipment (22 points)
- Areas lacking fire department coverage (16 points)
- Inadequate revenue stream – costs are rising faster than the ability of the City to fund services and programs. This goes for all city agencies (16 points)
- Funding uncertainties (11 points)
- Lack of written procedures in fire prevention (11 points)

- Availability of water infrastructure (10 points)
- Unreasonable public expectations (10 points)
- Inconsistent inspections (9 points)
- Unstable political environment/leadership (8 points)
- Coordination with building department (7 points)
- Need additional coverage in the face of growth/sprawl (7 points)
- Station locations, leading to gaps in response (7 points)

Opportunities

- Taking advantage of technology to improve cost effectiveness of fire protection. For example, codes for sprinklers in residences will reduce the need to add fire apparatus. This could be linked with insurance providers requiring private sector to manage risks rather than rely on public sector (16 points)
- Building a disaster-resistant community (14 points)
- Opportunity to strike strategic balance between fire support vs. prevention (i.e. via codes) (13 points)
- Ensure a higher degree of safety (11 points)
- Emergency management (9 points)
- More networking/partnerships with agencies/groups (9 points)
- (2) Safety/community education (9 points)
- Must deal with Corvallis' growth/sprawl (via new capital improvement plan and new stations) (8 points)
- Taking advantage of new technologies (8 points)
- Non-enforcement prevention strategies (8 points)
- Disaster preparedness (8 points)
- Countywide Fire Department – consolidation of fire protection service. Partnerships with rural fire districts are valuable for training, etc. (8 points)

Threats

- (2) Tax initiatives/diminished financial resources (26 points)
- (2) Future budget constraints (18 points)
- Limitations on financial resources (i.e. ongoing budget issues) (15 points)
- Large-scale natural and man-made disasters (12 points)
- Coordinating services with growth (10 points)
- Residential encroachment into farm and forest land – this is the biggest fire threat (9 points)

- Stable funding source (9 points)
- Public perception of government (8 points)
- UGB areas have leap-frog development (i.e., development not to city standards) (7 points)
- Rising personnel costs (7 points)

Chapter 8: Internal Survey

INTRODUCTION

It is important as part of developing a strategic plan to gather input from the agency staff that will ultimately implement any policies or actions that arise. We conducted a survey with all paid and volunteer members of the CFD to assess their opinions and perceptions of the mission of the department, their work environment, and the work atmosphere of the CFD.

INTERNAL SURVEY METHODOLOGY

The questionnaire surveyed how strongly respondents agreed or disagreed to 50 statements about the CFD. Each response to each statement was assigned a score according to the level of agreement with the statement expressed. Table 8-1 shows the scores assigned to each response.

Table 8-1
Internal Survey Score Hierarchy

Level of Agreement	Score
Strongly Agree	2
Somewhat Agree	1
No Opinion	0
Somewhat Disagree	-1
Strongly Disagree	-2

Source: Corvallis Fire Department Surveys

SUMMARY

Weighted averages were computed for each question and ranked in descending order, as shown in Table 8-2. By and large, respondents like their jobs, generally feel confident in the department leadership, and feel that work relationships are harmonious. Respondents feel that it is important to measure progress toward specified goals; they feel they have the necessary resources to do the job safely, and respondents feel they have someone to approach regarding a work-related problem.

At the bottom of the list, only two statements were actually negative (Q-22 and Q-35). The meaning of Q-22 is inconclusive due to vague wording and because it seems to be contradicted by Q-21, which ranked third highest.

Table 8-2
Internal Survey Scores

Internal Survey Questions	Score
Q-19 I like my job.	1.75
Q-5 I believe it is important to measure our progress toward specified goals.	1.63
Q-21 I enjoy the variety of tasks in my job.	1.61
Q-42 I have the resources I need to do my job safely.	1.57
Q-11 My immediate supervisor is supportive of my efforts.	1.48
Q-15 I have confidence in my lieutenant's leadership skills.	1.48
Q-24 My relationships with the members of my shift are professional.	1.48
Q-44 I have confidence in my captain's knowledge and ability.	1.46
Q-12 My relationship with my supervisor is harmonious.	1.43
Q-23 I can always talk with someone at work if I have a work-related problem.	1.37
Q-13 My job offers me the opportunity to grow as a person.	1.34
Q-38 I have the equipment that I need to do my job.	1.33
Q-41 I engage in professional training and development.	1.31
Q-47 I value diversity in the workplace.	1.30
Q-6 My activities support the department's mission.	1.25
Q-16 I have confidence in my captain's leadership skills.	1.24
Q-2 I agree with the mission statement.	1.22
Q-45 I have confidence in my lieutenant's knowledge and ability.	1.22
Q-1 I am familiar with the CFD's mission statement.	1.21
Q-20 I have opportunities to do special projects.	1.19
Q-39 I have the training that I need to do my job.	1.19
Q-40 I have sufficient access to professional training and development.	1.16
Q-18 My co-workers are supportive of me and my work.	1.13
Q-27 I feel comfortable bringing concerns to the Chief.	1.07
Q-10 This department's planning efforts are helpful to its growth and development.	0.96
Q-32 I see open lines of communication between supervisors and employees.	0.93
Q-14 I have confidence in my supervisor's leadership skills.	0.90
Q-43 I have confidence in my supervisor's knowledge and ability.	0.90
Q-8 The department's leadership helps it progress toward its goals.	0.88
Q-26 I have adequate opportunities to raise concerns.	0.88
Q-4 I am in agreement with the goals and priorities of the department.	0.84
Q-3 The goals and priorities of the department are clearly stated.	0.81
Q-31 I have adequate opportunities for input.	0.78
Q-28 I feel comfortable bringing concerns to a captain.	0.69
Q-29 I feel comfortable bringing concerns to the manager of my division.	0.63
Q-33 I see open lines of communication between management and employees.	0.60
Q-9 This department is open to change.	0.58
Q-34 The opportunity for promotion from within exists in this organization.	0.58
Q-25 There is unresolved conflict in this department.	0.54
Q-49 I believe we spend the right amount of time on public relations.	0.51
Q-36 I am fairly compensated for my services.	0.48
Q-46 Overall, I believe the Corvallis Fire Department spends its funds wisely.	0.46

Internal Survey Questions	Score
Q-37 This department recognizes outstanding performance.	0.39
Q-48 I want to see increased diversity in the workplace.	0.34
Q-30 My concerns are acted upon.	0.30
Q-17 The manner in which work tasks are divided is equitable.	0.22
Q-7 I have the opportunity for input in deciding my shift's non-emergency goals.	0.18
Q-50 I believe we should spend more time on public relations.	0.10
Q-35 The criteria for promotion and advancement are clear and consistently applied.	-0.57
Q-22 I think there is too much variety in my job tasks.	-0.66

Q-51 What is the nature of your work with the Corvallis Fire Department?

Volunteer --- 16
Firefighter / Paramedic / Fire Prevention --- 28
Administration --- 7
Lieutenant --- 11
Captain --- 6
Total --- 68

Q-52 How long have you worked for the Corvallis Fire Department?

Less than one year --- 9
1-5 years --- 21
6-10 years --- 16
11-15 years --- 9
16-20 years --- 8
21-25 years --- 4
26-30 years --- 1

Source: Corvallis Fire Department Internal Survey

KEY FINDINGS

- Respondents like their jobs, generally feel confident in the department leadership, and feel that work relationships are harmonious.
- Those surveyed feel that it is important to measure progress toward specified goals.
- Respondents feel they have the necessary resources to do the job safely.
- Those surveyed feel they have someone to approach regarding a work-related problem.
- Respondents are dissatisfied with how promotion criteria are applied and don't feel fairly compensated.

Chapter 9: Internal Meetings

INTRODUCTION

Six meetings were held with CFD employees to gather additional information for use in the development of the strategic plan. These meetings offered all persons who function as paid or volunteer members of the staff a chance to voice their opinions and to provide input about the department.

Information was gathered using the snow-card process (see Chapter 5). Two questions were asked: "What do you like about the Corvallis Fire Department," and "What do you dislike about the Corvallis Fire Department?" The resulting answers were then rank ordered. Complete results of these meeting can be found in Appendixes E-J.

This chapter summarizes the results of the six meetings and provides the top ten choices of department personnel. Numbers in parenthesis to the right of the statement indicate how many points were given to the statement during the voting process. Numbers in parenthesis to the left of the statement indicate that more than one person in the group made the statement.

VOLUNTEER MEETING SUMMARY

What do You Like About the Fire Department?

- Good training (28 points)
- Chance to use skills/chance for experience (21 points)
- Camaraderie (8 points to category)
- Helping/Contributing to community (8 points)
- (2) Shift schedule (6 points)
- Opportunity for training (3 points)
- The "brotherhood" and "sisterhood" that develops (3 points)
- Support funds for Emergency Medical Training – Basic Certification (2 points)
- Good equipment provided (1 point)

What do You Dislike About the Fire Department?

- Underutilization of volunteers (15 points)
- Preference points for hiring volunteers (14 points)
- Negative attitudes of paid staff (12 points)
- Training (6 points given to category)

- Unfriendly paid staff (5 points)
- No promotion opportunities for volunteers (4 points)
- No training dollars for Emergency Medical Paramedic Training (4 points)
- Too many requirements to become a temporary firefighter (4 points)
- Paid staff always "butting" into personal lives – going through stuff, using things without permission (3 points)
- Poor accountability or follow through for poor performance (poor performance appraisals) (3 points)
- Use chain of command for complaints/violations (3 points)

A-SHIFT MEETING SUMMARY

What do You Like About the Fire Department?

- Schedule 24/48 (23 points)
- Able to work with good people (13 points)
- I like the city where I work (6 points)
- Wages (6 points)
- Helping people (4 points)
- Compensation (3 points)
- Helping people in need (3 points)
- Camaraderie (2 points)
- Public Service (2 points)
- Working Conditions (1 point)

What do You Dislike the Fire Department?

- Public Opinion from management point of view (9 points)
- Either/Or response (7 points)
- Full-plate scenario (5 points)
- Independent actions by division managers (4 points)
- Management (4 points)
- Unclear, inconsistent promotional process (4 points)
- Building personal kingdoms at the expense of the organization (3 points)
- Watching Lieutenants get burdened by projects and errands (3 points)
- Time and money spent on special rescue team with impact on rest of department (2 points)
- Management not responsive to floor (1 point)

- Spending habits and procedures (1 point)

B-SHIFT MEETING SUMMARY

What do You Like About the Fire Department?

- The people I work with (22 points)
- (2) Satisfaction from helping people (19 points)
- 24-48 (9 points)
- Variety (9 points)
- Work schedule (6 points)
- (2) Benefits (3 points)
- (2) Great pay (3 points)
- Being the envy of cops (2 points)
- Hours spent at home (2 points)
- Nature of the job (2 points)
- Problem solving opportunities (2 points)

What do You Dislike About the Fire Department?

- (2+) Each piece of apparatus being completely different from others (16 points)
- Inability to admit defeat (11 points)
- So little time and so much to do! (program conflicts) (11 points)
- Arbitrary selections for classes out of the Department (8 points)
- Inspections (6 points)
- Injured kids (4 points)
- Vehicle difference (4 points)
- Public influence (3 points)
- Replacement of equipment (3 points)
- Lack of respect toward co-workers (2 points)

C-SHIFT MEETING SUMMARY

What do You Like About the Fire Department?

- Job satisfaction (23 points)
- Working environment (11 points)
- Personnel (8 points)
- $ (7 points)

- Fair Compensation (4 points)
- Helping People (4 points)
- 24/48's (4 points)
- Big red trucks (3 points)
- Retire at 50 (3 points)
- Public Service (2 points)

What do You Dislike About the Fire Department?

- Not enough time to be proficient at the core of our job (13 points)
- Knee jerk response to problem areas (8 points)
- Used fire equipment (8 points)
- Inspections (too many to do) (7 points)
- Bid stations—leave personnel where they want to be (6 points)
- Prevention (5 points)
- Whiners (5 points)
- Too much political correctness (4 points)
- Lack of strong leadership (3 points)
- No prioritization to work programs (3 points)
- Spending priorities (3 points)
- Time scheduling (3 points)
- Volunteer selection program (3 points)

ADMINISTRATIVE STAFF MEETING SUMMARY

What do You Like About the Fire Department?

- The people I work with (24 points)
- Service to community (8 points)
- Positive Workplace (5 points)
- Training (3 points)
- Future technology initiatives are important (2 points)
- Public holds us in high regard (2 points)
- Salary (2 points)
- Dedicated Administrative staff for prevention (1 point)
- Forward thinking (1 point)
- Management is open to new ideas/ways of doing things (1 point)
- Professional Attitude (1 point)
- Well-funded Department (1 point)

What do You Dislike About the Fire Department?

- Communication between Administration and crews (10 points)
- Need more Gordons (i.e., MIS Technicians) (7 points)
- (2+) SunPro – SunPro 3.7 as opposed to 5.0 (6 points)
- Make Temporary position for "Weeds" permanent (5 points)
- Lack of promotion potential (4 points)
- Compensation is not on par with the private sector (3 points)
- Create full-time position (job share) for receptionist position (3 points)
- Lack of Inspection Program (3 points)
- Need FPO Inspection Districts (3 points)
- Poor planning by personnel (3 points)

MANAGEMENT MEETING SUMMARY

What do You Like About the Fire Department?

- People (12 points)
- Personal Satisfaction (8 points)
- Teamwork (5 points)
- Organization (4 points)
- Positive (3 points)
- Cutting edge technology (1 point)
- (2) Diversity of work programs/jobs/assignments (1 point)
- Infrastructure (1 point)
- (2+) Quality of staff (1 point)
- Staff interaction – the positive ones/elements (1 point)

What do You Dislike About the Fire Department?

- Lack of priority in ranking of goals and directing – allocation of resources (8 points)
- External Influences (6 points)
- Internal Culture (6 points)
- Management division – managers don't work together (6 points)
- Avoidance of difficult situations (3 points)
- (2) Goals – moving target – daily (3 points)
- Management and leadership (3 points)
- Money (3 points)
- Politics – internal and external (2 points)

- Prospect of diminishing resources and increased competition (2 points)
- (2) Title – nontraditional ranking structure (2 points)

KEY FINDINGS

What Do You Like about the Department?

- Good training
- Schedule 24/48
- The people I work with
- Satisfaction from helping people
- Working environment
- Service to community

What Do You Dislike About the Department?

- Under-utilization of Volunteers
- Public Opinion from management point of view
- Each piece of apparatus being completely different from others
- Not enough time to be proficient at the core of our job
- Communication between Administration and crews
- Lack of priority in ranking of goals and directing – allocation of resources

Chapter 10: Corvallis Fire Department Strategic Plan

INTRODUCTION

This strategic plan is the work of the following individuals:

Randy Brodehl - Battalion Chief

Dan Campbell - Assistant Chief

Dan Cox - Paramedic

Josh Crawford - Firefighter

Mark Foster - Lieutenant

Neil Hall - Division Chief - Prevention

Andrew Louden - Battalion Chief

Jack McCann - Battalion Chief

Richard Ragsdale - Division Chief -Training

Doug VanPelt - Fire Chief

See Appendix A for Glossary of Terms.

Goal #1: REDUCE THE NUMBER AND SEVERITY OF EMERGENCY INCIDENTS

1.1 Maximize Emergency Response Potential Through Efficient Allocation Of Resources

1.1.1 Complete and open the northwest fire station.
1.1.2 Re-evaluate the effectiveness of the "either/or" response.
1.1.3 Evaluate the most effective placement of apparatus and personnel to meet current needs.

1.2 Employ Prevention Methodologies To Reduce Fire And Life Safety Hazards To The Community.

1.2.1 Provide prevention programs to target audiences: the young, the elderly, those "most able to help others."
1.2.2 Inspect annually occupancies with high hazards and/or life loss potential.
1.2.3 Inspect on a regular basis less hazardous occupancies.
1.2.4 Assess and improve the business self-inspection program for more efficient utilization.
1.2.5 Develop prevention methods and messages to change behaviors toward fire and life safety.

1.2.6 Increase public awareness and demand for installation of fire sprinklers by aggressive campaign.
1.2.7 Develop appropriate incentives to encourage installing fire sprinklers in new and existing construction.
1.2.8 Encourage adoption of UBC Appendix Chapter 9 – Fire Extinguishing Systems.

1.3 Continually Improve All Phases Of Emergency Response, From Initial Receipt Of The 9-1-1 Call To The Arrival Of Initial Apparatus.

1.3.1 Develop interagency training between fire and dispatch.
1.3.2 Review and update dispatch protocols for fire and EMS.
1.3.3 Assist dispatch in the implementation of the CAD system.
1.3.4 Work with dispatch to maintain and reduce the reflex time from "phone to tone."
1.3.5 Review departmental procedures to decrease reflex time from initial dispatch to unit response.

1.4 Expect Competency, Efficiency, And Safety In Mitigation Of Emergencies Through Quality And Effective Training Of Personnel.

1.4.1 Continue to provide strategy and tactics training for all emergency response personnel.
1.4.2 Initiate and support quarterly training for any agency with auto-aid agreements with CFD.
1.4.3 Expect all full-time emergency response personnel, including interns, to receive and record twenty hours of training monthly.
1.4.4 Expect volunteer emergency response personnel to receive and record eight hours of training monthly.
1.4.5 Develop a documented and repeatable process for analyzing emergency response performance, including:
1.4.5.1 Benchmarks and quantitative measurement of performance goals.
1.4.5.2 Post-fire assessment of performance
1.4.5.3 Measurement of loss per fire and loss per capita.

1.5 Advocate That Fire Protection Needs Be Considered In Design Standard Development.

1.5.1 Participate in the naming of streets and the assigning of addresses to eliminate confusion to emergency responders.
1.5.2 Pursue street and access standards that are not restrictive to emergency apparatus.
1.5.3 Ensure that an adequate water supply system is made available for fire suppression.

Goal #2: ENSURE READINESS FOR CATASTROPHIC EVENTS AND MAJOR EMERGENCIES.

2.1 Ensure The Functional Ability Of The Department Operations Center (Doc) To Coordinate, Direct, And Support Emergency Operations.

2.1.1 Maintain the current state of readiness of the Center.
2.1.2 Continually improve to the various components including, but not limited to, the phone system, the contact lists, and the equipment.
2.1.3 Provide ICS training to city Division Managers and staff.
2.1.4 Develop a community resource pool of technical advisors/experts.

2.2 Ensure That Department Operation Guidelines Support The Emergency Operations Plan.

2.2.1 Review and revise Department Operation Guidelines (DOGs) to align with needs of the Emergency Operations Plan (EOP).
2.2.2 Plan and develop a staffing pattern in major emergencies for field operations, the Department Operations Center, and the joint city/county Emergency Operations Center by identifying incident management assignments.
2.2.3 Maintain training, and conduct exercises using the Emergency Operations Plan.

2.3 Develop And Support Disaster Preparedness Training And Fulfill CFD's Role As The Lead Agency In Disaster Preparedness.

2.3.1 Provide training, to all CFD personnel and their families to encourage preparedness for a major emergency or catastrophic event.
2.3.2 Provide Incident Command System (ICS) training to Emergency Operations Center (EOC) staff.
2.3.3 Support and encourage disaster preparedness training for the community.

2.4 Ensure Appropriate Preparations Are Made Regarding Facilities And Supplies For The Fire Department Crews.

2.4.1 Identify and maintain a location to store needed supplies (fuel, drinking water, food, etc.).
2.4.2 Develop a contingency plan for interruption of essential service due to an emergency situation.
2.4.3 Maintain a "state of readiness" to participate in state emergency mobilizations.

Goal #3: ENCOURAGE AND PROMOTE CRAFTSMANSHIP, QUALITY, AND PROFICIENCY THROUGHOUT THE ORGANIZATION.

3.1 Promote Practices That Instill A Sense Of Pride In All Work, By All Personnel.

3.1.1 Develop internal employee satisfaction surveys and continue external customer surveys.
3.1.2 Allow and encourage appropriate decision-making at the lowest level possible.
3.1.3 Continue with Continuous Quality Improvement in EMS and expand to include operations and prevention.
3.1.4 Provide prompt and appropriate feedback to employees regarding their actions.

3.2 Encourage Quality And Craftsmanship Throughout The Organization

3.2.1 Set clear, fair, and reasonable expectations throughout organization.
3.2.2 Empower personnel to "make a difference" and to use individual or team initiative to recognize and solve problems.
3.2.3 Support the authority and responsibility of personnel in decision-making.
3.2.4 Encourage personnel to set, and raise the standard for craftsmanship.

3.3 Keep Communications With All Personnel An Organizational Priority.

3.3.1 Share information during regular work group meetings.
3.3.2 Schedule semi-annual "state of the department" meetings.
3.3.3 Utilize technology to disseminate information.

3.4 Encourage Career And Personal Development For All Personnel.

3.4.1 Develop, maintain, and communicate the requirements to be eligible for promotion.
3.4.2 Encourage personnel to be involved in some aspect of their community.

3.5 Recognize Quality Work And Achievements.

3.5.1 Share success throughout the department.
3.5.2 Any person or work group should recognize deserving co-workers.
3.5.3 Encourage and recognize personnel doing something exemplary.
3.5.4 Seek to acquire sponsorship for awards at formal recognition events.

Goal #4: BUILD PARTNERSHIPS AND ENHANCE RELATIONSHIPS WITH THE COMMUNITY, STAKEHOLDERS, AND OTHER PUBLIC AGENCIES.

4.1 Join With Other City Of Corvallis And Benton County Departments In An Effort To Speak To Customers With One Voice.

4.1.1 Review and develop needed policies as appropriate.

4.1.2 Seek to develop a streamlined fire and building permit process.
4.1.3 Review/evaluate the fire permit program and process.

4.2 Use Fire Inspections As A Tool To Educate Customers, Which Lets Them Know That CFD Cares About Keeping Them In Business.

4.2.1 Any fire inspections with violations should be re-inspected within 30 days.
4.2.2 Develop a pre-inspection form for mailing to businesses in order to inform them of the upcoming inspection and hazards common to their type of occupancy.

4.3 Develop Methods To Share Fire And Life Safety Education Topics With The Community.

4.3.1 Increase education outreach to ages 17- 65 residing within the Corvallis area.
4.3.2 Emphasize and expand the community disaster preparedness program delivery.
4.3.3 Promote and encourage CPR, First Aid, and refresher training offered by local providers.
4.3.4 Provide safety information to those people doing remodeling projects. Utilize hardware store and building permit office as the natural outlets.

4.4 Build Community Support For The Department By Seeking Involvement Of Citizens In Various Capacities.

4.4.1 Develop a Victim Assistance Program to assist in emergencies when appropriate or when requested.
4.4.2 Seek a cadre of citizens to assist in the Juvenile Fire Setter Intervention program.
4.4.3 Involve the community in the rural addressing program.
4.4.4 Encourage community members with expertise in SRT to assist the team.
4.4.5 Seek academic recognition/partnership for volunteer and intern programs.
4.4.6 Consider partnerships and funding opportunities for fire extinguisher replacement and/or kids bicycle helmet program.

4.5 Develop Cooperative Partnerships With The Business Community And Other Public Agencies.

4.5.1 Encourage Public Works Dept. to assist with the SRT.
4.5.2 Evaluate the advantages of a local fire prevention cooperative.
4.5.3 Partner with the medical community to provide medical prevention programs.
4.5.4 Seek partners in the community to assist with the HazMat Team.
4.5.5 Explore partnerships with the Corvallis Community Development Department to address unsafe issues in rental housing.

Goal #5: MAXIMIZE THE UTILIZATION OF ALL RESOURCES

5.1 Recognize That Personnel Are Corvallis Fire Department's Most Valuable Resource.

5.1.1 All personnel deserve, and shall be treated with respect regardless of their rank or position within the organization.
5.1.2 Provide career development training and opportunities for all personnel.
5.1.3 Provide management and leadership training to prepare personnel for the future.
5.1.4 Evaluate the roles and responsibility of CFD personnel.
5.1.5 Re-examine/re-evaluate the volunteer program and maximize its potential.

5.2 Maintain Apparatus, Equipment, And Facilities In An Appropriate State Of Readiness.

5.2.1 Continue with timely maintenance and repairs.
5.2.2 Ensure apparatus and equipment meets or exceeds the standards in effect when item was new.
5.2.3 Keep apparatus and equipment efficient and up to date.

5.3 Evaluate The Current Training/Storage Facility

5.3.1 Repair and upgrade or relocate to another location.

5.4 Seek And Acquire Property In Strategic Locations For Future Fire Stations.

5.4.1 Secure property in consideration of relocating Station 2 to a more strategic southwest location.
5.4.2 Secure property in consideration of relocating Station 3 to a more strategic northeast location.
5.4.3 Secure property in consideration of relocating Station 4 to a more strategic southern location considering the future needs of the airport.

5.5 Consider Potential Future Uses Of Vacated Fire Stations.

5.5.1 Seek to compliment services provided by the City (i.e. Parks and Recreation, Senior Center, Youth Center, etc.)

Goal #6: ENSURE CONTINUED FINANCIAL SECURITY

6.1 Perform Long-Term Financial Forecasting.

6.1.1 Analyze local economic trends.
6.1.2 Determine current political climate.
6.1.3 Evaluate future personnel needs.
6.1.4 Predict labor contract actions.

6.2 Perform Long-Term Capital Forecasting And Funding Needs.

6.2.1 Evaluate factors such as growth, transportation, fire facilities siting, and apparatus requirements.

6.3 Explore Areas Of Revenue Diversification For Additional Sources Of Funds And For Cost Savings.

6.3.1 Seek grants, scholarships, and foundations.
6.3.2 Explore "Joint Powers Agreements."
6.3.3 Evaluate the potential of contracts for fire protection in areas outside of service area.

6.4 Explore Options To Maximize The Collection Rate For Ambulance Users.

6.4.1 Evaluate methods to increase collection rate with current system.
6.4.2 Determine if the best approach is "in-house" billing person.
6.4.3 Consider privatized billing service.

6.5 Recognize That Excellent Service And Quality Programs Aid In "Banking" Citizen Support For The Future.

6.5.1 Maintain "excellence" ratings from customer service surveys.
6.5.2 Train personnel to "exceed" customer expectations instead of just "meeting" their needs.
6.5.3 Evaluate risk management practices.
6.5.4 Consider a "goodwill" foundation for victim assistance.

6.6 Increase The Awareness Of All Personnel Of The City's And The Department's Financial Situation.

6.6.1 Share the department budget message with all personnel.
6.6.2 Encourage attendance at budget meetings.
6.6.3 Communicate to personnel the financial leverage provided by the volunteer program.
6.6.4 Strive to create unity between goals of union, management, and taxpayers.

Goal #7: PROVIDE AND PROMOTE FIRE / LIFE SAFETY EDUCATION TO THE COMMUNITY.

7.1 Participate In Community Events.

7.1.1 Participate actively in events such as DaVinci Days and Benton County Fair.
7.1.2 Support and sponsor events such as "child car seat checks" and bicycle safety "rodeos."
7.1.3 Share topics of interest and relevance with local service clubs and organizations.

7.2 Sponsor Fire And Life Safety Education Events.

7.2.1 Conduct annual open house or safety fair.
7.2.2 Encourage tours and safety talks for organizations such as scouts, home schooled children, etc.

7.2.3 Promote the fire department through outreach with local reporters.

7.3 Seek Innovative And Effective Ways Of Sharing Fire/ Life Safety Messages.

7.3.1 Develop web-based educational opportunities covering topics such as carbon monoxide poisoning or inspection of combustion appliances.

7.3.2 Determine effectiveness and cost-to-value of billboards or reader boards.

Goal #8: EXPECT AND PREPARE FOR FUTURE CHANGE, OPPORTUNITIES, AND CHALLENGES.

8.1 Stay Abreast Of Potential Changes In Fire And Emergency Service, Which May Afford The Opportunity To Be Pro-Active Instead Of Reactive.

8.1.1 Maintain and encourage interactions with other fire departments.

8.1.2 Examine the merits of merger or consolidation with neighboring agencies.

8.1.3 Monitor and adapt to changes related to health insurance or Medicare when affecting EMS.

8.1.4 Utilize computer technology when effective.

8.1.5 Maintain awareness of other technological changes.

8.2 Take A Pro-Active Stance In Influencing The Content Of New Mandates And Laws Affecting Fire And Emergency Services.

8.2.1 Participate at the local and state level (and national if necessary).

8.2.2 Support involvement of personnel in statewide fire and EMS associations.

8.3 Recognize And Prepare For The Increasing Cultural Differences In The Community.

8.3.1 Tailor fire prevention to meet the needs of the group.

8.3.2 Seek qualified community members to serve as interpreters.

8.4 Prepare For Changes In The Electronics And Communication Industry.

8.4.1 Develop a communications plan.

8.5 Re-Evaluate The Effectiveness Of The Strategic Master Plan.

8.5.1 Assess periodically the changes made and refocus on moving targets.

8.5.2 Consider the financial impacts of this plan early in the annual budget planning process.

Appendix A: Glossary

A, H, I, R-3 – (explains occupancy classifications within the Uniform Fire Code) Assembly, Hazardous, Institutional, Dwellings and Lodging Houses (these designations come from Oregon Uniform Fire Code)

AC – Assistant Chief

AFD – Adair Fire Dept

ASA – Ambulance Service Agreement

Auto-Aid Agreement – An agreement between agencies wherein apparatus is dispatched automatically in special circumstances or particular areas.

CAD – Computer-aided dispatch

CQI – Continuous Quality Improvement

DOC – Department Operations Center

DOG – Department operating guideline

Either/or – Stations 2,3,4 that respond with either the fire engine or the ambulance, depending on the nature of the call. The other piece of apparatus is left behind unstaffed.

EMS – Emergency Medical Service

EMT – Emergency Medical Technician

EOC– Emergency Operations Center

EOP – Emergency Operations Plan

FireMed – A subscription service in which enrolled members are not billed above the amount their insurance is required to pay for emergency ambulance service.

GSH – Good Samaritan Hospital

HazMat – Hazardous Materials

IAFF – International Assoc. of Fire Fighters

ICS – Incident Command System

ISO – Insurance Services Office

JFS – Juvenile Firesetter

Joint Powers Agreement – An agreement, in this case for service, between two agencies.

MIS Plan/Staff – Management Information Service Plan ("staff" would be employees of MIS)

MISAG – Management Information Service Advisory Group

NFPA – National Fire Protection Association

ODF – Oregon Department of Forestry

SRT – Special Rescue Team

SunPro – A records management computer system

UMAT – Union and Management Advisory Team

Appendix B: Community Survey Results

Q1A HAVE A SMOKE DETECTOR

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	594	98.7	99.0	99.0
NO	2	6	1.0	1.0	100.0
	.	2	.3	Missing	
	Total	602	100.0	100.0	

Mean	1.010	Std err	.004	Median	1.000
Mode	1.000	Std dev	.100	Variance	.010
Kurtosis	95.817	S E Kurt	.199	Skewness	9.874
S E Skew	.100	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	606.000		

Valid cases 600 Missing cases 2

Q1B HOW OFTEN DO YOU CHECK

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ONCE A MONTH	1	43	7.1	7.5	7.5
EVERY OTHER MONTH	2	32	5.3	5.6	13.0
3 TIMES A YEAR	3	147	24.4	25.6	38.6
YEARLY	4	299	49.7	52.0	90.6
NEVER	5	54	9.0	9.4	100.0
	.	27	4.5	Missing	
	Total	602	100.0	100.0	

Mean	3.503	Std err	.042	Median	4.000
Mode	4.000	Std dev	1.000	Variance	1.000
Kurtosis	.771	S E Kurt	.203	Skewness	-1.020
S E Skew	.102	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	2014.000		

Valid cases 575 Missing cases 27

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Q2A HAVE FIRE EXTINGUISHER

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	457	75.9	76.4	76.4
NO	2	141	23.4	23.6	100.0
	.	4	.7	Missing	

Total	602	100.0	100.0	

Mean	1.236	Std err	.017	Median	1.000
Mode	1.000	Std dev	.425	Variance	.180
Kurtosis	-.444	S E Kurt	.200	Skewness	1.248
S E Skew	.100	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	739.000		

Valid cases 598 Missing cases 4

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Q2B HOW OFTEN DO YOU CHECK

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ONCE A MONTH	1	12	2.0	2.7	2.7
EVERY OTHER MONTH	2	11	1.8	2.5	5.1
3 TIMES A YEAR	3	37	6.1	8.3	13.4
YEARLY	4	184	30.6	41.1	54.5
NEVER	5	204	33.9	45.5	100.0
	.	154	25.6	Missing	
	Total	602	100.0	100.0	

Mean	4.243	Std err	.043	Median	4.000
Mode	5.000	Std dev	.905	Variance	.820
Kurtosis	2.924	S E Kurt	.230	Skewness	-1.571
S E Skew	.115	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	1901.000		

Valid cases 448 Missing cases 154

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Q3A HAVE A CARBON MONOXIDE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	144	23.9	24.1	24.1
NO	2	453	75.2	75.9	100.0
	.	5	.8	Missing	
	Total	602	100.0	100.0	

Mean	1.759	Std err	.018	Median	2.000
Mode	2.000	Std dev	.428	Variance	.183
Kurtosis	-.531	S E Kurt	.200	Skewness	-1.213
S E Skew	.100	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	1050.000		

Valid cases 597 Missing cases 5

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Q3B HOW OFTEN DO YOU CHECK

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ONCE A MONTH	1	19	3.2	11.2	11.2
EVERY OTHER MONTH	2	8	1.3	4.7	15.9
3 TIMES A YEAR	3	26	4.3	15.3	31.2
YEARLY	4	55	9.1	32.4	63.5
NEVER	5	62	10.3	36.5	100.0
	.	432	71.8	Missing	
	Total	602	100.0	100.0	

Mean	3.782	Std err	.099	Median	4.000
Mode	5.000	Std dev	1.294	Variance	1.674
Kurtosis	-.067	S E Kurt	.370	Skewness	-.980
S E Skew	.186	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	643.000		

Valid cases 170 Missing cases 432

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Q4 KNOW CPR

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	396	65.8	66.7	66.7
NO	2	198	32.9	33.3	100.0
	.	8	1.3	Missing	
	Total	602	100.0	100.0	

Mean	1.333	Std err	.019	Median	1.000
Mode	1.000	Std dev	.472	Variance	.223
Kurtosis	-1.503	S E Kurt	.200	Skewness	.709
S E Skew	.100	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	792.000		

Valid cases 594 Missing cases 8

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Q5 HAVE 1ST AID TRAINING

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	413	68.6	69.9	69.9
NO	2	178	29.6	30.1	100.0
	.	11	1.8	Missing	
	Total	602	100.0	100.0	

Mean	1.301	Std err	.019	Median	1.000
Mode	1.000	Std dev	.459	Variance	.211
Kurtosis	-1.249	S E Kurt	.201	Skewness	.869
S E Skew	.101	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	769.000		

Valid cases 591 Missing cases 11

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Q6 ARE YOU PREPARED

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	400	66.4	68.1	68.1
NO	2	187	31.1	31.9	100.0
	.	15	2.5	Missing	
	Total	602	100.0	100.0	

Mean	1.319	Std err	.019	Median	1.000
Mode	1.000	Std dev	.466	Variance	.217
Kurtosis	-1.395	S E Kurt	.201	Skewness	.781
S E Skew	.101	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	774.000		

Valid cases 587 Missing cases 15

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Q7A DISASTER PREPAREDNESS TRAINING

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	217	36.0	37.7	37.7
NO	2	359	59.6	62.3	100.0
	.	26	4.3	Missing	
	Total	602	100.0	100.0	

Mean	1.623	Std err	.020	Median	2.000
Mode	2.000	Std dev	.485	Variance	.235
Kurtosis	-1.746	S E Kurt	.203	Skewness	-.510
S E Skew	.102	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	935.000		

Valid cases 576 Missing cases 26

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Q7B CHOICE A

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CLASSROOM-BASED	1	88	14.6	35.1	35.1
SELF-PACES	2	81	13.5	32.3	67.3
VIDEO-BASED	3	54	9.0	21.5	88.8
INTERNET-BASED	4	25	4.2	10.0	98.8
OTHER	5	3	.5	1.2	100.0
	.	351	58.3	Missing	
	Total	602	100.0	100.0	

Mean	2.100	Std err	.065	Median	2.000
Mode	1.000	Std dev	1.032	Variance	1.066
Kurtosis	-.504	S E Kurt	.306	Skewness	.612
S E Skew	.154	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	527.000		

Valid cases 251 Missing cases 351

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Q7C CHOICE B

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CLASSROOM-BASED	1	1	.2	.7	.7
SELF-PACES	2	22	3.7	15.3	16.0
VIDEO-BASED	3	69	11.5	47.9	63.9
INTERNET-BASED	4	49	8.1	34.0	97.9
OTHER	5	3	.5	2.1	100.0
	.	458	76.1	Missing	
	Total	602	100.0	100.0	

Mean	3.215	Std err	.062	Median	3.000
Mode	3.000	Std dev	.749	Variance	.562
Kurtosis	-.262	S E Kurt	.401	Skewness	-.174
S E Skew	.202	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	463.000		

Valid cases 144 Missing cases 458

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Q8A RADIANT

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CHECK THE BOX	1	91	15.1	100.0	100.0
	.	511	84.9	Missing	
	Total	602	100.0	100.0	

Mean	1.000	Std err	.000	Median	1.000
Mode	1.000	Std dev	.000	Variance	.000
Range	.000	Minimum	1.000	Maximum	1.000
Sum	91.000				

Valid cases 91 Missing cases 511

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Q8B FORCED AIR

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent

CHECK THE BOX	1	498	82.7	100.0	100.0
	.	104	17.3	Missing	
	Total	602	100.0	100.0	

Q8B FORCED AIR

Mean	1.000	Std err	.000	Median	1.000
Mode	1.000	Std dev	.000	Variance	.000
Range	.000	Minimum	1.000	Maximum	1.000
Sum	498.000				

Valid cases 498 Missing cases 104

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Q8C ALTERNATIVE HEAT SOURCE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CHECK THE BOX	1	80	13.3	100.0	100.0
	.	522	86.7	Missing	
	Total	602	100.0	100.0	

Mean	1.000	Std err	.000	Median	1.000
Mode	1.000	Std dev	.000	Variance	.000
Range	.000	Minimum	1.000	Maximum	1.000
Sum	80.000				

Valid cases 80 Missing cases 522

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Q9A COMBUSTION APPLIANCES

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	538	89.4	90.3	90.3
NO	2	58	9.6	9.7	100.0
	.	6	1.0	Missing	
	Total	602	100.0	100.0	

Mean	1.097	Std err	.012	Median	1.000
Mode	1.000	Std dev	.297	Variance	.088
Kurtosis	5.439	S E Kurt	.200	Skewness	2.724
S E Skew	.100	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	654.000		

Valid cases 596 Missing cases 6

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Q9B HOW OFTEN DO YOU CHECK

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent

ONCE A MONTH	1	26	4.3	5.0	5.0
EVERY OTHER MONTH	2	203	33.7	38.8	43.8
3 TIMES A YEAR	3	118	19.6	22.6	66.3
YEARLY	4	77	12.8	14.7	81.1
NEVER	5	99	16.4	18.9	100.0
	.	79	13.1	Missing	
	Total	602	100.0	100.0	

Mean	3.038	Std err	.053	Median	3.000
Mode	2.000	Std dev	1.222	Variance	1.493
Kurtosis	-1.090	S E Kurt	.213	Skewness	.389
S E Skew	.107	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	1589.000		

Valid cases 523 Missing cases 79

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Q10 ADDRESS VISIBLE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	562	93.4	94.5	94.5
NO	2	33	5.5	5.5	100.0
	.	7	1.2	Missing	
	Total	602	100.0	100.0	

Mean	1.055	Std err	.009	Median	1.000
Mode	1.000	Std dev	.229	Variance	.052
Kurtosis	13.210	S E Kurt	.200	Skewness	3.894
S E Skew	.100	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	628.000		

Valid cases 595 Missing cases 7

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Q11A KEEP UP WITH NEW TECH. IN FIRE SUPPRESSI

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	575	95.5	98.5	98.5
NO	2	9	1.5	1.5	100.0
	.	18	3.0	Missing	
	Total	602	100.0	100.0	

Mean	1.015	Std err	.005	Median	1.000
Mode	1.000	Std dev	.123	Variance	.015
Kurtosis	60.431	S E Kurt	.202	Skewness	7.888
S E Skew	.101	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	593.000		

Valid cases 584 Missing cases 18

Q11B PURCHASE OF NEW TECH. IN FIRE SUPPRESSIO

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	413	68.6	79.4	79.4
NO	2	107	17.8	20.6	100.0
	.	82	13.6	Missing	
	Total	602	100.0	100.0	

Mean	1.206	Std err	.018	Median	1.000
Mode	1.000	Std dev	.405	Variance	.164
Kurtosis	.132	S E Kurt	.214	Skewness	1.460
S E Skew	.107	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	627.000		
Valid cases	520	Missing cases	82		

Q12A KEEP UP WITH NEW TECH. IN RESCUE SERVICE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	570	94.7	97.4	97.4
NO	2	15	2.5	2.6	100.0
	.	17	2.8	Missing	
	Total	602	100.0	100.0	

Mean	1.026	Std err	.007	Median	1.000
Mode	1.000	Std dev	.158	Variance	.025
Kurtosis	34.329	S E Kurt	.202	Skewness	6.018
S E Skew	.101	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	600.000		
Valid cases	585	Missing cases	17		

Q12B PURCHASE OF NEW TECH. IN RESCUE SERVICES

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	419	69.6	81.8	81.8
NO	2	93	15.4	18.2	100.0
	.	90	15.0	Missing	
	Total	602	100.0	100.0	

Mean	1.182	Std err	.017	Median	1.000
Mode	1.000	Std dev	.386	Variance	.149
Kurtosis	.746	S E Kurt	.215	Skewness	1.656
S E Skew	.108	Range	1.000	Minimum	1.000

Maximum	2.000	Sum	605.000
Valid cases	512	Missing cases	90

Q13A KEEP UP WITH NEW TECH. IN MEDICAL SERVIC

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	573	95.2	97.6	97.6
NO	2	14	2.3	2.4	100.0
	.	15	2.5	Missing	
	Total	602	100.0	100.0	

Mean	1.024	Std err	.006	Median	1.000
Mode	1.000	Std dev	.153	Variance	.023
Kurtosis	37.280	S E Kurt	.201	Skewness	6.257
S E Skew	.101	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	601.000		
Valid cases	587	Missing cases	15		

Q13B KEEP UP WITH NEW TECH. IN MEDICAL SERVIC

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	440	73.1	83.5	83.5
NO	2	87	14.5	16.5	100.0
	.	75	12.5	Missing	
	Total	602	100.0	100.0	

Mean	1.165	Std err	.016	Median	1.000
Mode	1.000	Std dev	.372	Variance	.138
Kurtosis	1.279	S E Kurt	.212	Skewness	1.809
S E Skew	.106	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	614.000		
Valid cases	527	Missing cases	75		

Q14A EXPAND PUBLIC EDUCATION PROG

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	455	75.6	79.8	79.8
NO	2	115	19.1	20.2	100.0
	.	32	5.3	Missing	
	Total	602	100.0	100.0	

Mean	1.202	Std err	.017	Median	1.000

Mode	1.000	Std dev	.402	Variance	.161
Kurtosis	.222	S E Kurt	.204	Skewness	1.490
S E Skew	.102	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	685.000		

Valid cases 570 Missing cases 32

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Q14B INCREASED FUNDING TO EXPAND

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	294	48.8	62.7	62.7
NO	2	175	29.1	37.3	100.0
	.	133	22.1	Missing	
	Total	602	100.0	100.0	

Mean	1.373	Std err	.022	Median	1.000
Mode	1.000	Std dev	.484	Variance	.234
Kurtosis	-1.730	S E Kurt	.225	Skewness	.526
S E Skew	.113	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	644.000		

Valid cases 469 Missing cases 133

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Q15A CHOICE A

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
OTHER	0	1	.2	.2	.2
NEWSLETTERS	1	437	72.6	73.7	73.9
NEWPAPER	2	120	19.9	20.2	94.1
COMUNITY GROUPS	3	2	.3	.3	94.4
TV	4	15	2.5	2.5	97.0
INTERNET	5	9	1.5	1.5	98.5
RADIO	6	2	.3	.3	98.8
LIBRARY	7	1	.2	.2	99.0
BROCHURES	8	4	.7	.7	99.7
CLASSES	9	2	.3	.3	100.0
	.	9	1.5	Missing	
	Total	602	100.0	100.0	

Mean	1.445	Std err	.045	Median	1.000
Mode	1.000	Std dev	1.088	Variance	1.183
Kurtosis	18.720	S E Kurt	.200	Skewness	3.938
S E Skew	.100	Range	9.000	Minimum	.000
Maximum	9.000	Sum	857.000		

Valid cases 593 Missing cases 9

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Q15B CHOICE B

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
OTHER	0	1	.2	.2	.2
NEWSLETTERS	1	3	.5	.6	.8
NEWPAPER	2	286	47.5	55.6	56.4
COMUNITY GROUPS	3	19	3.2	3.7	60.1
TV	4	92	15.3	17.9	78.0
INTERNET	5	54	9.0	10.5	88.5
RADIO	6	29	4.8	5.6	94.2
LIBRARY	7	13	2.2	2.5	96.7
BROCHURES	8	17	2.8	3.3	100.0
	.	88	14.6	Missing	
	Total	602	100.0	100.0	

Mean	3.251	Std err	.075	Median	2.000
Mode	2.000	Std dev	1.697	Variance	2.878
Kurtosis	.385	S E Kurt	.215	Skewness	1.125
S E Skew	.108	Range	8.000	Minimum	.000
Maximum	8.000	Sum	1671.000		

Valid cases 514 Missing cases 88

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Q15C CHOICE C

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
OTHER	0	3	.5	.7	.7
NEWPAPER	2	3	.5	.7	1.3
COMUNITY GROUPS	3	9	1.5	2.0	3.3
TV	4	56	9.3	12.3	15.6
INTERNET	5	43	7.1	9.5	25.1
RADIO	6	119	19.8	26.2	51.3
LIBRARY	7	37	6.1	8.1	59.5
BROCHURES	8	156	25.9	34.4	93.8
CLASSES	9	28	4.7	6.2	100.0
	.	148	24.6	Missing	
	Total	602	100.0	100.0	

Mean	6.487	Std err	.080	Median	6.000
Mode	8.000	Std dev	1.700	Variance	2.891
Kurtosis	.234	S E Kurt	.229	Skewness	-.676
S E Skew	.115	Range	9.000	Minimum	.000
Maximum	9.000	Sum	2945.000		

Valid cases 454 Missing cases 148

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Q16A FIRE DEPT. IS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent

UNDER FUNDED	1	67	11.1	13.3	13.3
ADEQUATELY FUNDED	2	426	70.8	84.5	97.8
OVER FUNDED	3	11	1.8	2.2	100.0
	.	98	16.3	Missing	
	Total	602	100.0	100.0	

Mean	1.889	Std err	.017	Median	2.000
Mode	2.000	Std dev	.378	Variance	.143
Kurtosis	2.778	S E Kurt	.217	Skewness	-1.162
S E Skew	.109	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	952.000		

Valid cases 504 Missing cases 98

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Q16B RAISE TAXES TO MAINTAIN

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	434	72.1	81.1	81.1
NO	2	101	16.8	18.9	100.0
	.	67	11.1	Missing	
	Total	602	100.0	100.0	

Mean	1.189	Std err	.017	Median	1.000
Mode	1.000	Std dev	.392	Variance	.153
Kurtosis	.546	S E Kurt	.211	Skewness	1.595
S E Skew	.106	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	636.000		

Valid cases 535 Missing cases 67

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Q16C RAISE TAXES TO IMPROVE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	294	48.8	60.2	60.2
NO	2	194	32.2	39.8	100.0
	.	114	18.9	Missing	
	Total	602	100.0	100.0	

Mean	1.398	Std err	.022	Median	1.000
Mode	1.000	Std dev	.490	Variance	.240
Kurtosis	-1.831	S E Kurt	.221	Skewness	.420
S E Skew	.111	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	682.000		

Valid cases 488 Missing cases 114

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Q17 WOULD REDUCE THE POTENTIAL

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	428	71.1	79.1	79.1
NO	2	113	18.8	20.9	100.0
	.	61	10.1	Missing	
	Total	602	100.0	100.0	

Mean	1.209	Std err	.017	Median	1.000
Mode	1.000	Std dev	.407	Variance	.166
Kurtosis	.063	S E Kurt	.210	Skewness	1.436
S E Skew	.105	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	654.000		

Valid cases 541 Missing cases 61

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Q18 WOULD INCREASE THE COST

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	409	67.9	76.7	76.7
NO	2	124	20.6	23.3	100.0
	.	69	11.5	Missing	
	Total	602	100.0	100.0	

Mean	1.233	Std err	.018	Median	1.000
Mode	1.000	Std dev	.423	Variance	.179
Kurtosis	-.391	S E Kurt	.211	Skewness	1.269
S E Skew	.106	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	657.000		

Valid cases 533 Missing cases 69

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Q19A SUPPRESSES FIRE IN THE CITY

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CHECK THE BOX	1	554	92.0	100.0	100.0
	.	48	8.0	Missing	
	Total	602	100.0	100.0	

Mean	1.000	Std err	.000	Median	1.000
Mode	1.000	Std dev	.000	Variance	.000
Range	.000	Minimum	1.000	Maximum	1.000
Sum	554.000				

Valid cases 554 Missing cases 48

Q19B SUPPRESSES FIRE IN THE AREA

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CHECK THE BOX	1	421	69.9	100.0	100.0
	.	181	30.1	Missing	
	Total	602	100.0	100.0	

Mean	1.000	Std err	.000	Median	1.000
Mode	1.000	Std dev	.000	Variance	.000
Range	.000	Minimum	1.000	Maximum	1.000
Sum	421.000				

Valid cases 421 Missing cases 181

Q19C RECUSE HOUSEHOLD

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CHECK THE BOX	1	242	40.2	100.0	100.0
	.	360	59.8	Missing	
	Total	602	100.0	100.0	

Mean	1.000	Std err	.000	Median	1.000
Mode	1.000	Std dev	.000	Variance	.000
Range	.000	Minimum	1.000	Maximum	1.000
Sum	242.000				

Valid cases 242 Missing cases 360

Q19D CONTROLS AND REMOVES

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CHECK THE BOX	1	338	56.1	100.0	100.0
	.	264	43.9	Missing	
	Total	602	100.0	100.0	

Mean	1.000	Std err	.000	Median	1.000
Mode	1.000	Std dev	.000	Variance	.000
Range	.000	Minimum	1.000	Maximum	1.000
Sum	338.000				

Valid cases 338 Missing cases 264

Q19E OFFERS FIRE-MED

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CHECK THE BOX	1	455	75.6	100.0	100.0
	.	147	24.4	Missing	
	Total	602	100.0	100.0	

Mean	1.000	Std err	.000	Median	1.000
Mode	1.000	Std dev	.000	Variance	.000
Range	.000	Minimum	1.000	Maximum	1.000
Sum	455.000				

Valid cases 455 Missing cases 147

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Q19F ASSISTS stranded MOTORISTS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CHECK THE BOX	1	94	15.6	100.0	100.0
	.	508	84.4	Missing	
	Total	602	100.0	100.0	

Mean	1.000	Std err	.000	Median	1.000
Mode	1.000	Std dev	.000	Variance	.000
Range	.000	Minimum	1.000	Maximum	1.000
Sum	94.000				

Valid cases 94 Missing cases 508

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Q19G INSPECTS BUILDING

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CHECK THE BOX	1	431	71.6	100.0	100.0
	.	171	28.4	Missing	
	Total	602	100.0	100.0	

Mean	1.000	Std err	.000	Median	1.000
Mode	1.000	Std dev	.000	Variance	.000
Range	.000	Minimum	1.000	Maximum	1.000
Sum	431.000				

Valid cases 431 Missing cases 171

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Q19H PROVIDES AMBULANCE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CHECK THE BOX	1	425	70.6	100.0	100.0
	.	177	29.4	Missing	
	Total	602	100.0	100.0	

Mean	1.000	Std err	.000	Median	1.000
Mode	1.000	Std dev	.000	Variance	.000
Range	.000	Minimum	1.000	Maximum	1.000
Sum	425.000				

Valid cases 425 Missing cases 177

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Q19I OFFERS EDUCATIONAL COURSES

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CHECK THE BOX	1	400	66.4	100.0	100.0
	.	202	33.6	Missing	
	Total	602	100.0	100.0	

Mean	1.000	Std err	.000	Median	1.000
Mode	1.000	Std dev	.000	Variance	.000
Range	.000	Minimum	1.000	Maximum	1.000
Sum	400.000				

Valid cases 400 Missing cases 202

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Q19J CONTROLS HAZARDOUS MATERIALS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CHECK THE BOX	1	322	53.5	100.0	100.0
	.	280	46.5	Missing	
	Total	602	100.0	100.0	

Mean	1.000	Std err	.000	Median	1.000
Mode	1.000	Std dev	.000	Variance	.000
Range	.000	Minimum	1.000	Maximum	1.000
Sum	322.000				

Valid cases 322 Missing cases 280

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Q19K PROVIDES PRE-HOSPITAL

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CHECK THE BOX	1	453	75.2	100.0	100.0
	.	149	24.8	Missing	

		Total	602	100.0	100.0

Mean	1.000	Std err	.000	Median	1.000
Mode	1.000	Std dev	.000	Variance	.000
Range	.000	Minimum	1.000	Maximum	1.000
Sum	453.000				

Valid cases 453 Missing cases 149

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Q19L PROVIDES WATER RESCUE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CHECK THE BOX	1	332	55.1	100.0	100.0
	.	270	44.9	Missing	
	Total	602	100.0	100.0	

Mean	1.000	Std err	.000	Median	1.000
Mode	1.000	Std dev	.000	Variance	.000
Range	.000	Minimum	1.000	Maximum	1.000
Sum	332.000				

Valid cases 332 Missing cases 270

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Q19M INTERVENES WITH YOUTHS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CHECK THE BOX	1	293	48.7	100.0	100.0
	.	309	51.3	Missing	
	Total	602	100.0	100.0	

Mean	1.000	Std err	.000	Median	1.000
Mode	1.000	Std dev	.000	Variance	.000
Range	.000	Minimum	1.000	Maximum	1.000
Sum	293.000				

Valid cases 293 Missing cases 309

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Q20 PERCENTAGE OF ALL FIRE FIGHTERS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LESS THAN 25%	1	238	39.5	43.7	43.7
25% TO 50%	2	199	33.1	36.5	80.2
MORE THAN 50%	3	67	11.1	12.3	92.5
ALL	4	1	.2	.2	92.7
NONE	5	40	6.6	7.3	100.0

	.	57	9.5	Missing	
	Total	602	100.0	100.0	

Mean	1.910	Std err	.047	Median	2.000
Mode	1.000	Std dev	1.105	Variance	1.222
Kurtosis	1.869	S E Kurt	.209	Skewness	1.498
S E Skew	.105	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	1041.000		

Valid cases 545 Missing cases 57

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Q21 EMERGENCY MEDICAL SERVICE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CORVALLIS FIRE DEPT	1	337	56.0	56.8	56.8
PRIIVATE AMBULANCE	2	13	2.2	2.2	59.0
GOOD SAMARITAN	3	64	10.6	10.8	69.8
DO NOT KNOW	5	103	17.1	17.4	87.2
PRIVATE AMB. & GOOD	7	2	.3	.3	87.5
CORVALLIS FIRE & PRI	8	8	1.3	1.3	88.9
CORVALLIS FIRE & GOO	9	66	11.0	11.1	100.0
	.	9	1.5	Missing	
	Total	602	100.0	100.0	

Mean	2.938	Std err	.112	Median	1.000
Mode	1.000	Std dev	2.720	Variance	7.396
Kurtosis	.153	S E Kurt	.200	Skewness	1.206
S E Skew	.100	Range	8.000	Minimum	1.000
Maximum	9.000	Sum	1742.000		

Valid cases 593 Missing cases 9

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Q22A HAVE YOU INTERACTED WITH

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	172	28.6	28.9	28.9
NO	2	424	70.4	71.1	100.0
	.	6	1.0	Missing	
	Total	602	100.0	100.0	

Mean	1.711	Std err	.019	Median	2.000
Mode	2.000	Std dev	.453	Variance	.206
Kurtosis	-1.129	S E Kurt	.200	Skewness	-.936
S E Skew	.100	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	1020.000		

Valid cases 596 Missing cases 6

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Q22B WAS IT FOR

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
AN EMERGENCY	1	40	6.6	23.7	23.7
A NON-EMERGENCY	2	122	20.3	72.2	95.9
BOTH	3	7	1.2	4.1	100.0
	.	433	71.9	Missing	
	Total	602	100.0	100.0	

Mean	1.805	Std err	.038	Median	2.000
Mode	2.000	Std dev	.491	Variance	.241
Kurtosis	.253	S E Kurt	.371	Skewness	-.405
S E Skew	.187	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	305.000		

Valid cases 169 Missing cases 433

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Q22C RATE the SERVICE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
EXCELLENT	1	122	20.3	74.4	74.4
SATISFACTORY	2	39	6.5	23.8	98.2
UNSATISFACTORY	3	3	.5	1.8	100.0
	.	438	72.8	Missing	
	Total	602	100.0	100.0	

Mean	1.274	Std err	.038	Median	1.000
Mode	1.000	Std dev	.487	Variance	.237
Kurtosis	1.257	S E Kurt	.377	Skewness	1.495
S E Skew	.190	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	209.000		

Valid cases 164 Missing cases 438

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Q23 HOW WOULD YOU JUDGE - FIRE EMERGENCIES

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
EXCELLENT	1	252	41.9	54.9	54.9
GOOD	2	180	29.9	39.2	94.1
AVERAGE	3	22	3.7	4.8	98.9
FAIR	4	3	.5	.7	99.6
POOR	5	2	.3	.4	100.0
	.	143	23.8	Missing	
	Total	602	100.0	100.0	

Mean	1.525	Std err	.031	Median	1.000
Mode	1.000	Std dev	.662	Variance	.438
Kurtosis	3.177	S E Kurt	.227	Skewness	1.384
S E Skew	.114	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	700.000		

Valid cases 459 Missing cases 143

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Q24 HOW WOULD YOU JUDGE - MEDICAL EMERGENCIE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
EXCELLENT	1	255	42.4	56.8	56.8
GOOD	2	170	28.2	37.9	94.7
AVERAGE	3	22	3.7	4.9	99.6
FAIR	4	2	.3	.4	100.0
	.	153	25.4	Missing	
	Total	602	100.0	100.0	

Mean	1.490	Std err	.029	Median	1.000
Mode	1.000	Std dev	.613	Variance	.375
Kurtosis	.510	S E Kurt	.230	Skewness	.974
S E Skew	.115	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	669.000		

Valid cases 449 Missing cases 153

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Q25 HOW WOULD YOU JUDGE - OTHER EMERGENCIES

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
EXCELLENT	1	164	27.2	41.5	41.5
GOOD	2	201	33.4	50.9	92.4
AVERAGE	3	28	4.7	7.1	99.5
FAIR	4	2	.3	.5	100.0
	.	207	34.4	Missing	
	Total	602	100.0	100.0	

Mean	1.666	Std err	.032	Median	2.000
Mode	2.000	Std dev	.629	Variance	.396
Kurtosis	-.013	S E Kurt	.245	Skewness	.523
S E Skew	.123	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	658.000		

Valid cases 395 Missing cases 207

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Q26 HOW WOULD YOU JUDGE - FIRE PREVENTION

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent

EXCELLENT	1	136	22.6	31.8	31.8
GOOD	2	237	39.4	55.4	87.1
AVERAGE	3	48	8.0	11.2	98.4
FAIR	4	5	.8	1.2	99.5
POOR	5	2	.3	.5	100.0
	.	174	28.9	Missing	
	Total	602	100.0	100.0	

Mean	1.832	Std err	.034	Median	2.000
Mode	2.000	Std dev	.701	Variance	.492
Kurtosis	1.567	S E Kurt	.235	Skewness	.778
S E Skew	.118	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	784.000		

Valid cases 428 Missing cases 174

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Q27 HOW WELL DO YOU FELL - PUBLIC SAFETY

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
EXCELLENT	1	84	14.0	19.2	19.2
GOOD	2	230	38.2	52.6	71.9
AVERAGE	3	106	17.6	24.3	96.1
FAIR	4	13	2.2	3.0	99.1
POOR	5	4	.7	.9	100.0
	.	165	27.4	Missing	
	Total	602	100.0	100.0	

Mean	2.137	Std err	.038	Median	2.000
Mode	2.000	Std dev	.787	Variance	.619
Kurtosis	.772	S E Kurt	.233	Skewness	.576
S E Skew	.117	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	934.000		

Valid cases 437 Missing cases 165

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Q28 HOW WOULD YOU RATE THE PROFESSIONALISM

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
EXCELLENT	1	241	40.0	53.7	53.7
GOOD	2	180	29.9	40.1	93.8
AVERAGE	3	24	4.0	5.3	99.1
FAIR	4	3	.5	.7	99.8
POOR	5	1	.2	.2	100.0
	.	153	25.4	Missing	
	Total	602	100.0	100.0	

Mean	1.537	Std err	.031	Median	1.000

Mode	1.000	Std dev	.651	Variance	.423
Kurtosis	1.937	S E Kurt	.230	Skewness	1.158
S E Skew	.115	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	690.000		
Valid cases	449	Missing cases	153		

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Q29 HOW ELL DO YOU FEEL - COST EFFECTIVENESS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
EXCELLENT	1	68	11.3	18.6	18.6
GOOD	2	183	30.4	50.1	68.8
AVERAGE	3	102	16.9	27.9	96.7
FAIR	4	8	1.3	2.2	98.9
POOR	5	4	.7	1.1	100.0
	.	237	39.4	Missing	
	Total	602	100.0	100.0	

Mean	2.170	Std err	.041	Median	2.000
Mode	2.000	Std dev	.791	Variance	.625
Kurtosis	.711	S E Kurt	.255	Skewness	.494
S E Skew	.128	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	792.000		
Valid cases	365	Missing cases	237		

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Q30 HOW WOULD YOU RATE - PUBLIC RELATIONS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
EXCELLENT	1	136	22.6	29.3	29.3
GOOD	2	230	38.2	49.6	78.9
AVERAGE	3	79	13.1	17.0	95.9
FAIR	4	16	2.7	3.4	99.4
POOR	5	3	.5	.6	100.0
	.	138	22.9	Missing	
	Total	602	100.0	100.0	

Mean	1.966	Std err	.038	Median	2.000
Mode	2.000	Std dev	.812	Variance	.660
Kurtosis	.686	S E Kurt	.226	Skewness	.743
S E Skew	.113	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	912.000		
Valid cases	464	Missing cases	138		

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Q31 THE AGE RANGE

		Valid	Cum

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
20-29	2	19	3.2	3.2	3.2
30-39	3	72	12.0	12.2	15.4
40-49	4	158	26.2	26.7	42.1
50-59	5	142	23.6	24.0	66.0
60-69	6	85	14.1	14.4	80.4
70-79	7	73	12.1	12.3	92.7
80-89	8	42	7.0	7.1	99.8
90 OR OVER	9	1	.2	.2	100.0
	.	10	1.7	Missing	
	Total	602	100.0	100.0	

Mean	5.003	Std err	.063	Median	5.000
Mode	4.000	Std dev	1.532	Variance	2.349
Kurtosis	-.613	S E Kurt	.201	Skewness	.286
S E Skew	.100	Range	7.000	Minimum	2.000
Maximum	9.000	Sum	2962.000		

Valid cases 592 Missing cases 10

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Q32 YOUR SEX

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
FEMALE	1	303	50.3	51.3	51.3
MALE	2	288	47.8	48.7	100.0
	.	11	1.8	Missing	
	Total	602	100.0	100.0	

Mean	1.487	Std err	.021	Median	1.000
Mode	1.000	Std dev	.500	Variance	.250
Kurtosis	-2.004	S E Kurt	.201	Skewness	.051
S E Skew	.101	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	879.000		

Valid cases 591 Missing cases 11

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Q33A OWN YOUR HOME

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	585	97.2	98.3	98.3
NO	2	10	1.7	1.7	100.0
	.	7	1.2	Missing	
	Total	602	100.0	100.0	

Mean	1.017	Std err	.005	Median	1.000
Mode	1.000	Std dev	.129	Variance	.017
Kurtosis	54.988	S E Kurt	.200	Skewness	7.537

S E Skew	.100	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	605.000		
Valid cases	595	Missing cases	7		

Q33B WHEN WAS YOUR HOME BUILT

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
90-99	1	100	16.6	16.9	16.9
80-89	2	55	9.1	9.3	26.2
70-79	3	143	23.8	24.2	50.4
60-69	4	120	19.9	20.3	70.7
50-59	5	87	14.5	14.7	85.4
40-49	6	47	7.8	8.0	93.4
30-39	7	11	1.8	1.9	95.3
29 OR EARLIER	8	28	4.7	4.7	100.0
	.	11	1.8	Missing	
	Total	602	100.0	100.0	

Mean	3.616	Std err	.076	Median	3.000
Mode	3.000	Std dev	1.840	Variance	3.386
Kurtosis	-.222	S E Kurt	.201	Skewness	.438
S E Skew	.101	Range	7.000	Minimum	1.000
Maximum	8.000	Sum	2137.000		
Valid cases	591	Missing cases	11		

Q33C BEEN RENOVATED

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	1	232	38.5	41.7	41.7
NO	2	324	53.8	58.3	100.0
	.	46	7.6	Missing	
	Total	602	100.0	100.0	

Mean	1.583	Std err	.021	Median	2.000
Mode	2.000	Std dev	.494	Variance	.244
Kurtosis	-1.894	S E Kurt	.207	Skewness	-.336
S E Skew	.104	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	880.000		
Valid cases	556	Missing cases	46		

Q34 GENERAL LOCATION

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent

N. OF MONROE ST	1	378	62.8	64.1	64.1
S. OF MONROE ST	2	147	24.4	24.9	89.0
LEWISBURG	3	35	5.8	5.9	94.9
CRECENT VALLEY	4	15	2.5	2.5	97.5
RURAL DISTRICT OAK	5	15	2.5	2.5	100.0
	.	12	2.0	Missing	
	Total	602	100.0	100.0	

Mean	1.546	Std err	.037	Median	1.000
Mode	1.000	Std dev	.909	Variance	.826
Kurtosis	4.222	S E Kurt	.201	Skewness	2.044
S E Skew	.101	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	912.000		

Valid cases 590 Missing cases 12

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Q35 HOW LING TO BE A RESIDENT

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LESS THAN 2 YEARS	1	29	4.8	4.9	4.9
2-5 YEARS	2	62	10.3	10.4	15.3
6-10 YEARS	3	92	15.3	15.4	30.7
11-20 YEARS	4	131	21.8	22.0	52.7
21-30 YEARS	5	111	18.4	18.6	71.3
30 YEARS OR MORE	6	171	28.4	28.7	100.0
	.	6	1.0	Missing	
	Total	602	100.0	100.0	

Mean	4.252	Std err	.062	Median	4.000
Mode	6.000	Std dev	1.511	Variance	2.283
Kurtosis	-.834	S E Kurt	.200	Skewness	-.453
S E Skew	.100	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	2534.000		

Valid cases 596 Missing cases 6

Appendix C: Community Meeting Results

What do You Like About the Fire Department?

Training

- Well trained staff (6 points)
- EMS integrated into Fire Service (3 points)
- Excellent EMS System

Equipment

- Modern equipment (8 points)
- Well equipped and trained (1 point)
- Great equipment
- Two new fire stations
- Modern equipment—properly funded
- Stations well positioned to serve the public in time of need (includes future station #5)
- We are growing at a good pace. One station underway, one station on the burner

Funding

- Excellent support system—council, city manager
- Well funded

Management

- Well managed (3 points)
- Well staffed (3 points)
- Very professional (well trained) (3 points)
- High morale
- Leadership toward upcoming needs
- Top management
- Well organized

Appendix D: Stakeholder SWOT Results

Strengths

- Highly professional (35 points, 3 groups)
- Short response time/excellent ISO rating (strong sense of community service) (31 points, 5 groups)
- Effective leadership and management - from chief to captains (30 points, 3 groups)
- Fire Prevention, including inspections (19 points, 3 groups)
- Well-trained, well-qualified workforce (19 points)
- Collaboration/relationships with outside groups - team player (13 points, 3 groups)
- Emergency response (10 points)
- Attitude of public service (8 points)
- Customer-oriented service (7 points, 2 groups)
- Relatively new facilities (7 points)
- Aggressive EMS services-well equipped and trained (5 points, 2 groups)
- High degree of training (5 points)
- The volunteer-resident program is the envy of others (5 points, 3 groups)
- Well-equipped and modern facilities (5 points, 3 groups)
- Dedicated employees (4 points)
- Cohesive team (3 points)
- Community involvement (3 points)
- Good financial management – no debt for the new building (3 points)
- Proactive dialogue with development community (3 points)
- Versatile staff (3 points)
- Integrated emergency medical service and fire protection service (2 points)
- Multi-use facilities (2 points, 2 groups)
- Visibility of new facility (2 points)
- Open to new ideas such as skinny streets (1 point)
- Open to outreach and education to younger kids (1 point)
- Proactive in what they do (1 point)
- Strong community support (1 point)

- Ability to meet growing concerns, such as hazardous materials, water rescue, and accept wide responsibility
- Adequately funded
- Community visibility
- Fire Department works well with rural fire districts. For example, they replenish the drugs and other supplies on the quick-response units.
- Foresight in building codes
- Good local and statewide reputation
- Good relationship with university
- Open to public input
- Progressive
- Strong fire prevention programs/units
- The location of its fire stations

Weaknesses

- Cost of operation/future staff & equipment (22 points, 2 groups)
- Areas lacking fire department (16 points)
- Inadequate revenue stream – costs are rising faster than the ability of the City to fund services and programs. This goes for all city agencies (16 points)
- Funding uncertainties (11 points)
- Lack of written procedures in fire prevention (11 points)
- Availability of water infrastructure (10 points)
- Unreasonable public expectations (10 points)
- Inconsistent inspections (9 points)
- Unstable political environment/leadership (8 points)
- Coordination with building department (7 points)
- Need additional coverage in the face of growth/sprawl (7 points)
- Station locations, leading to gaps in response (7 points)
- Difficulty in predicting growth & location of growth (6 points)
- Insufficient staffing in the fire department (6 points)
- There is no pool of local, qualified workers since there is no local education program at OSU (6 points)
- Age turnover in fire department personnel – turnover seems to happen in cycles such that you get a large turnover at one point in time (5 points)
- Denser urbanization poses challenges (5 points)
- Strengthening of intergovernmental relationships (5 points)
- Limited ongoing contact with local businesses (as a preventive measure) (4 points)

- Surprises in development standards relating to fire prevention late in the process (4 points)
- Disharmony with building department & fire marshal's office (3 points)
- Lack of employment diversity (3 points)
- Lack of experience in fire prevention (3 points)
- Tendency for rigid perspective (3 points)
- Lack of Airport/Industrial area (in south Corvallis) fire protection (2 points)
- Need for more sophisticated prevention/education/safety for older kids (i.e. high school aged) (2 points)
- Opportunities lost for public outreach (2 points)
- Presence of ambulance service (2 points)
- At times, there appears to be a lack of coordination between the fire department and other agencies – often, there is a "flat" lack of coordination between the fire department and the community development department (1 point)
- Change in the City's upper management
- Dependence on volunteer services
- Perception of overenforcement (intent vs. letter of the law)
- Public perception that things are well-funded, perhaps "fat." For example, some people thought the new Fire Department building should have been self-funded not debt-funded, and others have indicated that the new building is too nice.
- There are problems with addressing tax lots on county lines or fringes – there are duplicate addresses in these areas. There was a case where the fire department went to right address but was in the wrong location

Opportunities

- Taking advantage of technology to improve cost effectiveness of fire protection. For example, codes for sprinklers in residences will reduce the need to add fire apparatus. This could be linked with insurance providers requiring private sector to manage risks rather than rely on public sector (16 points)
- Building a disaster-resistant community (14 points)
- Opportunity to strike strategic balance between fire support vs. prevention (i.e. via codes) (13 points)
- Ensure a higher degree of safety (11 points)
- Emergency management (9 points)
- More networking/partnerships with agencies/groups (9 points)
- Safety/community education (9 points, 2 groups)

- Countywide fire department – consolidation of fire protection service. Partnerships with rural fire districts are valuable for training etc. (8 points)
- Disaster preparedness (8 points)
- Must deal with Corvallis' growth/sprawl (via new capital improvement plan and new stations) (8 points)
- Non-enforcement prevention strategies (8 points)
- Taking advantage of new technologies (8 points)
- Increased range (multiple uses of facilities) (7 points)
- Continue regional collaboration & leadership (6 points)
- Fire/EMT technology changes (6 points)
- Higher use of volunteer personnel – expand more into this area (6 points)
- Influence/partner for positive community growth (6 points)
- Explore additional opportunities for interagency & private sector collaboration (i.e. county-wide consolidation of emergency operations) (5 points)
- Greater active role in communities (5 points, 2 groups)
- Improved fire safety for university students (5 points)
- Long-term stable funding source (i.e. fees for inspections, grants) (4 points)
- Partnership with educational institutions on training for the development of future fire crews, but there is no curriculum at OSU (4 points)
- Strong organizational capacity, very service oriented (4 points)
- Two new fire stations, rural & city (4 points)
- University fully pay for services it receives (4 points)
- Adding a community center/government service centers to stations (3 points)
- Opportunity to increase fire prevention and inspection of new business growth (3 points)
- Take advantage of new technologies (3 points)
- Changes in construction technology (2 points)
- Funding constraints in the face of Ballot Measure 47/50 (2 points)
- Land annexation to increase tax base (2 points)
- Merger with Philomath (2 points)
- Multiple use of fire department facilities (2 points)
- Opportunity to regionalize services as community grows (2 points)
- Use equipment technology to enhance efficiency of personnel. For example, high-tech equipment that makes emergency medical services more effective (2 points)
- City divest ambulance service to region (1 point)
- Efficiency (1 point)

- Maintain the strength of our water system which affects rating of fire department – for example, water distribution affects fire department rating. Also, increase opportunity for rural areas to have access to Corvallis water for fire protection – this is a technical issue in that you can design for both (1 point)
- Strong orientation toward intra-governmental relations (1 point)
- Addition of new stations
- Churches, fraternal organizations, non-profits pay for services they receive
- Ensure city water available to newly annexed lands
- Fill the UGB
- FireMed, prepaid ambulance coverage.
- In an urban setting, use building remodeling/rehabilitation or reclamation as an opportunity to have more self-sufficient buildings. This will help maintain density and reduce sprawl's impact on response time.
- Increase in elder population (underutilized group of people)
- Making community use of abandoned fire stations
- Opportunity to distinguish rural codes from urban codes – one size doesn't fit all.
- Partnerships with other communities, and training in concert with others
- Recruitment of new fire marshal
- Take advantage of new technologies
- Untapped resources from growth via pay as you go or grow – need to allocate resources from growth.
- Use elder population in prevention

Threats

- Tax initiatives/diminished financial resources (26 points, 2 groups)
- Future budget constraints (18 points, 2 groups)
- Limitations on financial resources (i.e., ongoing budget issues) (15 points)
- Large-scale natural and man-made disasters (12 points)
- Coordinating services with growth (10 points)
- Residential encroachment into farm and forest land – this is the biggest fire threat (9 points)
- Stable funding source (9 points)
- Public perception of government (8 points)
- Rising personnel costs (7 points)
- UGB areas have leap-frog development (i.e., development not to city standards) (7 points)

- Cost containment & inflation (6 points)
- Lack of ability to control EMS services (6 points)
- Urban interface relating to fire suppression (Bald Hill, Vineyard Mountain, Chip Ross Park) (6 points)
- Lack of water resources in rural areas (5 points)
- Changing management/council/city manager (4 points)
- Economic fluctuations (4 points)
- Management succession (4 points)
- Potential need for competition with other public service agencies for $$ (4 points)
- Disaster that fire department is not equipped to handle (3 points)
- Increasing standards required to keep highest fire rating (3 points)
- Recruiting quality employees in competitive job market (3 points)
- Shrinking trained labor pool (3 points)
- Spending too much on "just in case" (3 points)
- Unreasonable public expectations (3 points)
- Economic downturn/recession (2 points)
- Inadequate water system in rural districts for an expanding district – lack of capacity such as hydrants, pipes. The cost to provide fire suppression capabilities is prohibitive. For example, the cost to build a fire suppression system is prohibitive for a 30-lot subdivision (2 points)
- Increasingly complex structures (2 points)
- Too much to know regarding industry
- Layout of buildings (hospital, HP)
- Rapid renaming of buildings
- Initiative referendums (2 points)
- Pending rule with DLCD proposes land-use changes on land adjacent to the UGB. If they go to a large-lot requirement, it will make it difficult to respond to calls in these areas (2 points)
- Unfunded mandates (2 points)
- Urban sprawl/growth (2 points)
- Condition of buildings (1 point)
- Lack of access for fire equipment in open spaces (1 point)
- Loss of institutional knowledge (1 point)
- Overextending services (1 point)
- Private-sector competition (1 point)
- Public complacency (1 point)
- Reliability of water system given that there is no back-up power to the system – natural disaster preparedness (1 point)
- Unwilling to accept/adapt to change (1 point)
- A job well done over time could lead to disinvestments

- Age demographics
- Community expectations
- Decreased funding of U.S. Forest Service
- Fire prevention vs. wildlife habitat values
- Firmness about development standards
- Independent ambulance service – cheap is not always better
- Natural disasters
- Prescribed burning procedures in natural areas
- Proposed OSHA rule to increase minimum staff on fire crew
- Protection from litigation
- Security on water system power – are we prepared for terrorism
- Staffing standards
- Traffic congestion limiting response time
- Unfunded mandates/state, federal

What do You Dislike About the Fire Department?

Response Time/Access

- The EMC (a variation on EMS) response time in the county area (5 points)
- Street and highway planning doesn't account for emergency vehicles (3 points)
- Better mapping up to date
- EMS responders and equipment need to be upgraded
- Problems of access in some areas
- Some long response times

Funding

- Uncertainty of funding. Tax measures have changed the process (7 points)
- Down turn in funding (4 points)
- The way the fire department has to bid on funds to run department from the City Management's office (3 points)
- Understaffed (3 points)
- Can't be sure when Station #5 will some on-line because of funding (2 points)
- (2) OSU-the state of Oregon does not pay or support the CFD budget (1 point)
- Public sees CFD as "do all" for any emergencies (1 point)
- Replace outdated equipment at some stations when needed

Appendix E: Volunteer Firefighter Meeting Results

What do You Like About the Fire Department?

The Experience (22 points)

- Chance to use skills/chance for experience (21 points)
- The chance for experience
- The opportunity to gain skills and knowledge for a future career (1 point)
- Getting to do something that hardly anyone can say they've done
- The opportunity to be a part of the Corvallis Fire Department as a volunteer
- Inside look at the Corvallis Fire Department

Training (31 points)

- Good training (28 points)
- Opportunity for training (3 points)
- Opportunity to learn from paid staff
- Many training opportunities are available
- Daily and/or weekly training
- The ability to change procedures and ideas
- On-the-job training
- Outside training and classes
- Ability to use learned skills
- Training in many different areas
- Explorer post – provides involvement of youth in fire department

Reimbursement (2 points)

- Support funds for Emergency Medical Training – Basic Certification (2 points)
- Free rent
- Reimbursement for required certifications
- Receive $20 per month for training
- Opportunities for paid work – temporary or fire prevention assistance

Flexibility in Work Hours (6 points)

- (2) Shift schedule (6 points)

Community Involvement (8 points)

- Helping/Contributing to community (8 points)
- Allowed to participate

Camaraderie (8 points to category) (11 points overall)

- The "brotherhood" and "sisterhood" that develops (3 points)
- Many good people to work with
- Relationship with paid staff
- Opportunity to meet a "whole lot" of people
- Staff is professional and always willing to help
- Personal and professional staff
- Friendly paid personnel
- Supportive personnel

Facilities and Equipment (1 point)

- Good equipment provided (1 point)
- Uniforms

What do You Dislike About the Fire Department?

Performance Review (6 points)

- Poor accountability or follow through for poor performance (poor performance appraisals) (3 points)
- Use chain of command for complaints/violations (3 points)

Opportunities for Promotion (8 points)

- No promotion opportunities for volunteers (4 points)
- Too many requirements to become a temporary firefighter (4 points)

Lack of Respect (3 points given to category) (11 points total)

- Unfriendly paid staff (5 points)
- Paid staff always "butting" into personal lives – going through stuff, using things without permission (3 points)
- Some individuals ruin it for the rest
- No respect for privacy
- Differentiation of paid and volunteer staff
- No privacy in living quarters
- Lack of communication

Interpersonal Issues Between Paid Staff and Volunteers (15 points)

- Negative attitudes of paid staff (12 points)
- No appreciation/need to hear "good job" once and awhile (2 points)
- Some paid personnel seem annoyed/inconvenienced by volunteers (1 point)
- Double standards
- Respect for differences
- Paid personnel and volunteer relationship

Volunteer-Specific Requirements (1 point)

- More volunteer group activities outside of training to improve collegiality
- Lack of direction in the volunteer program

Training (6 points given to category) (10 points total)

- No training dollars for emergency medical paramedic training (4 points)
- Lack of dollars and speed of processing requests for volunteer training – takes a long time to get approval of outside training which leads to missed opportunities
- Mileage reimbursements
- More dollars for monthly training – no policy on expense allowance since it is in the "to be decided" status
- Money usage - waste money for "toys" not really used – money could be spent on other needs (e.g., floating pump)
- Not enough training
- Inferior volunteer training
- Not enough special rescue training

Hiring Policies (14 points)

- Preference points for hiring volunteers (14 points)

Uniforms (2 points given to category) (4 points total)

- Lack of full uniform – name tags, badges, patches (2 points)
- Quicker response for new equipment (e.g., replacing worn-out boots/crayons)
- Lack of name tags and badges
- Horrible "police style" uniforms

Underutilization of Volunteers (15 points given category) (18 points total)

- Not given chance to use all skills (2 points)
- Underutilization of EMT-B skills (1 point)
- Volunteers not given much responsibility
- Sitting on Engine/Medic for calls
- Restricted role of emergency medical technician volunteer on calls
- Some people not allowed to get off rig
- Only EMT's should respond on medical calls
- Misuse of volunteers
- Volunteers are not needed at Station – they should be put elsewhere

Relations with Prevention

- Line personnel attitude toward fire prevention
- Work load not fairly divided between prevention and suppression – should do more prevention

Appendix F: A-Shift Meeting Results

What do You Like About the Fire Department?

Schedule (23 points)

- Schedule 24/48 (23 points)
- Time off

Compensation (9 points)

- Wages (6 points)
- Compensation (3 points)
- (2) Retirement
- (2) Pay
- Benefits
- Insurance

City (6 points)

- I like the city where I work (6 points)

Working Conditions (1 point)

- Work environment (1 point)
- Reasonable working conditions
- Varied duties
- Flexibility
- EMS program and support
- Able to direct a program
- Satisfaction from job
- Constantly changing experiences
- Roomy office with my own computer and phone
- The work
- No volunteers in my station

Communication

- Open communication with supervisors

Public Service (2 points given to category) (6 points total)

- Helping people (4 points)
- Community support
- Public interaction
- Civil responsibility
- People are glad to see us
- Enjoy coworkers (shifts)
- Camaraderie

Personnel (15 points)

- Able to work with good people (13 points)
- Camaraderie (2 points)
- The people I work with are generally positive
- Most coworkers

Training (1 point)

- Opportunities for professional growth (1 point)
- Quality training
- Being able to attend outside training
- Creation of truck operations vs. engine operations
- "Active" training
- Creation of training lieutenant position

Helping People (4 points)

- Helping people in need (3 points)
- The uniform looks good on Bullock (1 point)

Equipment

- New fire stations
- Functioning equipment

What do You Dislike About the Fire Department

Misplaced Priorities (3 points)

- Building personal kingdoms at the expense of the organization (3 points)
- Too self-centered as a department
- Department priorities
- Lack of clear direction/priorities (master plan)
- Free lancing among lieutenants and captains (they have own agenda)
- Lieutenants have to manage department priorities and time (training vs. inspection vs. projects)

Apparatus

- Polishing turds (Engine 142)
- Too much complexity, equipment/work demands
- Different styles of pumpers
- Used vehicles
- Too may different types of vehicles
- No Kelly days

Training

- Outside training opportunities not consistent
- Department not supportive of continuing education ($ and time off)

Management (4 points given to category) (19 total points)

- Unclear, inconsistent promotional process (4 points)
- Independent actions by division managers (4 points)
- Time and money spent on special rescue team with impact on rest of department (2 points)
- Management not responsive to floor (1 point)
- Management's inability to deal with problem employees
- No consensus building for large projects within the department
- Lack of respect to the whole by management
- Top brass lack of public education vs. crisis management
- Specific middle manager dead weight
- Over individualization of work program

Work Load (8 points)

- Full-plate scenario (5 points)
- Watching lieutenants get burdened by projects and errands (3 points)
- Too much to do not enough time to do it
- Jack of all trades phenomena
- Internal politics overriding production
- Prevention ops within fire ops
- Performance appraisals
- Being overwhelmed by the master calendar
- Workload inequity
- Project emphasis instead of fire emphasis
- People doing others' work
- Pushing 100 lbs of paperwork (PHCR, billing, log book)

Public Opinion from Management Point of View (9 points)

- Alleged crises (swastikas on station/ alcohol permits/don't take out new fire trucks)
- Public opinion first and employees' opinions second
- Politics
- Too responsive to public opinion

Coworkers

- Negative influence from the prevention staff
- Volunteers
- Negative people
- Lazy coworkers
- Apathy among coworkers

Spending (1 point)

- Spending habits and procedures (1 point)
- Spending money on certain items (coats) and then buying used apparatus
- Fiscal stuff (tripping over dollars to save a penny)

Work Environment

- Not having my own office and work station
- Drill tower and training grounds too small

Compensation

- Medical benefits and premiums
- Benefit package is terrible

Service Delivery (7 points)

- Either/Or response (not a good service to the public at times) (7 points)
- Station 6 as volunteer station
- Not enough paid staff
- Response procedures

Computers

- Too much emphasis on computers without tech support to make them work
- SunPro

Appendix G: B-Shift Meeting Results

What do You Like About the Fire Department?

Personnel (24 points)

- (2+) The people I work with (22 points)
- Being the envy of cops (2 points)
- Helping people
- Camaraderie

Schedule (15 points)

- 24 – 48 hour shift (9 points)
- Work schedule (6 points)
- Working conditions
- Time off
- Opportunities to train
- Volunteer program
- Flexibility of supervisors
- Learning
- Working at football games

Job Satisfaction (36 points)

- (2) Satisfaction from helping people (19 points)
- Variety (9 points)
- Problem-solving opportunities (2 points)
- Nature of the job (2 points)
- Hours spent at home (2 points)
- I am seldom bored (1 point)
- Variety of situations (1 point)
- Working with great people
- Support for career development
- The versatility of department tasks
- Training opportunities
- The challenge
- Saving lives
- The direction of the ambulance service
- Supervisors
- My lieutenant
- Teaching kids
- Excitement of the job
- Level of autonomy

- Staying fit
- Relief
- Small community/community

Pay/Benefits (6 points)

- (2) Benefits (3 points)
- (2) Great pay (3 points)

What do You Dislike About the Fire Department?

Customer – Public

- Inspections
- Dealing with bad situations
- Death and dismemberment
- Drunk people
- Mean customers

Job Requirements (7 points)

- Inspections (6 points)
- Death (1 point)
- Threat of injury (workers' compensation, also)
- Process for receiving training approval
- Meetings

Morale (18 points)

- So little time and so much to do! (program conflicts) (11 points)
- Injured kids (4 points)
- Lack of respect toward co-workers (2 points)
- Shift wars (1 point)
- (2+) Middle of the night calls
- Waking C.P. up in the morning
- Wearing a uniform
- Turnouts make me look chunky
- Negative attitudes about the "coolest" job in the world

Management (11 points)

- Arbitrary selections for classes out of the department (8 points)
- Public influence (3 points)
- 3 different departments (A, B, and C shift)
- Every shift has a different way of doing things
- Budget constraints
- Frivolous spending
- "Knee-jerk" reactions to problems and short-sightedness

Equipment (34 points)

- (2+) Each piece of apparatus being completely different from others (16 points)
- Inability to admit defeat (see 142) (11 points)
- Vehicle difference (4 points)
- Replacement of equipment (3 points)

Appendix H: C-Shift Meeting Results

What do You Like About the Fire Department?

Job Satisfaction (23 points)

- Job satisfaction
- Able to make decisions
- Job-induced personal satisfaction
- Residency requirement
- Like to go to fires
- Most of the people I work with
- Personal gratification
- Variety of experience
- Mobil – not behind a desk all day
- Variety
- Working with others
- The feeling of being loved
- Variety in the job
- Every call is different
- Variety: going on calls
- Call volume

Benefits (14 points)

- $ (7 points)
- Fair compensation (4 points)
- Retire at fifty (3 points)
- (2) Salary
- Insurance
- Retirement

Work Schedule (4 points)

- 24/48's (4 points)
- Time off
- Work schedule
- Work shifts

Training

- Special teams (HazMat, CFIT, SRT)
- Training opportunities
- Opportunity for specialized training

Personnel (8 points given to category) (20 points total)

- Working environment (11 points)

- My co-workers (1 point)
- Fair boss
- Fire chief
- Crews
- I have a good boss
- Personal dynamics and support
- Captain Jack
- IAFF 2240 (union)
- Dedicated employees
- Nature of the work
- Improvements in our training program
- Working relationships
- My managers
- Team

Public Service (2 points given to category) (6 points total)

- Helping people (4 points)
- Community support
- Public interaction
- Civil responsibility
- People are glad to see us
- Enjoy coworkers (shifts)
- Camaraderie

Facilities and Equipment (3 points)

- Big red trucks (3 points)
- E-mail
- Good equipment
- Progressive new facilities and equipment
- EMS equipment and training
- Department pays for physical exams
- The shoulder patch (and spiffy new uni's)
- New station
- Adding new fire stations
- Willing to buy good firefighting equipment for us
- New facilities
- Better maintenance programs for equipment
- Fitness equipment/scheduled workout times
- Work environment and physical equipment

B.S.

- Making stations 4 and 5 transport stations
- Low-cost on site parking

- Hot tubs and saunas in all stations
- Nancy's soap dispensers
- Tropical liquid soap

What do You Dislike About the Fire Department?

Equipment (9 points)

- Used fire equipment (8 points)
- Equipment not well suited to those who use it (1 point)
- Different equipment
- Too much equipment money spent on wildland firefighting
- 142 (old fire engine)
- Computers
- Too dependent on computers

Benefits (1 point)

- Benefits and $ compared to other departments with same responsibilities (1 point)
- Insurance costs too much
- Residency requirement/eliminate it
- Vacation pick
- Not enough money
- No Kelly days

Political Correctness (4 points)

- Too much political correctness (4 points)
- Too "Corvallisy" at times
- Public or political scrutiny in the extreme
- Special interest groups
- Blinders

Management (17 points)

- Knee jerk response to problem areas (8 points)
- Lack of strong leadership (3 points)
- No prioritization to work programs (3 points)
- Spending priorities (3 points)
- Reactionary
- Priorities not clear
- Not enough consistency
- Programs becoming more important than people
- Promotional process
- No one believes in Demming (wrote book on mgt. practices)
- Every manager thinks his program is the most important

- Poor conflict resolution
- Lack of focus
- Lack of accountability
- Too many meetings that gather firefighters in one spot, not allowing them to cover their districts
- Lack of department focus
- Traveling in parades everywhere we go
- Time management
- Flat organization (too many bosses)
- Meddling managers
- Training selection methods
- Not focused at times
- Lack of continuity
- No rank or order to work programs
- Real-life work expectations (too much work assigned)
- Upper management does not care what the troops think/feel
- Poor communication with management

Work Load (17 points)

- Not enough time to be proficient at the core of our job (13 points)
- Time scheduling (3 points)
- Every minute is scheduled/ don't take into consideration going on calls (1 point)
- Too many work projects, not enough time
- Too much on our plates
- Busy Work

Volunteer Program (3 points)

- Volunteer selection program (3 points)
- Increasing volunteer responsibilities
- Volunteer firefighters in Station # 6
- Station 6 developments

Environment (8 points)

- Bid stations – leave personnel where they want to be (6 points)
- Firefighters who are mobile and fill temporary vacancies (2 points)
- Relief medics
- Move crews around too much
- Old people jokes
- "Either/Or" companies
- Lack of storage space at Station 1
- Arbitrary training selections
- Programs are more important than going on calls

Attitude (5 points)

- Whiners (5 points)
- Cowers to public whiners

Prevention (5 points given to category) (12 points total)

- Inspections (too many to do) (7 points)
- Fire prevention captain
- Fire prevention inspections
- Inspections take away from other activities
- ISO point envy

Appendix I: Administrative Staff Meeting Results

What do You Like About the Fire Department?

Compensation and Benefits (2 points)

- Salary (2 points)
- Uniforms and clothes
- Overtime opportunities

Equipment (3 points)

- Future technology initiatives are important (2 points)
- Well-funded department (1 point)
- New computers
- Office space
- New station(s)
- Technology – helps us with our jobs
- Provided with tools to do our job

People (25 points)

- The people I work with (24 points)
- Dedicated administrative staff for prevention (1 point)
- Volunteer and paid staff
- Gordon
- Friendliness
- Chief
- Generally speaking, the people here share a great sense of humor
- Caring people

Training (3 points)

- Well-rounded training: SRT, HazMat, CFIT, and CAT training etc. – Department sees a need and responds to it
- (2+) Learning opportunities

Management (8 points)

- Positive workplace (5 points)
- Management is open to new ideas/ways of doing things (1 point)
- Professional attitude (1 point)
- Forward thinking (1 point)
- Commitment to stay current with equipment and facilities
- The management is knowledgeable about the field
- Variety

- Lack of sexist behaviors
- Good morale, overall, in the department
- Flexibility
- Sense of purpose and accomplishment

Relationship with Community (10 points)

- Service to community (8 points)
- Public holds us in high regard (2 points)
- History
- Location in Corvallis
- Good relationship with public
- Excellent ratings on citizen survey

What do You Dislike About the Fire Department?

Personnel (32 points)

- Communication between Administration and crews (10 points)
- Need more Gordons (i.e., MIS Technicians) (7 points)
- Make temporary position for "Weeds" permanent (5 points)
- Lack of promotion potential (4 points)
- Create full-time position (job share) for receptionist position (3 points)
- Poor planning by personnel (3 points)
- Operations more involved in fire prevention
- Better working relationships with prevention
- Need to improve relationship with Finance and other departments
- People who do not clean up after themselves in staff cars
- Some lieutenants treat volunteers poorly
- Lack of public education in the residential community
- Add 1 person to EMS staff
- Add 1 more person to Prevention staff
- Too many sensitive people in the department

Facilities

- (2+) Parking lot too small

Policies and Procedures (13 points)

- Need FPO inspection districts (3 points)
- Compensation is not on par with the private sector (3 points)
- Lack of inspection program (3 points)
- Lack of communication with prevention (2 points)
- Not enough job specification – too many "hats" to wear (2 points)
- Too much on my plate

- Cross training
- Tours – crews' attitudes
- Personal improvement is not high fiscal priority or time priority
- Hours
- Lack of communication
- In general, policy in place but not written
- Lack of nap time
- 40-hour work week

Equipment (8 points)

- (2+) SunPro – SunPro 3.7 as opposed to 5.0 (6 points)
- My computer (2 points)
- Lack of computerization of prevention records
- Outdated maps

Appendix J: Management Meetings Results

What do You Like About the Fire Department?

Organization (4 points given to category) (9 points total)

- Teamwork (5 points)
- No debt!
- Good communication
- Flat organizational chart
- Open management style
- Openness
- Shift captains work well together
- Communication between supervisors
- Open-door policy
- Safety efforts
- Right "size" department and community
- Delegation
- Open to change
- Union/Management atmosphere of trust and collaboration
- Willingness to deal with challenges
- Overall flexibility
- Supportive atmosphere
- Innovation

Infrastructure (1 point)

- Cutting-edge technology (1 point)
- Facilities/Equipment
- Improvement in equipment and physical plant
- (2) Quality of office space – environment
- Support for quality facilities

Reputation

- Positive public image
- Support from city management
- Public support
- Respect amongst our peers statewide
- Support from city, council, and city manager
- Respected organization
- Positive relationship with the newspaper

Personal Satisfaction (8 points given to category) (10 points total)

- (2) Diversity of work programs/jobs/assignments (1 point)
- Staff interaction – the positive ones/elements (1 point)
- Interesting work that has meaning and value
- Opportunities to work in multiple areas
- Support in making personal decisions in disciplines/special project assignments
- Allowed to make my own decision
- All risk
- Freedom to run my programs
- Support for training and professional development
- Compensation and security
- Employee benefits

People (12 points given to category) (16 points total)

- Positive (3 points)
- (2+) Quality of staff (1 point)
- Freedom from arbitrary and vindictive treatment – fair/just
- Family atmosphere
- Skill level of personnel
- Fire Marshal's office inspectors
- Professionalism
- Volunteerism and steady influx of young people

What do You Dislike About the Fire Department?

Management and Leadership (3 points given to category) (25 points total)

- Lack of priority in ranking of goals and directing – allocation of resources (8 points)
- Management division – managers don't work together (6 points)
- Avoidance of difficult situations (3 points)
- (2) Goals – moving target – daily (3 points)
- (2) Title – nontraditional ranking structure (2 points)
- Indecisiveness
- Lack of management/coordination
- Unclear lines of responsibility
- Unclear direction/goals
- More work than time
- Lack of follow through
- Kingdoms

- Unwillingness to retain emergency equipment/apparatus in sector
- Sometimes everything is a priority

Money (3 points)

- Budget analysis
- Staffing – lack of dedicated resources for assignments
- Loss of funds
- Wage compression – management to union
- Future of less funding

External Influences (6 points given to category) (10 points total)

- Politics – internal and external (2 points)
- Prospect of diminishing resources and increased competition (2 points)
- Traditions that don't contribute to a desirable outcome
- Community is so secure that it focuses on petty things – a bad effect of a good circumstance
- Sharing the meeting room with other groups
- Governmental restrictions – fact of life procedures/inflexibility
- Conflicting demands on time and funds
- Restrictive policies

Internal Culture (6 points)

- Shift wars
- Grapevine
- Rumors that I didn't start
- "But we've always done it this way"
- Being worked – one group playing off of another/against another
- Supporting own agenda and not other problem areas
- Television
- Freelancing/inconsistency – going against policy or not checking in
- Organizational fear of risk and change (another fact of life)
- Getting young people to accept how far we have come and how hard that was

Appendix K: Community Survey Instrument

Community Survey

Corvallis Fire Department

Household Environment

The following questions are designed to help the Fire Department evaluate issues in the community that may influence its delivery of service.

Q1 Do you have a smoke detector in your home?

- ☐ YES
- ☐ NO

How often do you check your smoke detector?

- ☐ ONCE A MONTH
- ☐ EVERY OTHER MONTH
- ☐ THREE TIMES A YEAR
- ☐ YEARLY
- ☐ NEVER

Q2 Do you have a fire extinguisher in your home?

- ☐ YES
- ☐ NO

How often do you check your fire extinguisher?

- ☐ ONCE A MONTH
- ☐ EVERY OTHER MONTH
- ☐ THREE TIMES A YEAR
- ☐ YEARLY
- ☐ NEVER

Q3 Do you have a carbon monoxide alarm in your home?

- ☐ YES
- ☐ NO

How often do you check your carbon monoxide alarm?

- ☐ ONCE A MONTH
- ☐ EVERY OTHER MONTH
- ☐ THREE TIMES A YEAR
- ☐ YEARLY
- ☐ NEVER

Q4 Does anyone in your household know CPR (cardiopulmonary resuscitation)?

- ☐ YES
- ☐ NO

Community Survey

Corvallis Fire Department

Q5 Does anyone in your household have First Aid Training?

- ☐ YES
- ☐ NO

Q6 Are you prepared to be without water, electricity, heat, and food for up to 72 hours in the event of an emergency or natural disaster?

- ☐ YES
- ☐ NO

Q7 Are you interested in receiving disaster preparedness training?

- ☐ YES
- ☐ NO

How do like to receive training (Check your top two choices)?

- ☐ CLASSROOM-BASED TRAINING
- ☐ SELF-PACED WORKBOOK
- ☐ VIDEO-BASED TRAINING
- ☐ INTERNET-BASED TRAINING
- ☐ OTHER, PLEASE SPECIFY: _____

Q8 Is your home heat source (s) (Check all that apply)

- ☐ RADIANT (*FOR EXAMPLE, BASEBOARD HEAT, PORTABLE SPACE HEATERS)*
- ☐ FORCED AIR (*FOR EXAMPLE, WARM AIR MOVED WITH A FAN THROUGH AIR DUCTS)*
- ☐ ALTERNATIVE HEAT SOURCE

Q9 Do you have combustion appliances *(for example, gas stove, gas water heater, gas/oil furnace, wood stove, fireplace etc.)* in your home?

- ☐ YES
- ☐ NO

How often do you have your combustion appliances checked?

- ☐ MORE THAN ONCE A YEAR
- ☐ YEARLY
- ☐ EVERY OTHER YEAR
- ☐ I DON'T KNOW
- ☐ NEVER

Q10 Is your address visible from the street?

- ☐ YES
- ☐ NO

Fire Department Services, Equipment, and Technology

In the past, the Fire Department has tried to keep up with advances in new technology. The following questions are designed to gather your input about continuing these efforts.

Q11 Do you think it is important for the Fire Department to keep up with new technology in ***fire suppression***?

- ☐ YES
- ☐ NO

Would you support increased funding for the Fire Department for the purchase of new technology in fire suppression?

- ☐ YES
- ☐ NO

Q12 Do you think it is important for the Fire Department to keep up with new technology in ***rescue services***?

- ☐ YES
- ☐ NO

Would you support increased funding for the purchase of new technology in rescue service?

- ☐ YES
- ☐ NO

Q13 Do you think it is important for the Fire Department to keep up with new technology in ***emergency medical services***?

- ☐ YES
- ☐ NO

Would you support increased funding for the purchase of new technology in emergency medical services?

- ☐ YES
- ☐ NO

Community Survey

Corvallis Fire Department

Public education programs can be an effective strategy for preventing exposure to injury and property damage due to fire. The following question is designed to gather your opinion and measure your support for public education programs.

Q14 Do you think it is important for the Fire Department to expand public education programs designed to help prevent fires?

- ☐ YES
- ☐ NO

Would you support increased funding to expand public education programs designed to help prevent fires?

- ☐ YES
- ☐ NO

Q15 How do you prefer to receive community information? (Check your top three choices)

- ☐ NEWSLETTERS
- ☐ NEWSPAPER
- ☐ COMMUNITY GROUPS
- ☐ TELEVISION
- ☐ INTERNET
- ☐ RADIO
- ☐ LIBRARY
- ☐ BROCHURES
- ☐ CLASSES
- ☐ OTHER, PLEASE SPECIFY: _____

During the early stages of our strategic planning process, one of the Fire Department's stakeholders raised the issue of the public's perception of funding available to the Fire Department. The following question is designed to confirm whether this issue accurately characterizes the community's perception as a whole and to determine if there is a need to engage the public in future discussions of Fire Department funding.

Q16 Do you think the Fire Department is:

- ☐ UNDER FUNDED
- ☐ ADEQUATELY FUNDED
- ☐ OVER FUNDED

If the City had to raise taxes ***to maintain*** the current level of services at the Fire Department, would you support this?

- ☐ YES
- ☐ NO

If the City chose to raise taxes ***to improve*** the level of services at the Fire Department, would you support this?

- ☐ YES
- ☐ NO

Q17 If implementing stricter codes ***would reduce the potential*** for fires in new homes or commercial buildings, would you support these stricter codes?

- ❑ YES
- ❑ NO

Q18 If implementing stricter codes for new developments ***would increase the cost*** of new housing or commercial buildings ***but reduce the cost*** of providing fire suppression service, would you support these stricter codes?

- ❑ YES
- ❑ NO

The Corvallis Fire Department is interested in evaluating the level of public awareness about the services that they provide. The following questions are designed to gauge that level of awareness.

Q19 The Corvallis Fire Department: (Check all that apply)

- ❑ SUPPRESSES FIRE IN THE CITY OF CORVALLIS
- ❑ SUPPRESSES FIRE IN THE AREA SURROUNDING CORVALLIS
- ❑ RESCUES HOUSEHOLD PETS IN DANGER
- ❑ CONTROLS AND REMOVES SAFETY HAZARDS IN THE COMMUNITY
- ❑ OFFERS FIRE-MED
- ❑ ASSISTS STRANDED MOTORISTS
- ❑ INSPECTS BUILDINGS FOR CODE VIOLATIONS
- ❑ PROVIDES AMBULANCE TRANSPORT SERVICE
- ❑ OFFERS EDUCATIONAL COURSES THAT COVER TOPICS SUCH AS FIRE PREVENTION
- ❑ CONTROLS HAZARDOUS MATERIALS AND RELEASES
- ❑ PROVIDES PRE-HOSPITAL EMERGENCY MEDICAL CARE
- ❑ PROVIDES WATER RESCUE AND OTHER TECHNICAL RESCUES
- ❑ INTERVENES WITH YOUTHS THAT SHOW FIRE SETTING BEHAVIORS

Q20 Please estimate the percentage of ***all*** firefighters in the Fire Department that are volunteers:

- ❑ LESS THAN 25%
- ❑ 25% TO 50%
- ❑ MORE THAN 50%
- ❑ ALL
- ❑ NONE

Q21 Who provides your emergency medical service?

- ❑ CORVALLIS FIRE DEPARTMENT
- ❑ PRIVATE AMBULANCE SERVICE
- ❑ GOOD SAMARITAN HOSPITAL
- ❑ ALBANY FIRE DEPARTMENT
- ❑ I DON'T KNOW

Q22 Have you interacted with any Fire Department personnel in the last year?

- ☐ YES
- ☐ NO

Was it for: (Check all that apply)

- ☐ AN EMERGENCY
- ☐ A NON-EMERGENCY

How would you rate the service that you received?

- ☐ EXCELLENT
- ☐ SATISFACTORY
- ☐ UNSATISFACTORY

Fire Department Performance

The questions below will help us evaluate the Fire Department's performance and will indicate any areas which need improvement.

Q23 How would you judge the Fire Department's effectiveness in the area of response to fire emergencies?

- ☐ EXCELLENT
- ☐ GOOD
- ☐ AVERAGE
- ☐ FAIR
- ☐ POOR

Q24 How would you judge the Fire Department's effectiveness in the area of response to medical emergencies?

- ☐ EXCELLENT
- ☐ GOOD
- ☐ AVERAGE
- ☐ FAIR
- ☐ POOR

Q25 How would you judge the Fire Department's response to other emergencies?

- ☐ EXCELLENT
- ☐ GOOD
- ☐ AVERAGE
- ☐ FAIR
- ☐ POOR

Q26 How would you judge the Fire Department's performance in the areas of fire prevention and code enforcement?

- ❑ EXCELLENT
- ❑ GOOD
- ❑ AVERAGE
- ❑ FAIR
- ❑ POOR

Q27 How well do you feel the Fire Department provides public fire safety education?

- ❑ EXCELLENT
- ❑ GOOD
- ❑ AVERAGE
- ❑ FAIR
- ❑ POOR

Q28 How would you rate the professionalism of Fire Department personnel?

- ❑ EXCELLENT
- ❑ GOOD
- ❑ AVERAGE
- ❑ FAIR
- ❑ POOR

Q29 How well do you feel the Department performs in the area of cost-effectiveness?

- ❑ EXCELLENT
- ❑ GOOD
- ❑ AVERAGE
- ❑ FAIR
- ❑ POOR

Q30 How would you rate the department in the area of public relations?

- ❑ EXCELLENT
- ❑ GOOD
- ❑ AVERAGE
- ❑ FAIR
- ❑ POOR

Demographic Information

The following information will help us determine if the survey sample is representative and will help us develop strategies to better serve the diversity of individuals/households in the area.

Q31 Please select the age range that applies to you:

- ☐ LESS THAN 20
- ☐ 20 TO 29
- ☐ 30 TO 39
- ☐ 40 TO 49
- ☐ 50 TO 59
- ☐ 60 TO 69
- ☐ 70 TO 79
- ☐ 80 TO 89
- ☐ 90 YEARS OR OLDER

Q32 Please indicate your sex:

- ☐ FEMALE
- ☐ MALE

Q33 Do you own your home?

- ☐ YES
- ☐ NO

When was your home built?

- ☐ 1990 TO 1999
- ☐ 1980 TO 1989
- ☐ 1970 TO 1979
- ☐ 1960 TO 1969
- ☐ 1950 TO 1959
- ☐ 1940 TO 1949
- ☐ 1930 TO 1939
- ☐ 1929 OR EARLIER

Has your home been renovated?

- ☐ YES
- ☐ NO

Q34 Please indicate the general location of your home:

- ☐ CITY OF CORVALLIS NORTH OF MONROE STREET
- ☐ CITY OF CORVALLIS SOUTH OF MONROE STREET
- ☐ LEWISBURG
- ☐ CRESCENT VALLEY
- ☐ RURAL DISTRICT OAK CREEK AREA
- ☐ RURAL DISTRICT LINN COUNTY

Q35 How long have you been a resident of the Corvallis area?

- ☐ LESS THAN 2 YEARS
- ☐ 2 TO 5 YEARS
- ☐ 6 TO 10 YEARS
- ☐ 11 TO 20 YEARS
- ☐ 21 TO 30 YEARS
- ☐ 30 YEARS OR MORE

Thank you for your input! We appreciate your assistance in helping us to better serve our community!