

**APPENDICES TO  
FINAL REPORT**

**PUBLIC SAFETY SERVICES  
ORGANIZATIONAL ANALYSIS**

**SALEM, CT**

**SEPTEMBER 2014**

**Prepared by:**  
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# ***APPENDIX A***

## ***Salem Resident Survey With Comments***



Municipal  
Resources  
Inc.



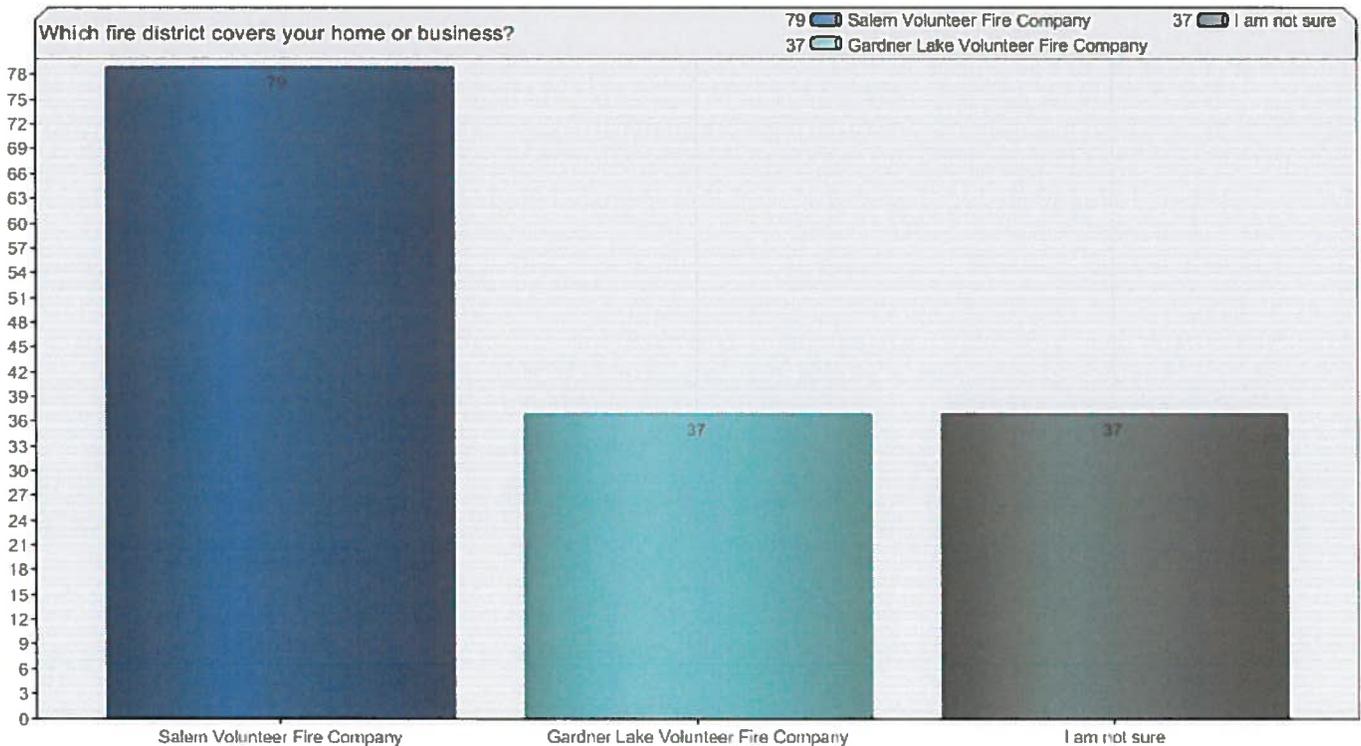
Survey: Salem CT Resident Survey

Report: Default Report

Survey Status		Respondent Statistics		Points Summary
Status:	Closed	Total Responses:	153	No Points Questions used in this survey.
Deploy Date:	03/11/2014	Completes:	153	
Closed Date:	05/04/2014	Partials:	0	

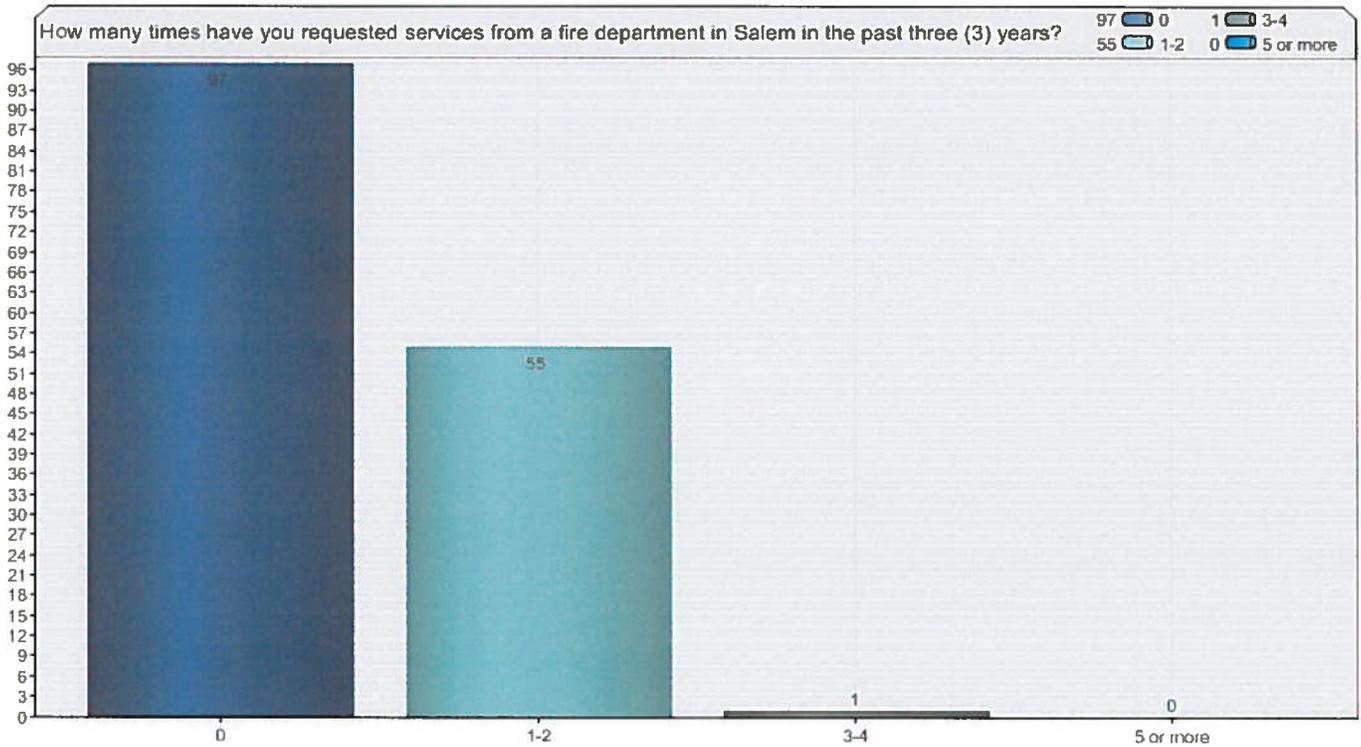
1. Which fire district covers your home or business?

	Responses	Percent
Salem Volunteer Fire Company:	79	51.63%
Gardner Lake Volunteer Fire Company:	37	24.18%
I am not sure:	37	24.18%
Total Responded to this question:		153 100%
Total who skipped this question:		0 0%
Total:		153 100%



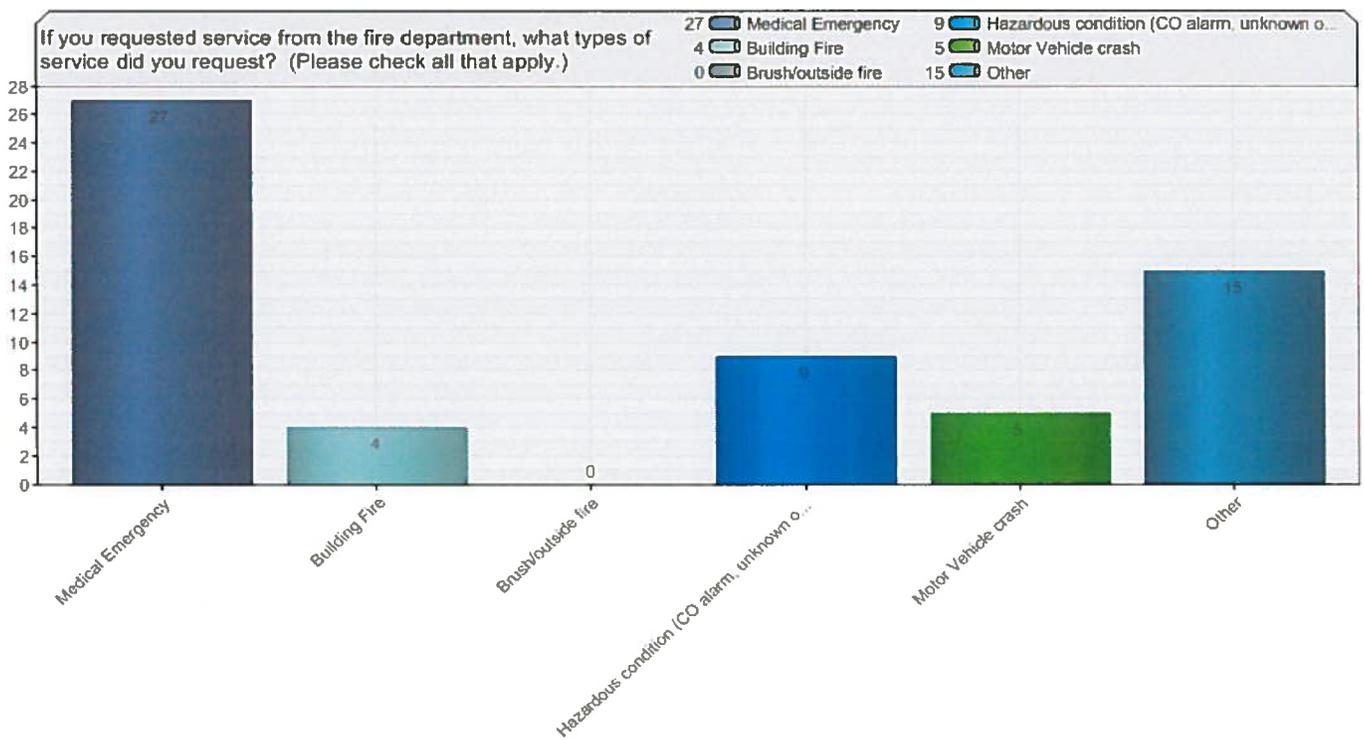
**2. How many times have you requested services from a fire department in Salem in the past three (3) years?**

	Responses	Percent
0:	97	63.4%
1-2:	55	35.95%
3-4:	1	0.65%
5 or more:	0	0%
Total Responded to this question:		153 100%
Total who skipped this question:		0 0%
Total:		153 100%



3. If you requested service from the fire department, what types of service did you request? (Please check all that apply.)

	Responses	Percent
Medical Emergency:	27	45%
Building Fire:	4	6.67%
Brush/outside fire:	0	0%
Hazardous condition (CO alarm, unknown odor, etc.):	9	15%
Motor Vehicle crash:	5	8.33%
Other:	15	25%
Additional Comments:	17	28.33%
Total Responded to this question:	60	39.22%
Total who skipped this question:	93	60.78%
Total:	153	100%

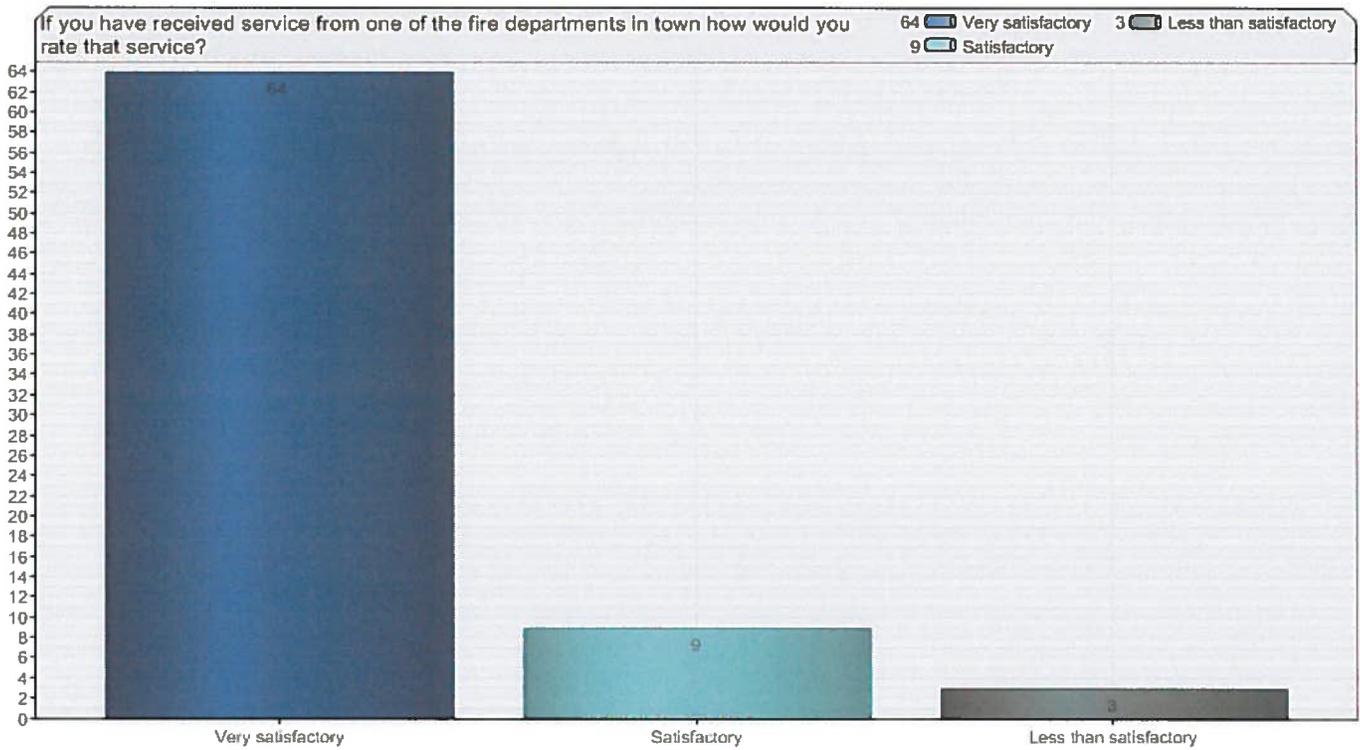


**3. If you requested service from the fire department, what types of service did you request? (Please check all that apply.)**

<b>Response</b>	<b>Comments</b>
1	Electrical Problem
2	Lightning Strike
3	Install baby seat in car
4	Does not allow selecting more than one type of service. Also had medical call.
5	Power outage, need to use the bathroom.
6	Carbon Monoxide
7	Transport of grandson by ambulance to Backus
8	Required help after the hurricane. I needed a generator to run medical equipment. The volunteers were awesome and helped me out quickly
9	Building fire next door
10	Excellent service.
11	Medical emergency, vehicle lockout, fire alarm
12	Stove fire in a unit. Fire out when dept. arrived.
13	Electrical sparks/fire from transformer on utility pole
14	We got lost in the woods.
15	Medical and Lift help
16	Medical and Lift help
17	barn / garage fire
18	None

**4. If you have received service from one of the fire departments in town how would you rate that service?**

	Responses	Percent
Very satisfactory:	64	84.21%
Satisfactory:	9	11.84%
Less than satisfactory:	3	3.95%
Additional Comments:	12	15.79%
Total Responded to this question:		76 49.67%
Total who skipped this question:		77 50.33%
Total:		153 100%

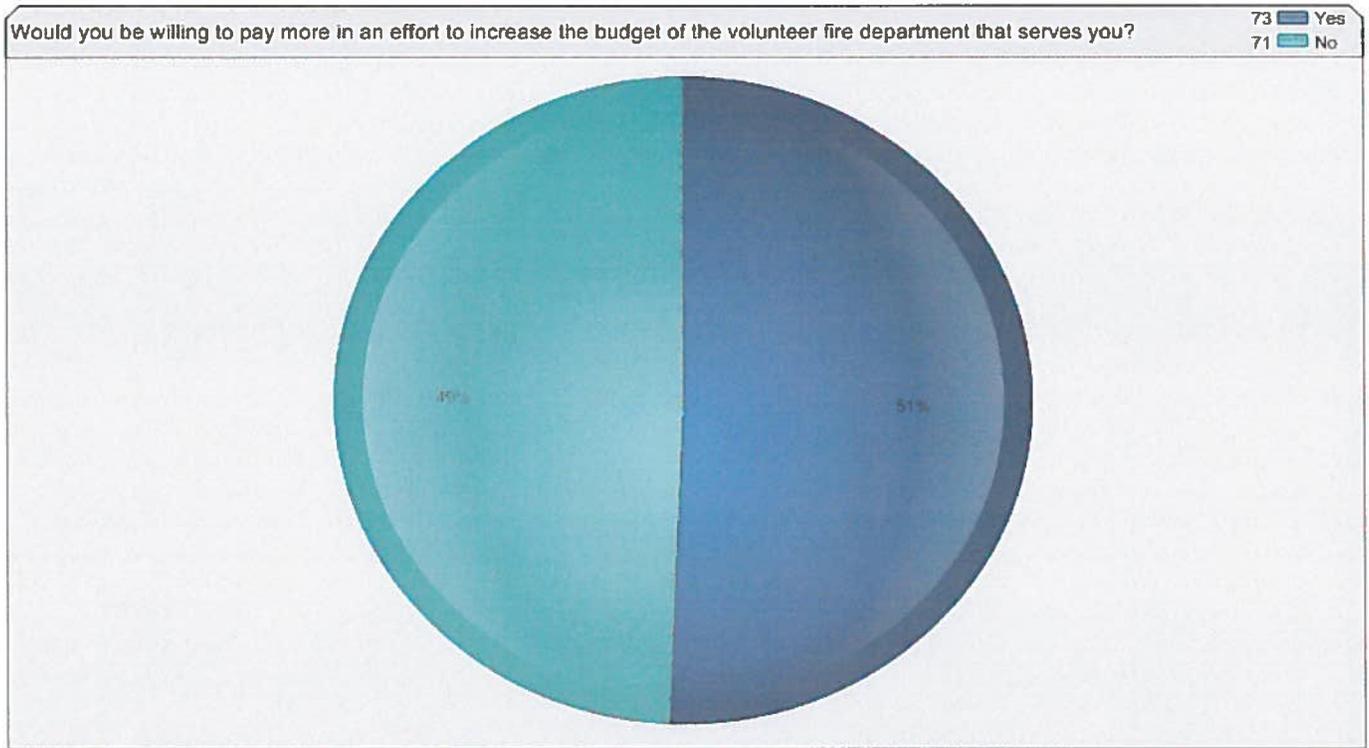


4. If you have received service from one of the fire departments in town how would you rate that service?

Response	Comments
1	The Salem Fire Departments services during the extended power outages was wonderful!
2	The Salem firefighters are an excellent group of professionals. Very nice people
3	The professionalism displayed by the Salem fire co. Members was so appreciated in our time of need. These men and women knew exactly what to do and showed great teamwork in completing their tasks. Great job by all.
4	I dont know how Gardner lake fire co is even a fire company. At my accident they were yelling and screaming, some of them had identification but not all. You would think they would have to wear some sort of fire gear like other fire departments do. Totally unprofessional.
5	Medical emergency, but not in last 3 years.
6	If Gardner Lake ambulance charges for its ambulance rides to the hospital, then why does the Town of Salem supply them with an ambulance budget? Where does all the money go to that they collect? The towns people should be able to see how much is taken in, where it is spent and how much is in the account. It seems as if they are making out pretty good money wise.
7	Salem Vol. Fire Co.
8	Medical issue with transport to hospital.
9	The Salem Fire Co has been a mainstay of the town and has always been there for our town
10	Very, very professional, thorough & courteous.
11	I am very pleased with the service I received. There were only 3 members from Salem that came. This was during the day and my CO alarm went off. They were very careful not to damage anything and I felt safe going back into my home.
12	The discovery of the fire was too late for the men to save it

5. Would you be willing to pay more in an effort to increase the budget of the volunteer fire department that serves you?

	Responses	Percent
Yes: 	73	50.69%
No: 	71	49.31%
Total Responded to this question:	144	94.12%
Total who skipped this question:	9	5.88%
Total:	153	100%

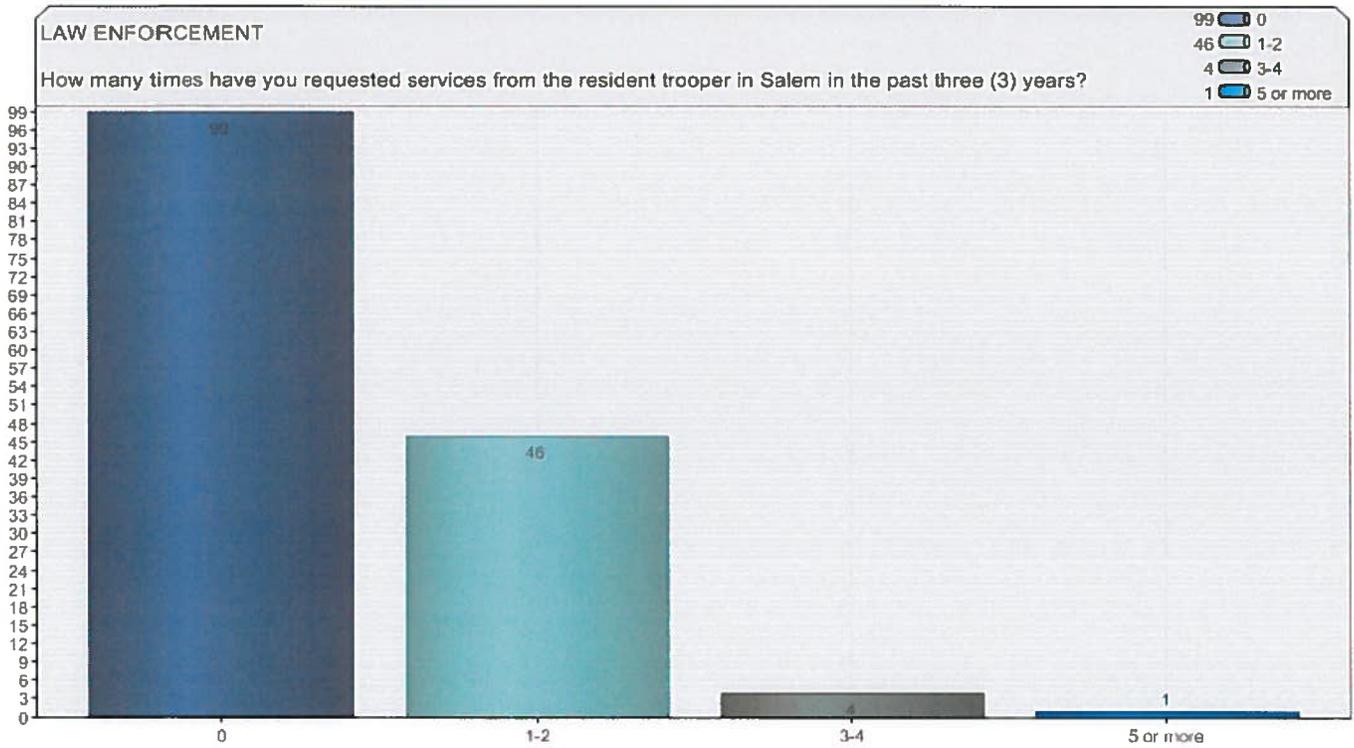


6.

**LAW ENFORCEMENT**

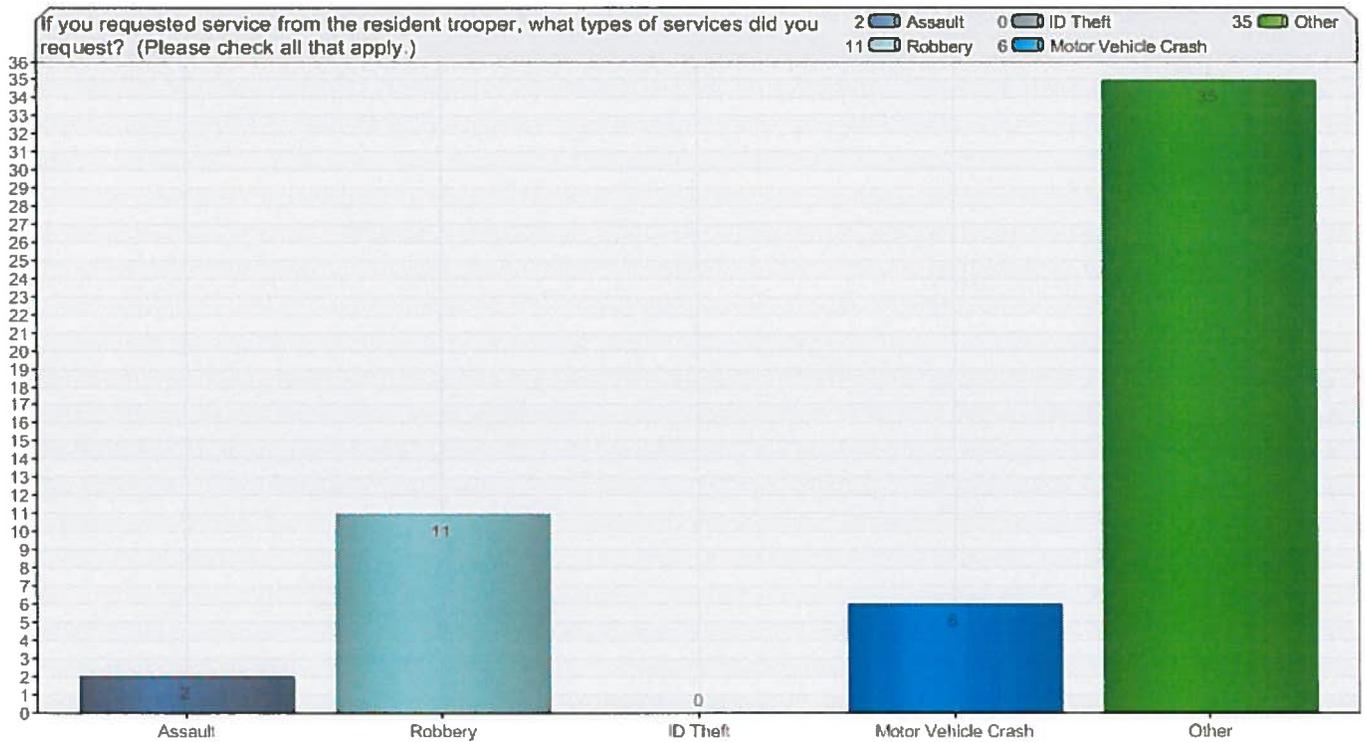
**How many times have you requested services from the resident trooper in Salem in the past three (3) years?**

	Responses	Percent
0:	99	66%
1-2:	46	30.67%
3-4:	4	2.67%
5 or more:	1	0.67%
Total Responded to this question:		150 98.04%
Total who skipped this question:		3 1.96%
Total:		153 100%



7. If you requested service from the resident trooper, what types of services did you request? (Please check all that apply.)

	Responses	Percent
Assault:	2	3.7%
Robbery:	11	20.37%
ID Theft:	0	0%
Motor Vehicle Crash:	6	11.11%
Other:	35	64.81%
Additional Comments:	17	31.48%
Total Responded to this question:		54 35.29%
Total who skipped this question:		99 64.71%
Total:		153 100%

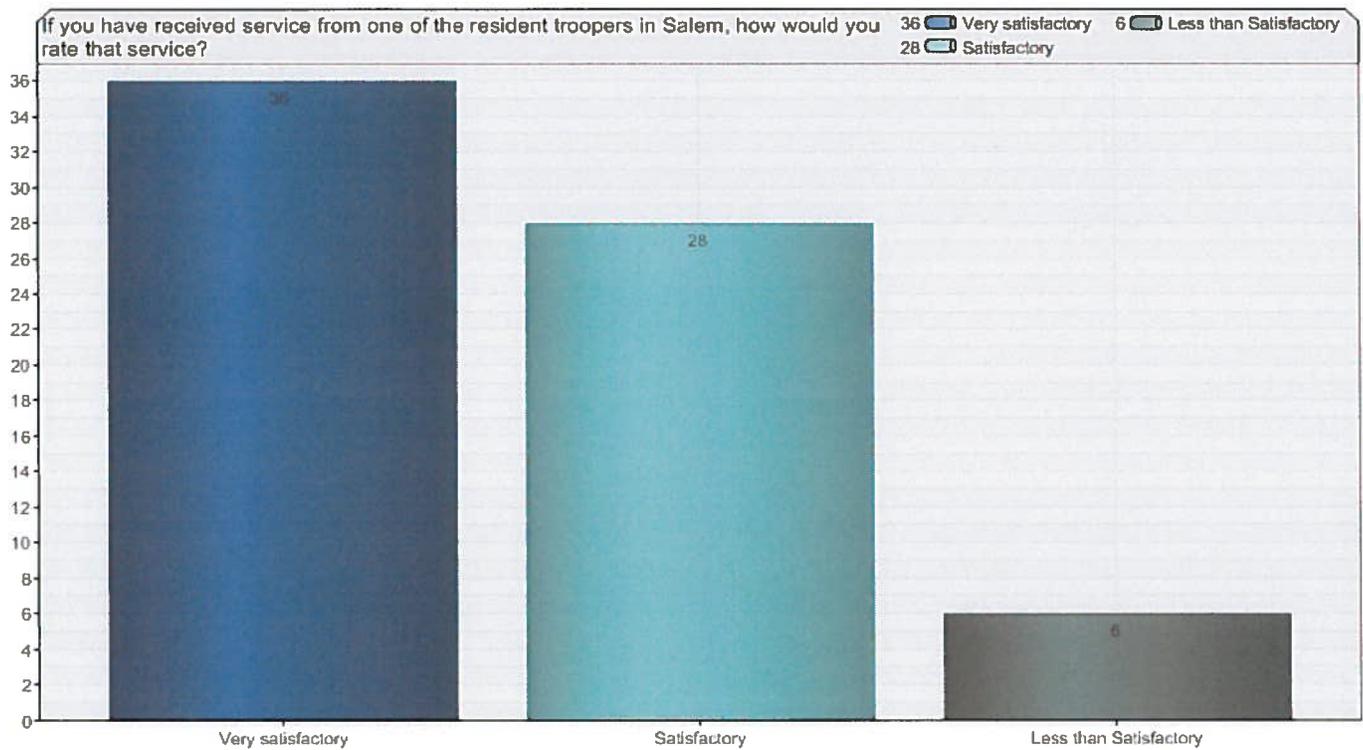


7. If you requested service from the resident trooper, what types of services did you request? (Please check all that apply.)

<b>Response</b>	<b>Comments</b>
1	Administrative (Paperwork of some type)
2	Home alarm went off
3	concern about trespassers concern about people riding ATV's across a frozen lake
4	Questions related to the safety of Salem school and concerns after Newton.
5	Report my neighbor's domestic dispute.
6	Vandalism
7	gun permit services
8	questions about gun laws
9	Called once for vandalism on my property. The other times were to report a drunk driver who had struck a tree on my property and another time to report suspicious vehicles parked on the street. In all instances, the response was satisfactory.
10	Personal
11	Came home to door open.
12	Attempted breakin to home.
13	Pistol permit
14	Suspicious person
15	Possible break in
16	Because it was a simple car accident, no major damages and full cooperation, and it happened in the parking lot of a Condo Association, there was no jurisdiction.
17	None

**8. If you have received service from one of the resident troopers in Salem, how would you rate that service?**

	Responses	Percent
Very satisfactory:	36	51.43%
Satisfactory:	28	40%
Less than Satisfactory:	6	8.57%
Additional Comments:	6	8.57%
Total Responded to this question:		70 45.75%
Total who skipped this question:		83 54.25%
Total:		153 100%

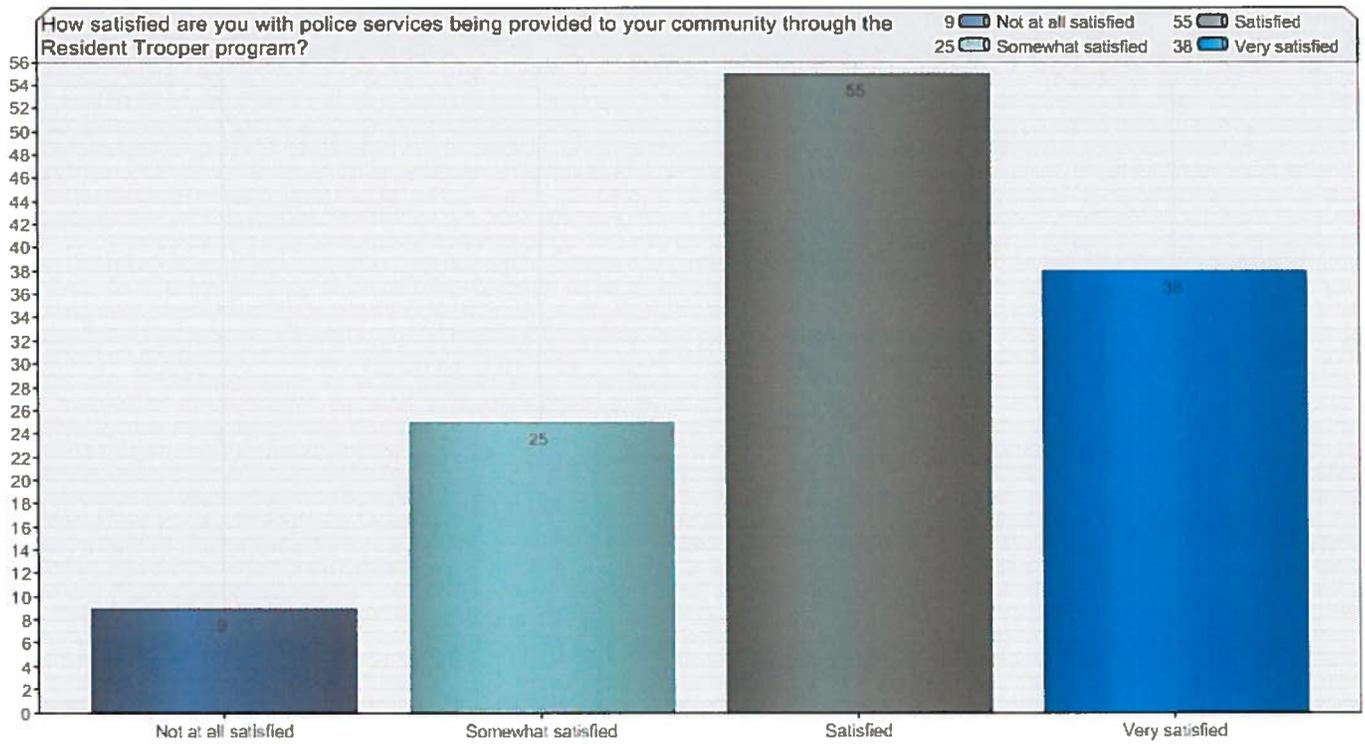


**8. If you have received service from one of the resident troopers in Salem, how would you rate that service?**

<b>Response</b>	<b>Comments</b>
1	I called with a neighborhood traffic issue and Ofc. Seery responded quickly and professionally. He addressed the problem in a safe and efficient manner. He has always had Salem's interests in mind.
2	Took forever! Refused to do anything.
3	He seems to be retired on duty (ROD)
4	They never showed up.
5	I called and no one showed up. I waited until the next day to report the incident again. I finally got someone to come out.
6	Friends have
7	Friends have

**9. How satisfied are you with police services being provided to your community through the Resident Trooper program?**

	Responses	Percent
Not at all satisfied:	9	7.09%
Somewhat satisfied:	25	19.69%
Satisfied:	55	43.31%
Very satisfied:	38	29.92%
Additional Comments:	12	9.45%
Total Responded to this question:		127 83.01%
Total who skipped this question:		26 16.99%
Total:		153 100%



9. How satisfied are you with police services being provided to your community through the Resident Trooper program?

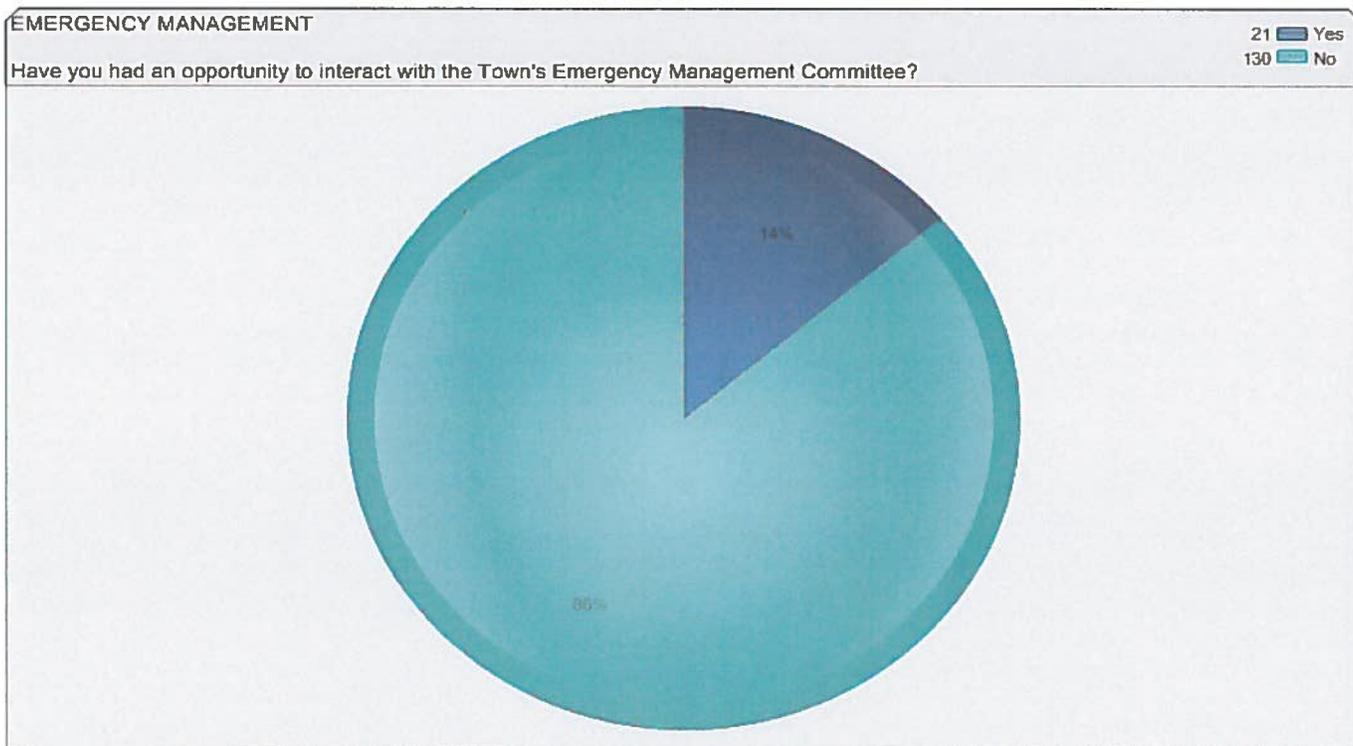
Response	Comments
1	The resident trooper was unaware (even after a week or so had passed) of the robbery report taken and filed by the trooper on duty when the robbery was reported. There is clearly a gap in the exchange of information among and between troopers supporting Salem.
2	I never see anyone patrolling areas and the traffic on the roads are bad and so one stationed. Speeding is an issue. 2 deaths so far in 1 month on Old Colchester Road.
3	I feel that my children are safe when I see one sitting outside Salem School. I appreciate knowing they respond quickly.
4	You are understaffed. We have too many speeders, i.e. 60-80 mph on the straight-away stretches of road. I'm tempted to get license plate numbers for those who race by my house.
5	I'm not sure what the benefit of the resident trooper is. It seems the town pays quite a bit for a resident trooper. I think there might be a cost savings if Salem were able to choose a Trooper with less seniority or not have a resident. The DESPP would still have to respond to Police calls on town. I'm not sure if that is a solution for all town people but it should be discussed.
6	the new rotory needs attention. i personal have almost been hit by some drivers not yeilding and speeding throw the rotory. but i am not sure if that is our reident troopers area or not. other then that the program seems to be working fine from what i have seen.
7	Traffic enforcement seems to be nil
8	Response times are too long and if no resident trooper is on duty time extends beyond acceptable limits!
9	I never see the RT in town except the occassional morning at school. He's never on RT 85 enforcing speed or enforcing the rules of the round-about. I usually see him parked at the town hall & not out & about patrolling our town.
10	Friends talk
11	Friends talk
12	Seems like a very large territory to be able to cover by one person 24/7.
13	It's too expensive. I'd rather not have one.

10.

**EMERGENCY MANAGEMENT**

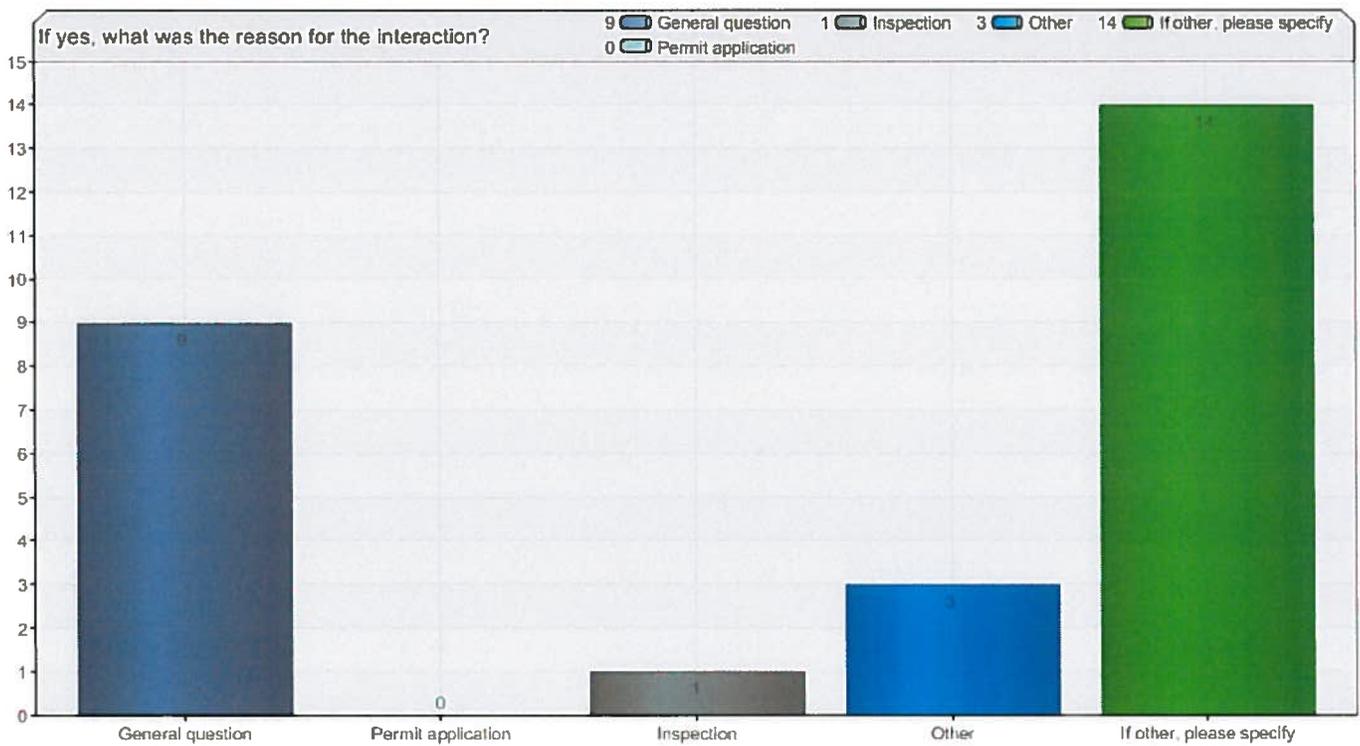
**Have you had an opportunity to interact with the Town's Emergency Management Committee?**

	<b>Responses</b>	<b>Percent</b>
Yes: 	21	13.91%
No: 	130	86.09%
Total Responded to this question:	151	98.69%
Total who skipped this question:	2	1.31%
Total:	153	100%



11. If yes, what was the reason for the interaction?

	Responses	Percent
General question:	9	33.33%
Permit application:	0	0%
Inspection:	1	3.7%
Other:	3	11.11%
If other, please specify:	14	51.85%
Total Responded to this question:		27
Total who skipped this question:		126
Total:		153
		100%

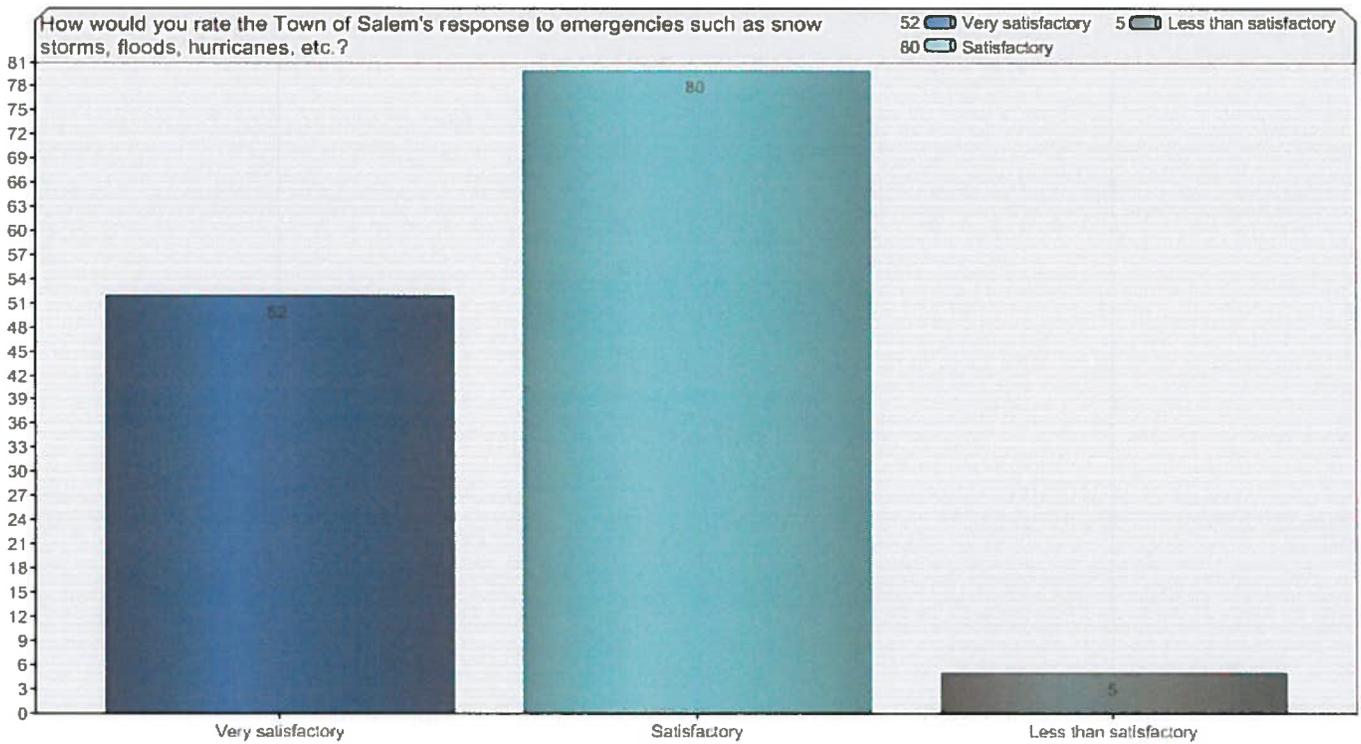


11. If yes, what was the reason for the interaction?

Response	Comments
1	They approached the Salem Lions Club (of which I am a member) to help with emergency shelter manning by having members trained).
2	Planning and Coordination
3	N/A
4	What would I be asking them for?? What do they do for us??
5	na
6	During storms sometimes need to evacuate, or have a plan in place for that for our summer residents.
7	Provided computer equipment
8	Hurricanes, Tropical Storms, Adverse weather conditions
9	Was part of emergency management
10	attend disaster preparedness meeting
11	During the many storms with power being out and water in my basement.
12	none
13	None
14	Fire Marshal

**12. How would you rate the Town of Salem's response to emergencies such as snow storms, floods, hurricanes, etc.?**

	Responses	Percent
Very satisfactory:	52	37.96%
Satisfactory:	80	58.39%
Less than satisfactory:	5	3.65%
Additional Comments:	18	13.14%
Total Responded to this question:		137
Total who skipped this question:		16
Total:		153
		100%



12. How would you rate the Town of Salem's response to emergencies such as snow storms, floods, hurricanes, etc.?

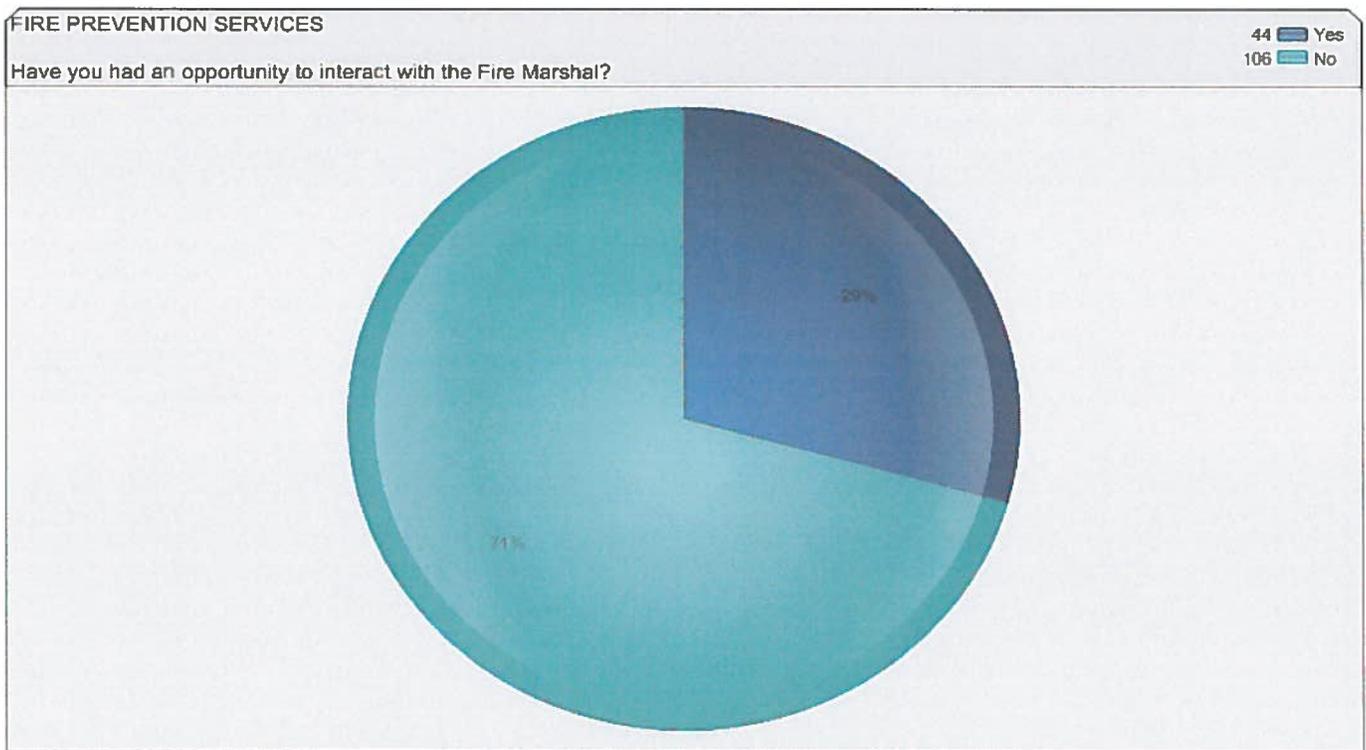
Response	Comments
1	Our road was not cleared very fast this year but I do understand that they are very busy and also tired. It's been a very hard winter for them.
2	Snow removal is good. Mr Petruzzelli does a fine job
3	It took 5 days to get our power back on during Sandy & the big snow storm, it took 4 days to even get a plow to our driveway because the main neighborhood roads weren't cleared.
4	The Town does a good job. CL&P, not so much.
5	I was once extremely proud of our towns' handle on plowing, but that has taken a severe nosedive in recent years. Road clearing now takes much longer than it should.
6	Roads being plowed could use some improvement. Also when our road is not plowed I have been instructed to call East Haddam as they plow my road however I do not feel it is up to me to call them as it is the responsibility of the DPW of Salem to ensure all of the roads are properly plowed--I shouldn't have to run around chasing down what town plows my road.
7	Except for their "war" on mailboxes.
8	The roads did not seem very clear-ie. I could not see any pavement even just after a plow went by. ? If the plow blades are too worn down? Or the plow wasn't down far enough? But with all the snow- overall the service was very good. Some roads got a bit more narrow as the season wore on.
9	witchmedow, west road and the roads coming off of them were very hard to drive on with out four wheel drive. i know this winter has been tuff, but it would be nice to be able to get home safe with out wondering if i would be in an acedent or not.
10	The state has done a poor job with trees fallen on Route 85.
11	Wiped out my mailbox.
12	Lack of phones. Can't count on them. Director and Deputy Director are not in town during storms, floods, hurricanes or tropical storms
13	Needs to be better prepared
14	The Salem Fire Company was open so I could take a shower and charge my cell phone. I felt human again and very refreshed. It was nice to have a place to go.
15	Why are we paying for an Emergency Management Director who is never in the Town of Salem when there is an emergency??
16	My road is plowed ok
17	Salem residents come together during severe weather events and help each other out.
18	slow, doesn't return calls

13.

**FIRE PREVENTION SERVICES**

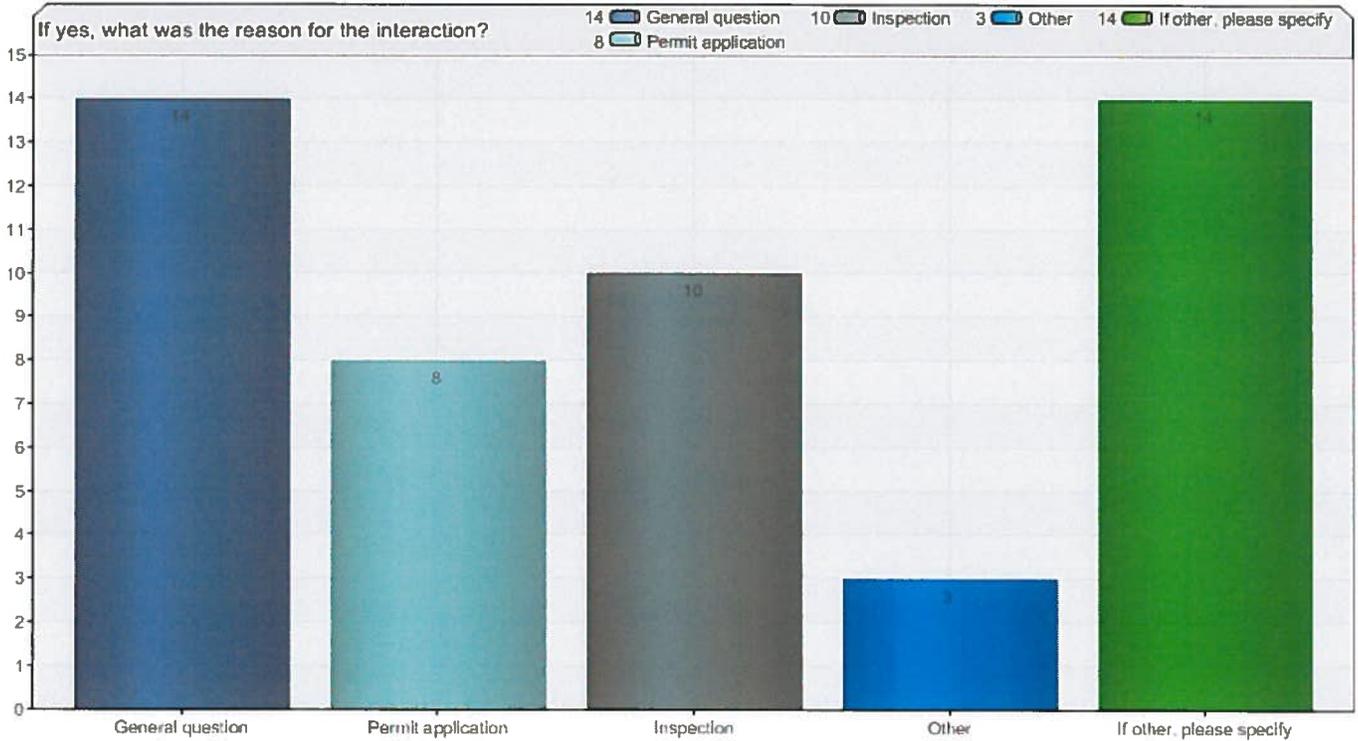
**Have you had an opportunity to interact with the Fire Marshal?**

	<b>Responses</b>	<b>Percent</b>
Yes: 	44	29.33%
No: 	106	70.67%
Total Responded to this question:	150	98.04%
Total who skipped this question:	3	1.96%
Total:	153	100%



**14. If yes, what was the reason for the interaction?**

	Responses	Percent
General question:	14	28.57%
Permit application:	8	16.33%
Inspection:	10	20.41%
Other:	3	6.12%
If other, please specify:	14	28.57%
Total Responded to this question:		49 32.03%
Total who skipped this question:		104 67.97%
Total:		153 100%

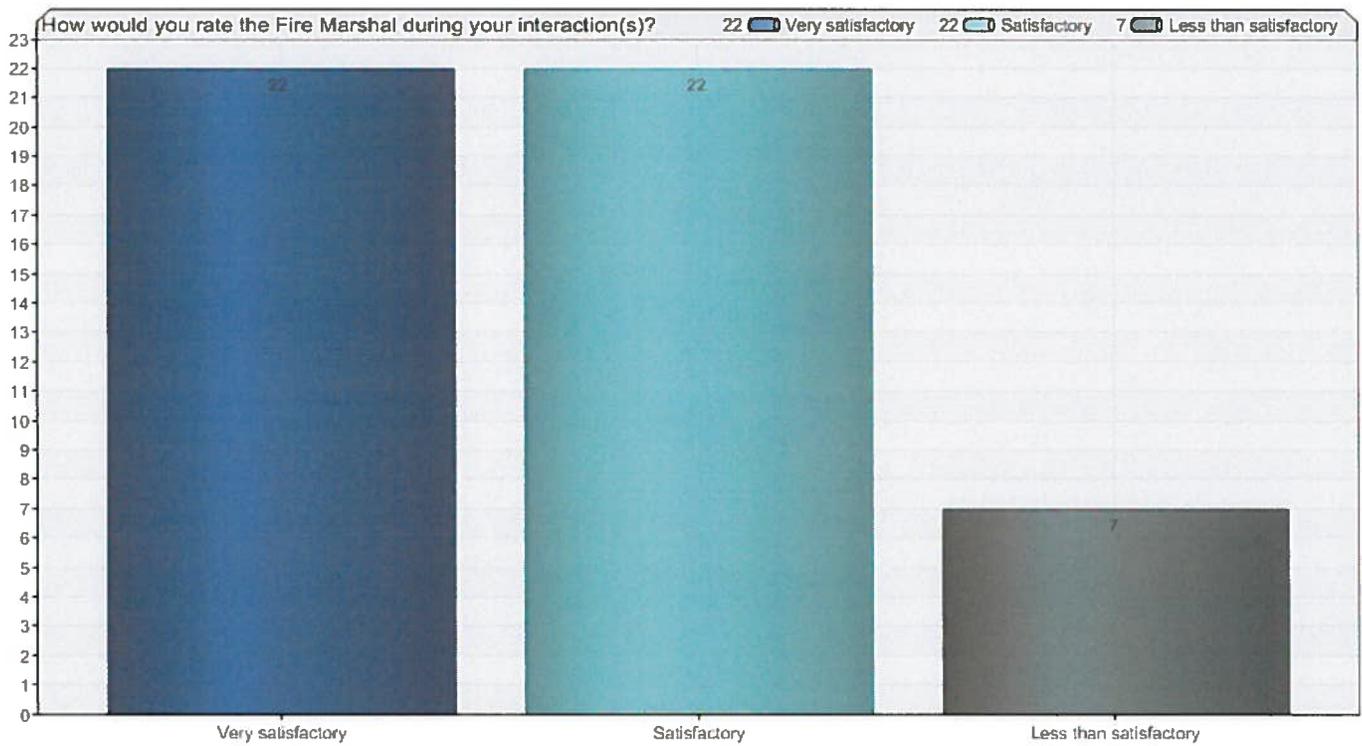


**14. If yes, what was the reason for the interaction?**

<b>Response</b>	<b>Comments</b>
1	What do we do with an old fuel oil spill just discovered under our house?
2	N/A
3	na
4	Large gathering for fund raiser
5	Several of the above reasons
6	On the job as a Salem Firefighter, computer assistance, etc.
7	Fire departments seem to have done the Fire Prevention for years. Open houses and the school. Not the Fire Marshals office
8	Fire Marshall runs emergency management
9	My home owner's insurance wanted inspections of my woodstoves, which had been inspected & approved when house was built. The Fire Marshal & Building Inspectors met with me to explain CT law and how to address this...Happy result for me!
10	Fire Marshall does not return calls and is not readily available
11	it took forever
12	it took forever
13	We couldn't find him. He would not return our phone calls for our insurance.
14	Review of floor plan for the Friends USed Book Sale
15	None

15. How would you rate the Fire Marshal during your interaction(s)?

	Responses	Percent
Very satisfactory:	22	43.14%
Satisfactory:	22	43.14%
Less than satisfactory:	7	13.73%
Additional Comments:	4	7.84%
Total Responded to this question:		51 33.33%
Total who skipped this question:		102 66.67%
Total:		153 100%

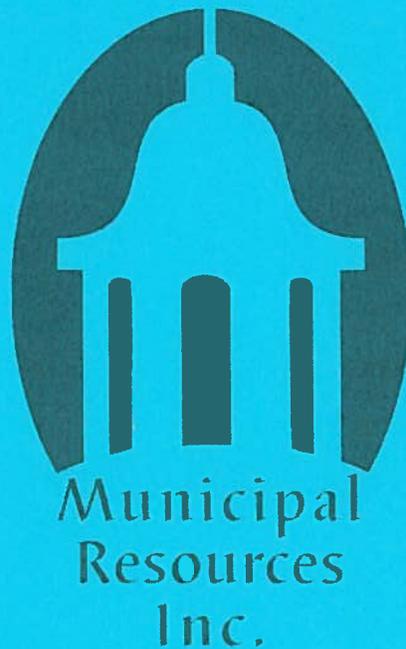


**15. How would you rate the Fire Marshal during your interaction(s)?**

<b>Response</b>	<b>Comments</b>
1	Absent
2	Fire Marshall is not in town during business hours and is not the easiest to reach
3	not good
4	not good
5	Our fire marshal is very knowledgeable about his role and the town.

# ***APPENDIX B***

## ***Salem Volunteer Fire Company Member Survey***





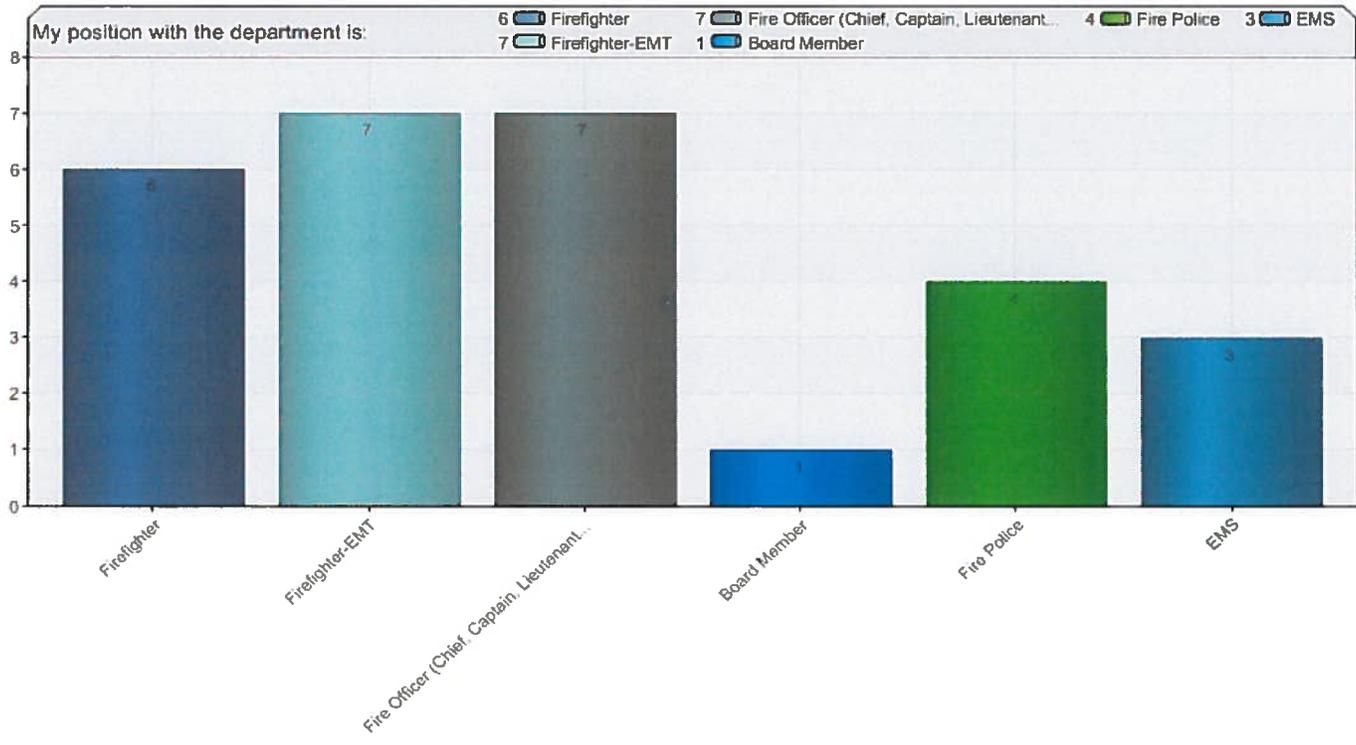
Survey: Salem CT Fire Department Survey

Report: Default Report

Survey Status		Respondent Statistics		Points Summary
Status:	Closed	Total Responses:	28	No Points Questions used in this survey.
Deploy Date:	03/11/2014	Completes:	28	
Closed Date:	05/04/2014	Partials:	0	

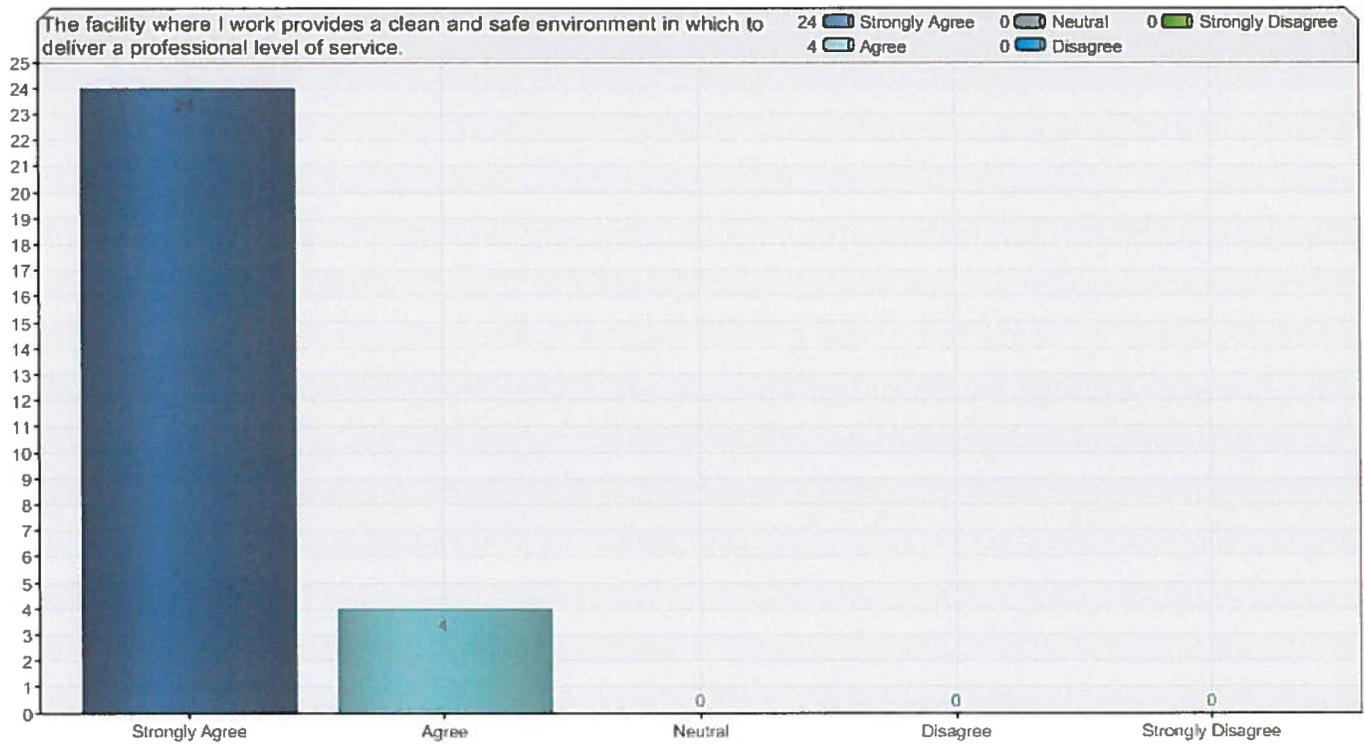
1. My position with the department is:

	Responses	Percent
Firefighter:	6	21.43%
Firefighter-EMT:	7	25%
Fire Officer (Chief, Captain, Lieutenant):	7	25%
Board Member:	1	3.57%
Fire Police:	4	14.29%
EMS:	3	10.71%
Total Responded to this question:	28	100%
Total who skipped this question:	0	0%
Total:	28	100%



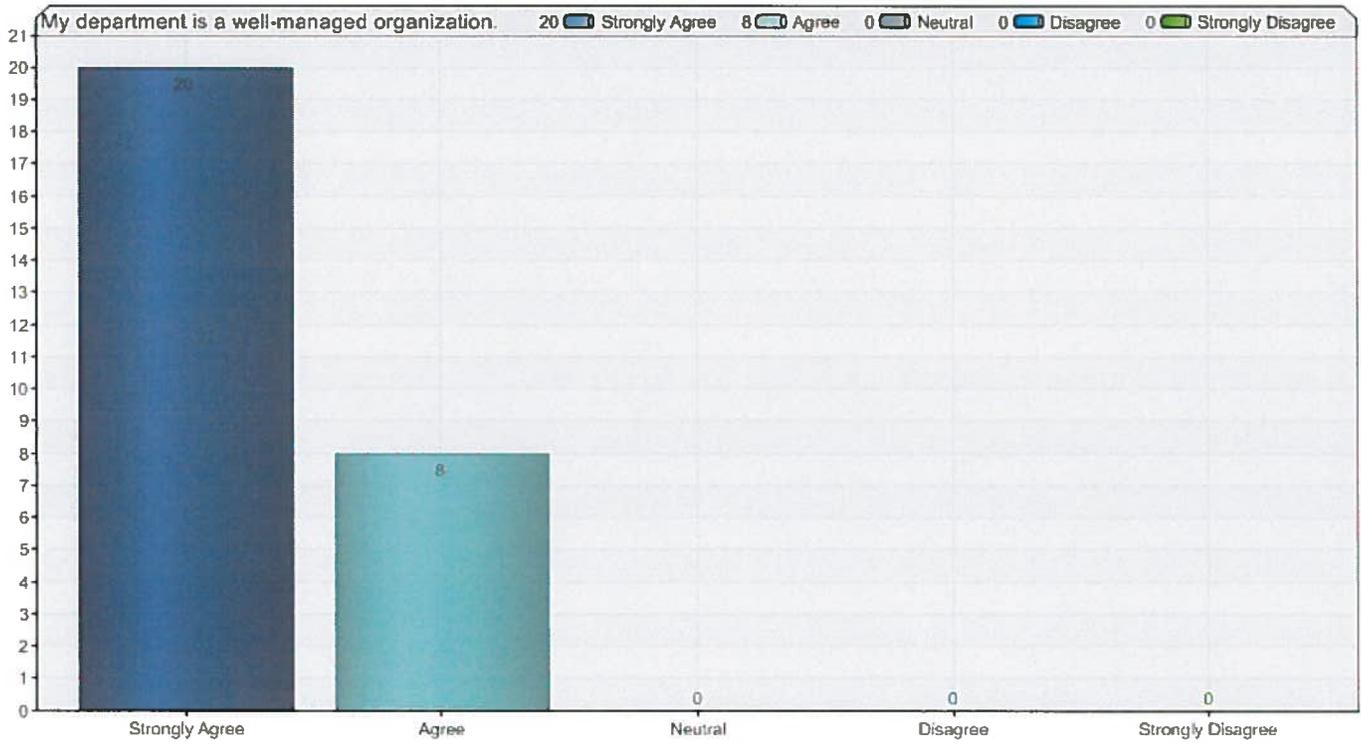
**2. The facility where I work provides a clean and safe environment in which to deliver a professional level of service.**

	Responses	Percent
Strongly Agree:	24	85.71%
Agree:	4	14.29%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	5	17.86%
Total Responded to this question:		28 100%
Total who skipped this question:		0 0%
Total:		28 100%



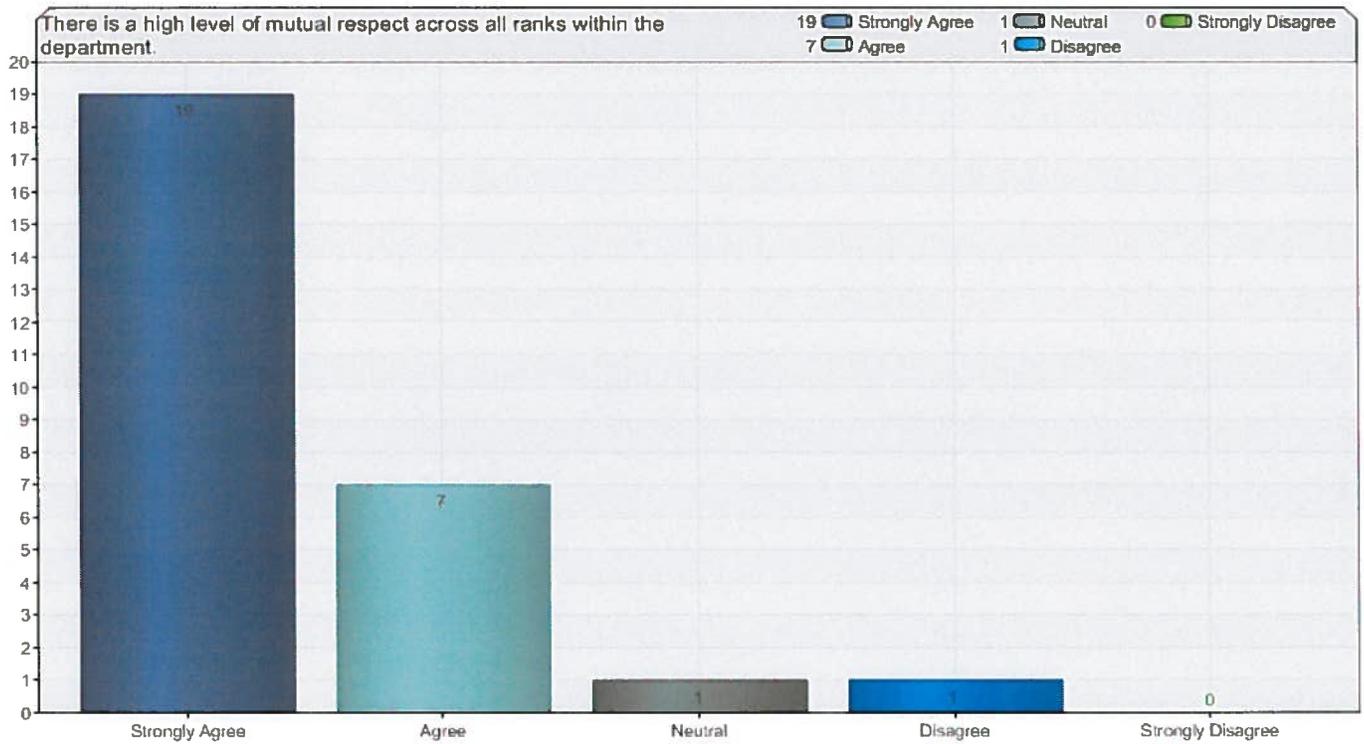
**3. My department is a well-managed organization.**

	Responses	Percent
Strongly Agree:	20	71.43%
Agree:	8	28.57%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	5	17.86%
Total Responded to this question:		28 100%
Total who skipped this question:		0 0%
Total:		28 100%



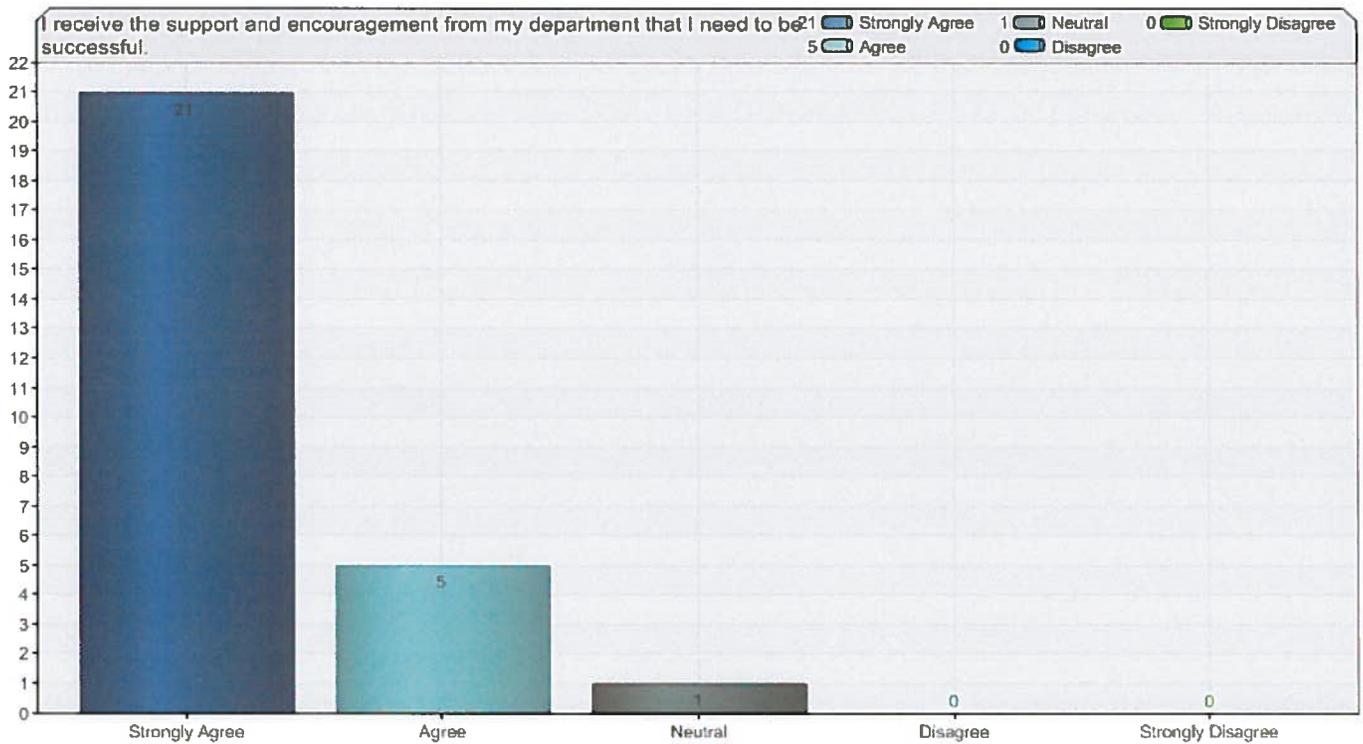
**4. There is a high level of mutual respect across all ranks within the department.**

	Responses	Percent
Strongly Agree:	19	67.86%
Agree:	7	25%
Neutral:	1	3.57%
Disagree:	1	3.57%
Strongly Disagree:	0	0%
Additional Comments:	5	17.86%
<b>Total Responded to this question:</b>	<b>28</b>	<b>100%</b>
<b>Total who skipped this question:</b>	<b>0</b>	<b>0%</b>
<b>Total:</b>	<b>28</b>	<b>100%</b>



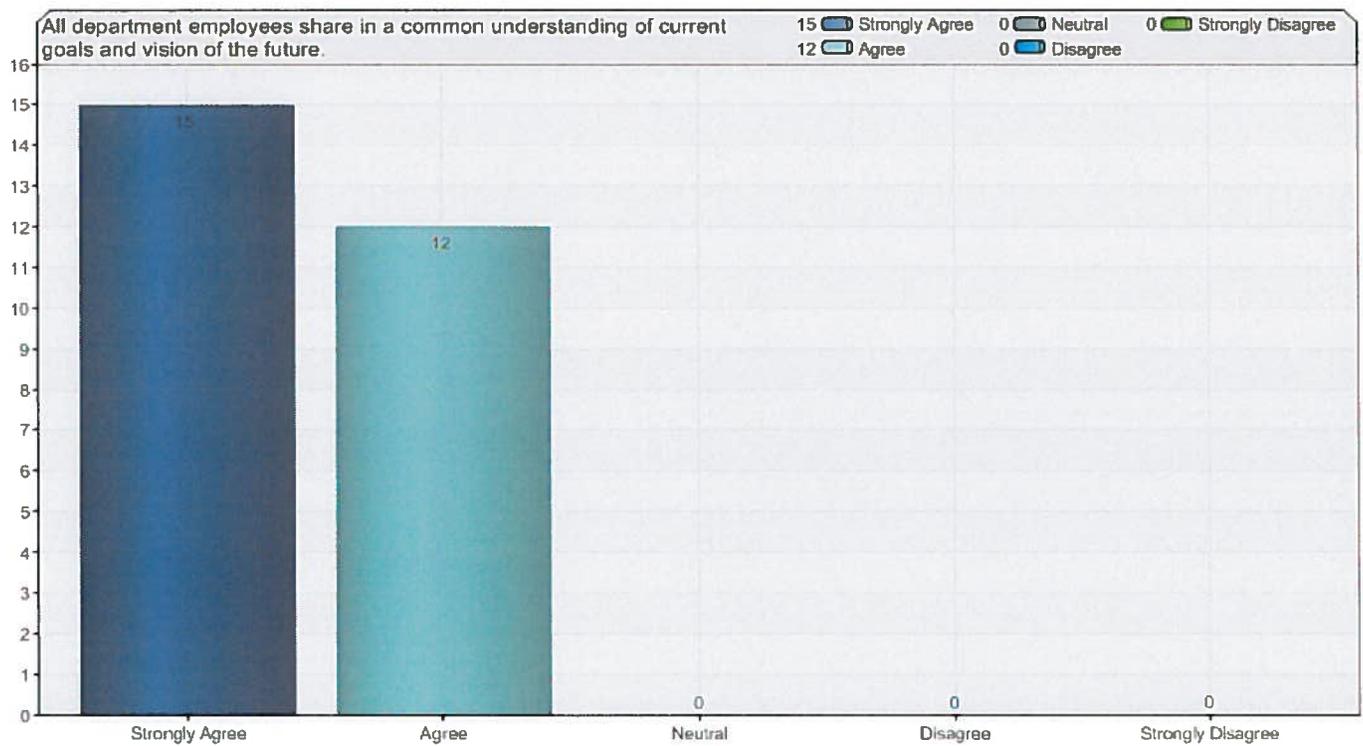
**5. I receive the support and encouragement from my department that I need to be successful.**

	Responses	Percent
Strongly Agree: 	21	77.78%
Agree: 	5	18.52%
Neutral: 	1	3.7%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Additional Comments: 	2	7.41%
<b>Total Responded to this question:</b>	<b>27</b>	<b>96.43%</b>
<b>Total who skipped this question:</b>	<b>1</b>	<b>3.57%</b>
<b>Total:</b>	<b>28</b>	<b>100%</b>



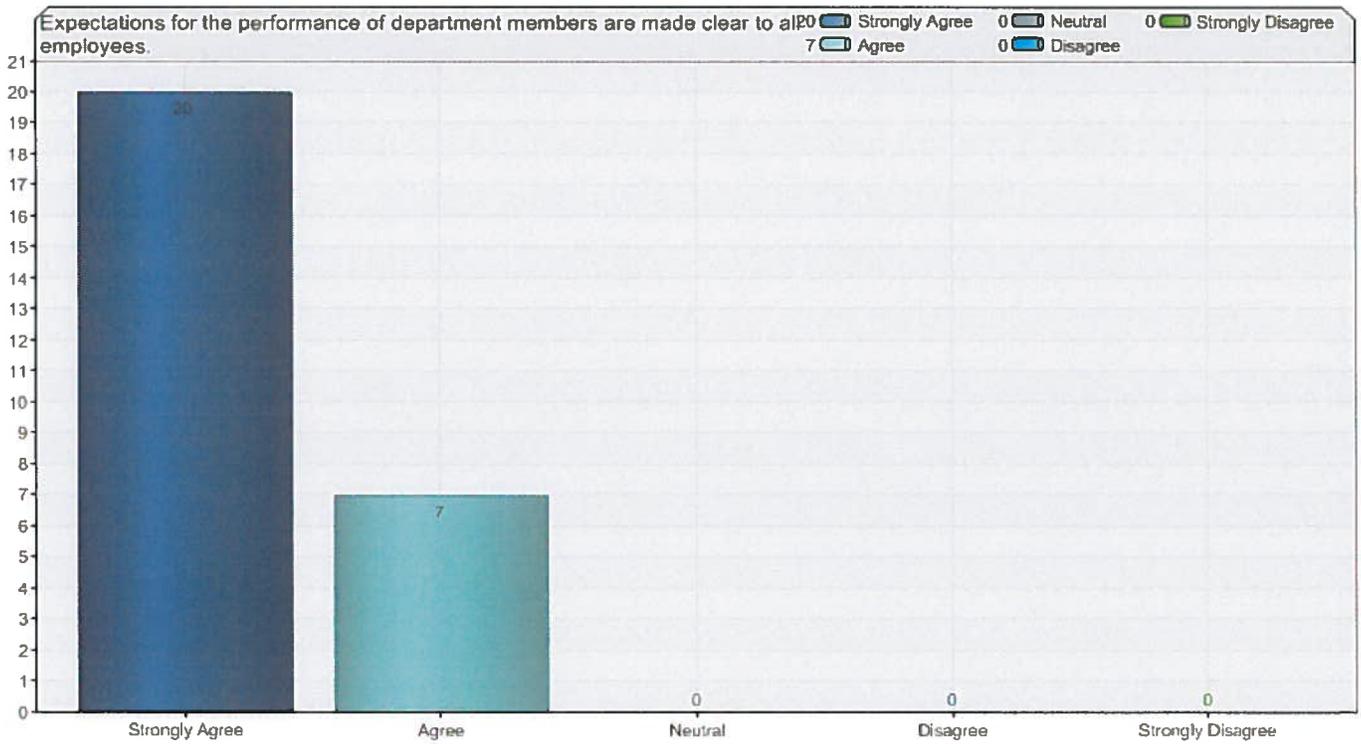
**6. All department employees share in a common understanding of current goals and vision of the future.**

	Responses	Percent
Strongly Agree: 	15	55.56%
Agree: 	12	44.44%
Neutral: 	0	0%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Additional Comments: 	3	11.11%
<b>Total Responded to this question:</b>	<b>27</b>	<b>96.43%</b>
<b>Total who skipped this question:</b>	<b>1</b>	<b>3.57%</b>
<b>Total:</b>	<b>28</b>	<b>100%</b>



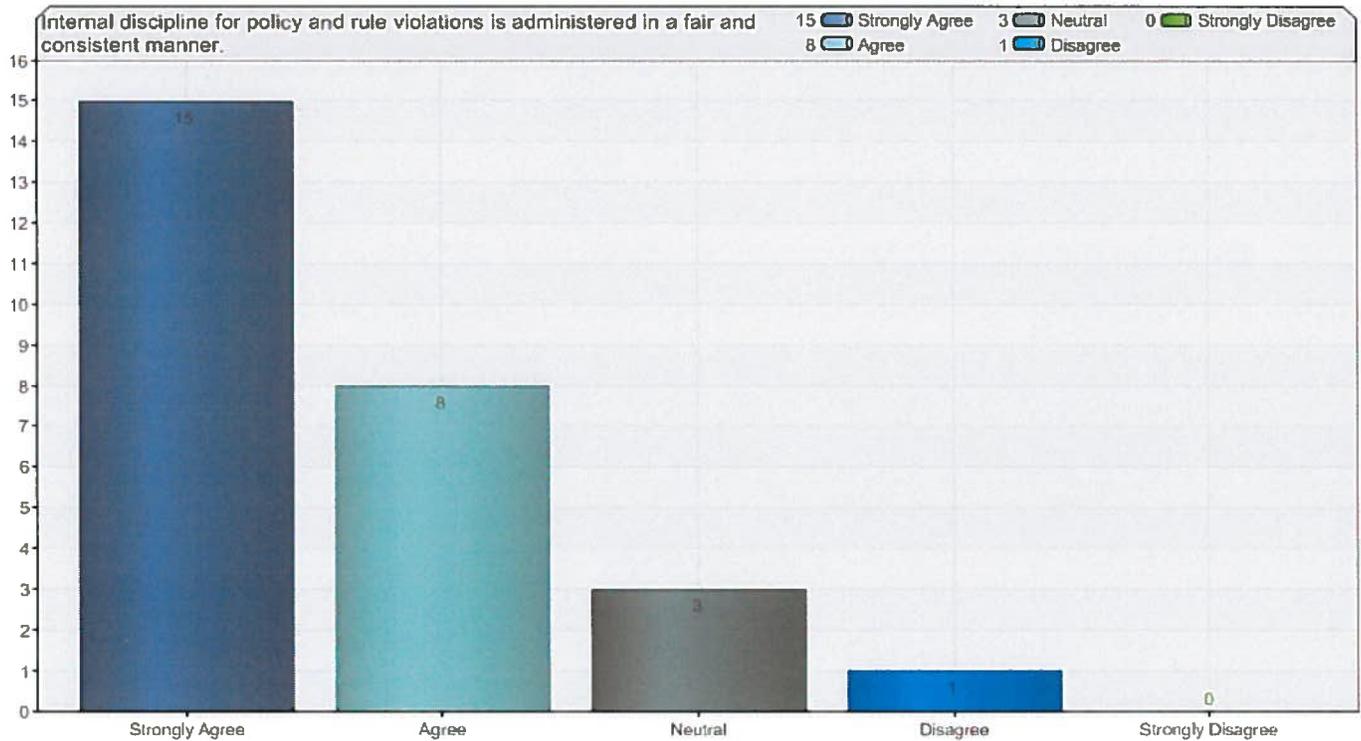
**7. Expectations for the performance of department members are made clear to all employees.**

	Responses	Percent
Strongly Agree:	20	74.07%
Agree:	7	25.93%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	3	11.11%
Total Responded to this question:		27 96.43%
Total who skipped this question:		1 3.57%
Total:		28 100%



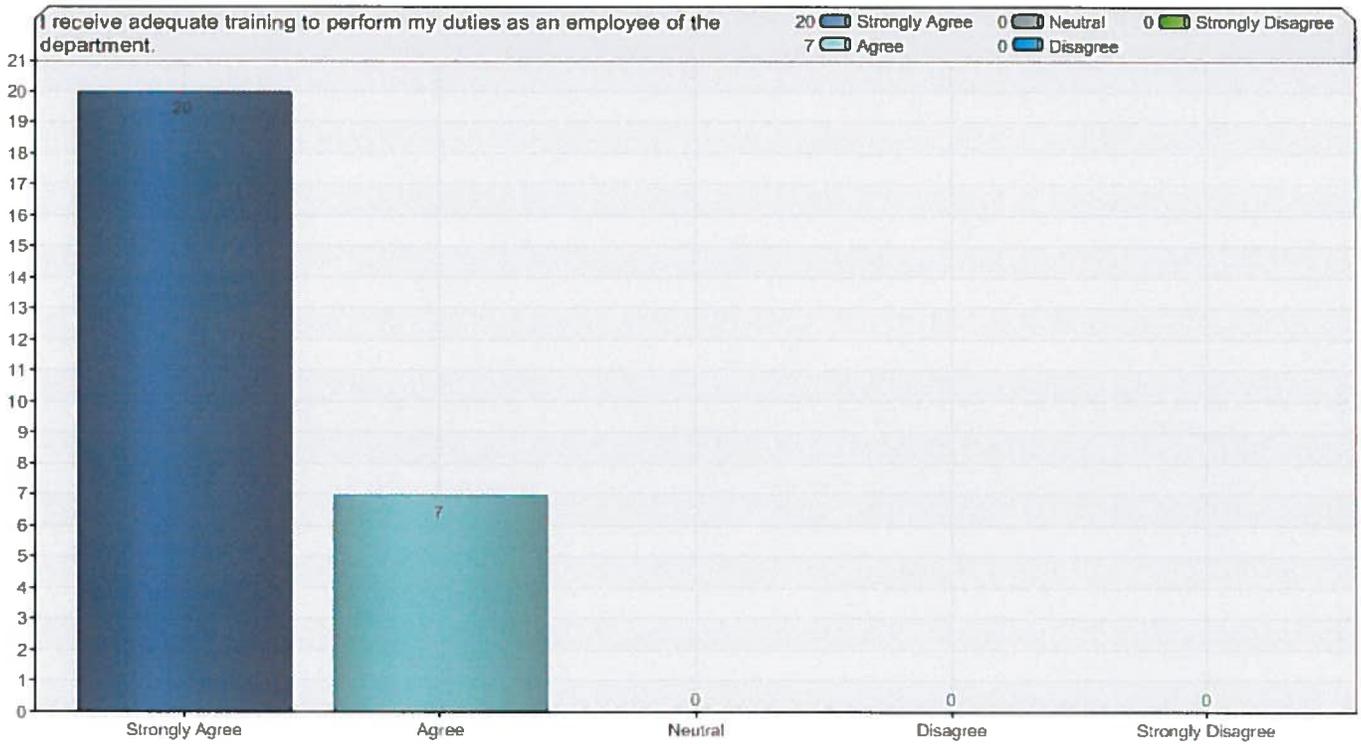
**8. Internal discipline for policy and rule violations is administered in a fair and consistent manner.**

	Responses	Percent
Strongly Agree:	15	55.56%
Agree:	8	29.63%
Neutral:	3	11.11%
Disagree:	1	3.7%
Strongly Disagree:	0	0%
Additional Comments:	2	7.41%
<b>Total Responded to this question:</b>	<b>27</b>	<b>96.43%</b>
<b>Total who skipped this question:</b>	<b>1</b>	<b>3.57%</b>
<b>Total:</b>	<b>28</b>	<b>100%</b>

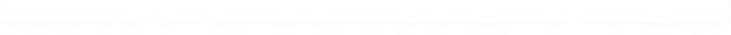


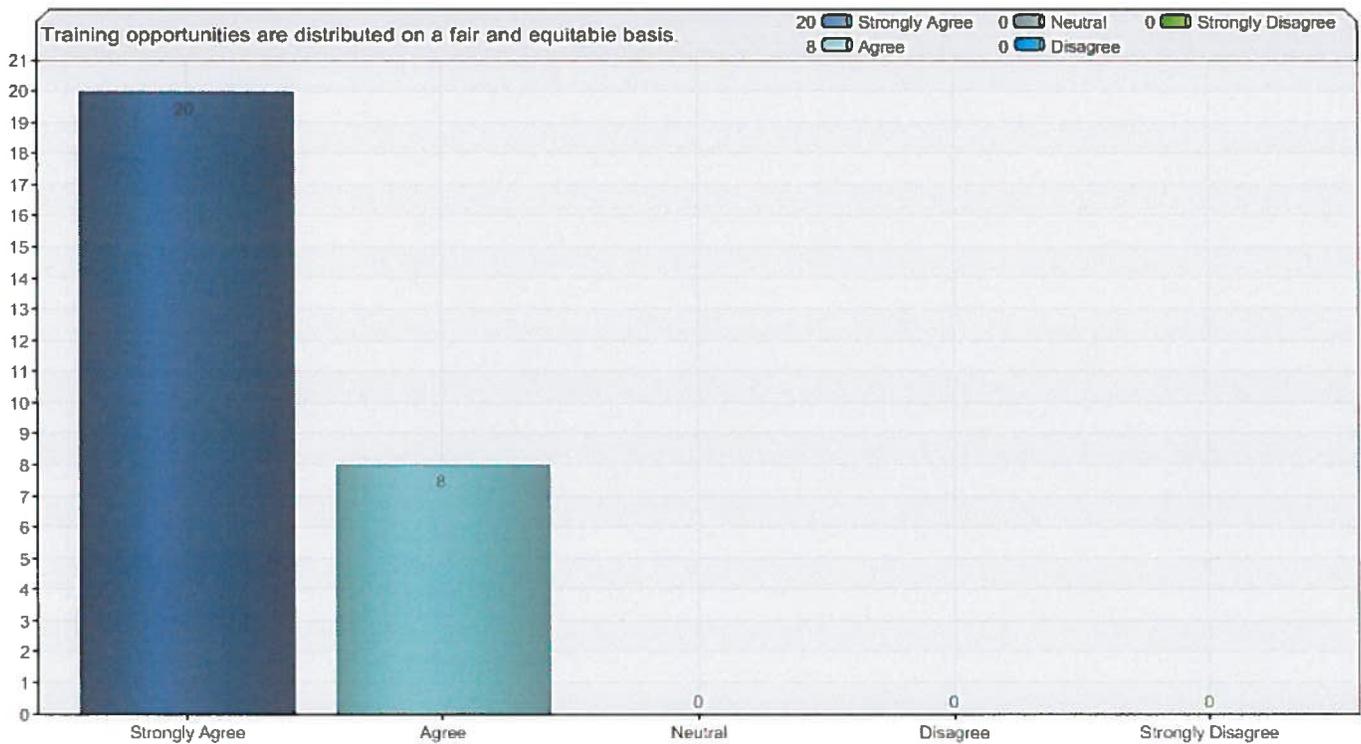
**9. I receive adequate training to perform my duties as an employee of the department.**

	Responses	Percent
Strongly Agree:	20	74.07%
Agree:	7	25.93%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	2	7.41%
Total Responded to this question:		27 96.43%
Total who skipped this question:		1 3.57%
Total:		28 100%



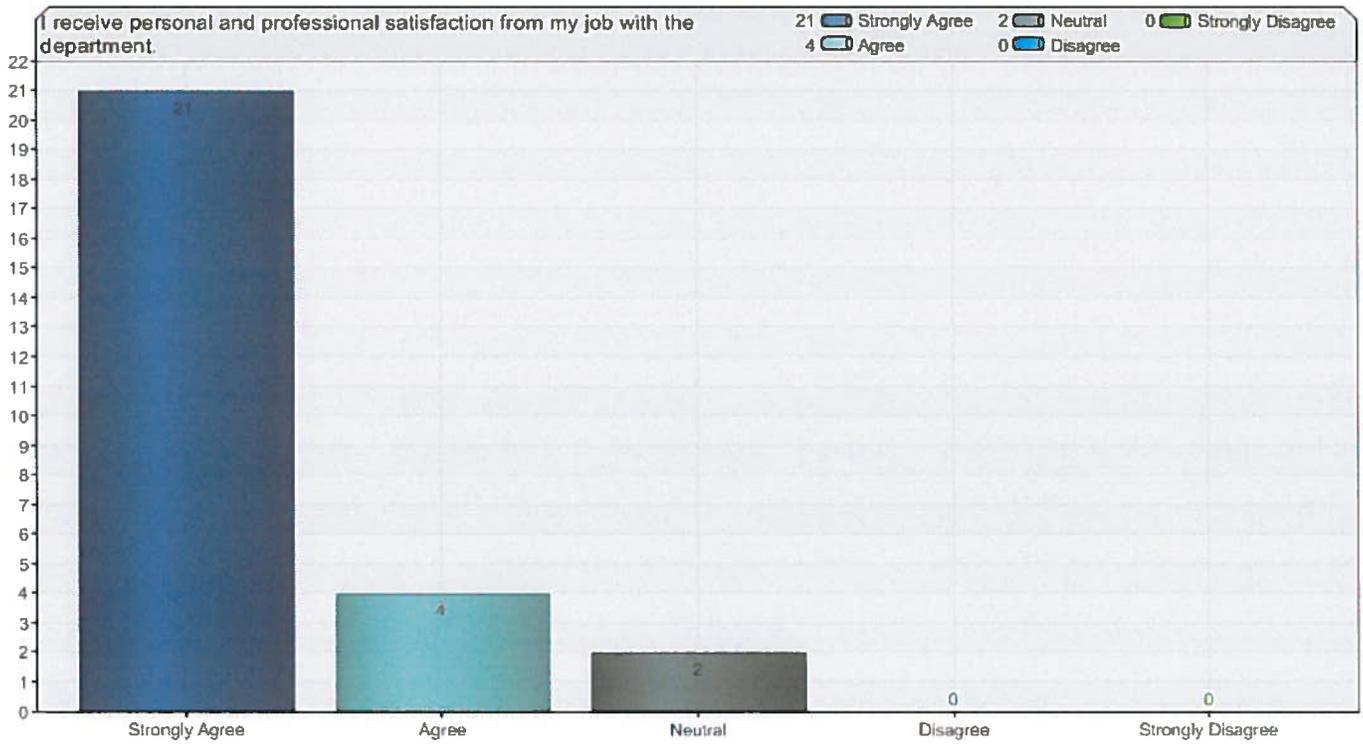
**10. Training opportunities are distributed on a fair and equitable basis.**

	Responses	Percent
Strongly Agree: 	20	71.43%
Agree: 	8	28.57%
Neutral: 	0	0%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Additional Comments: 	1	3.57%
<b>Total Responded to this question:</b>	<b>28</b>	<b>100%</b>
<b>Total who skipped this question:</b>	<b>0</b>	<b>0%</b>
<b>Total:</b>	<b>28</b>	<b>100%</b>



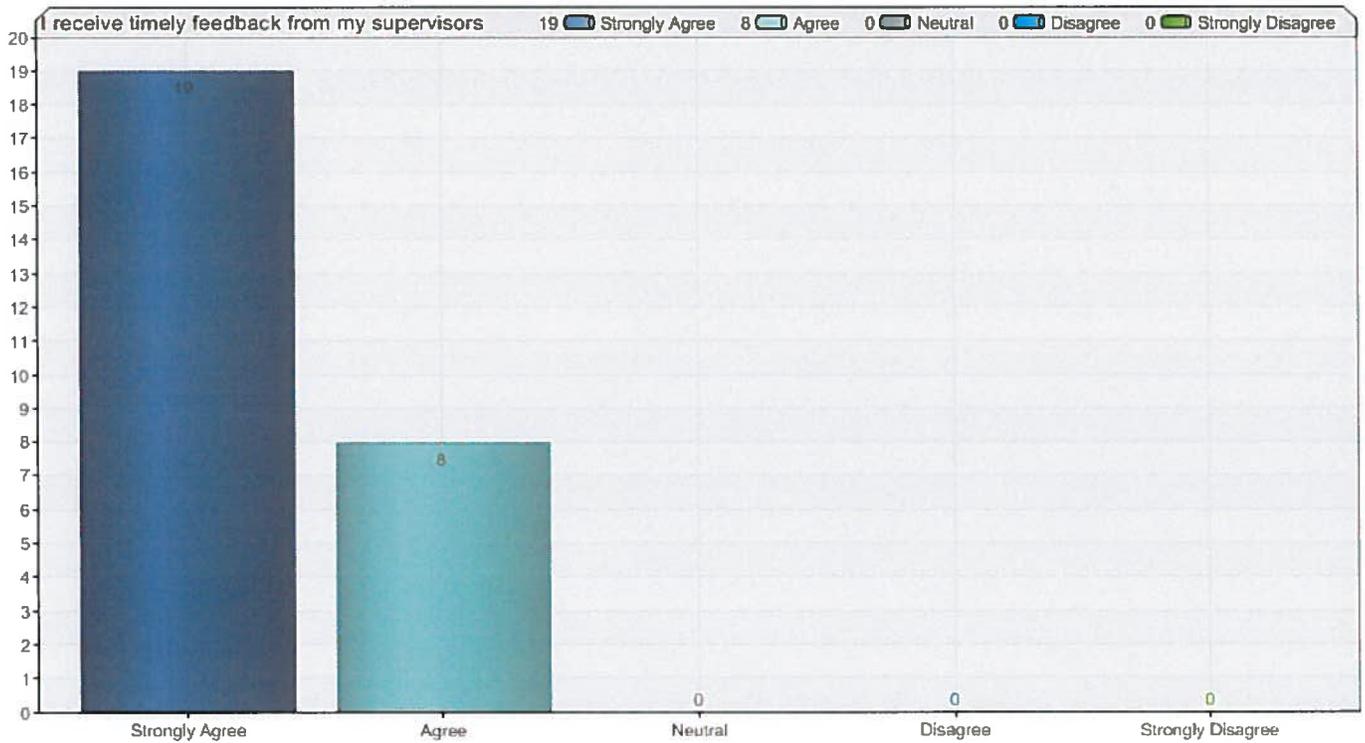
**11. I receive personal and professional satisfaction from my job with the department.**

	Responses	Percent
Strongly Agree:	21	77.78%
Agree:	4	14.81%
Neutral:	2	7.41%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	2	7.41%
<b>Total Responded to this question:</b>	<b>27</b>	<b>96.43%</b>
<b>Total who skipped this question:</b>	<b>1</b>	<b>3.57%</b>
<b>Total:</b>	<b>28</b>	<b>100%</b>



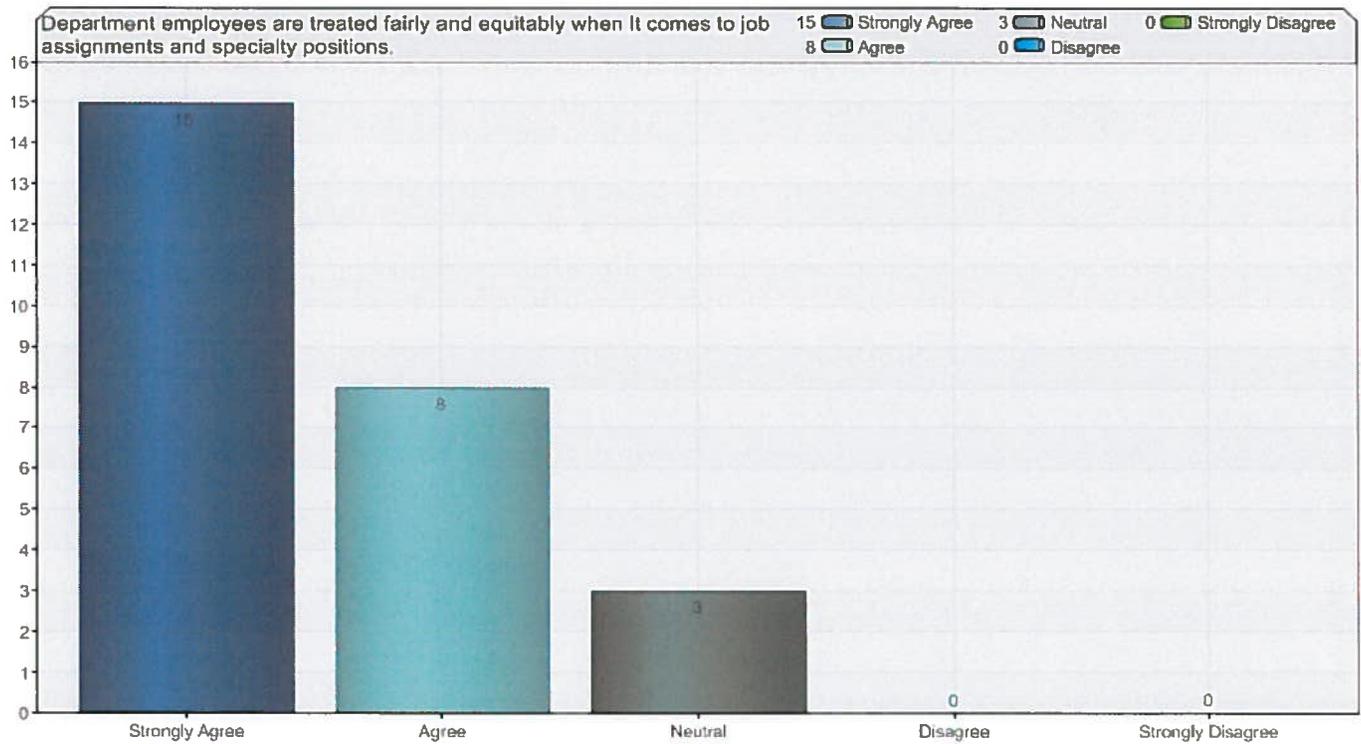
**12. I receive timely feedback from my supervisors**

	Responses	Percent
Strongly Agree:	19	70.37%
Agree:	8	29.63%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	2	7.41%
Total Responded to this question:		27 96.43%
Total who skipped this question:		1 3.57%
Total:		28 100%



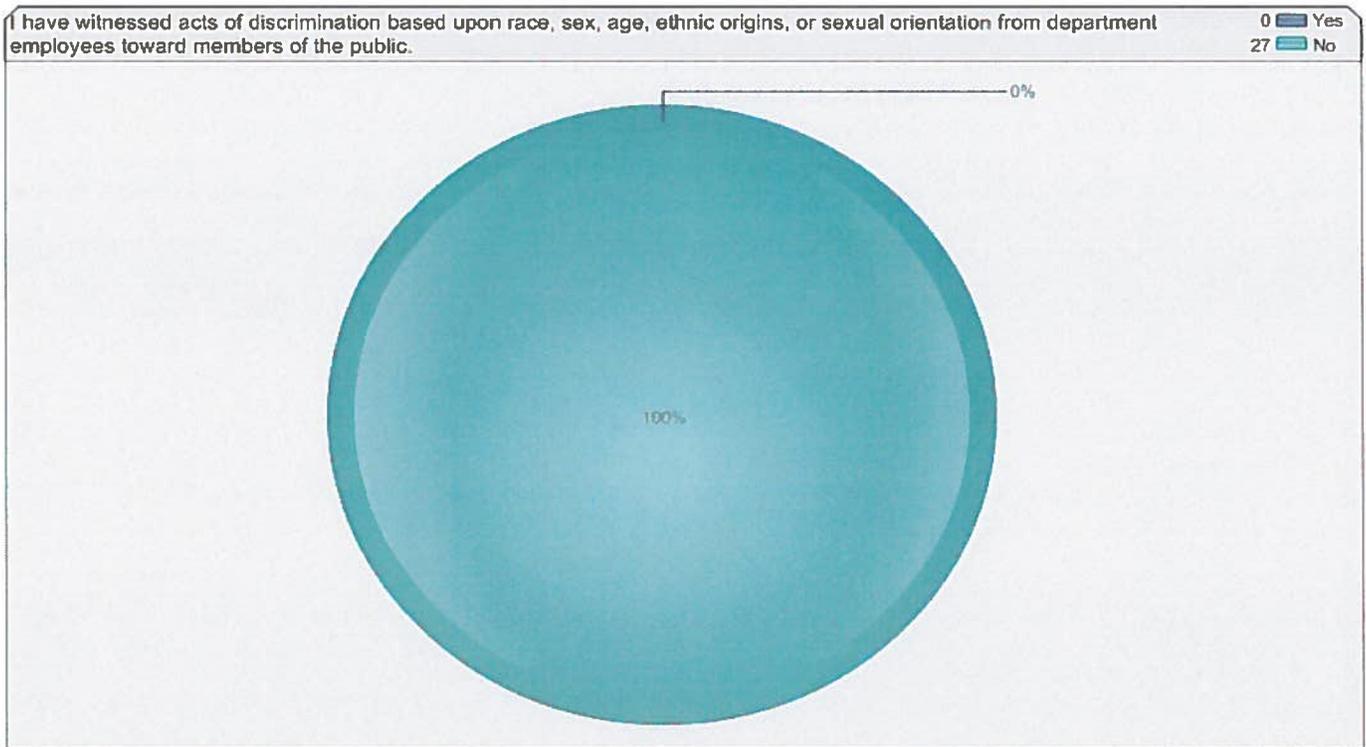
**13. Department employees are treated fairly and equitably when it comes to job assignments and specialty positions.**

	Responses	Percent
Strongly Agree:	15	57.69%
Agree:	8	30.77%
Neutral:	3	11.54%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
<b>Total Responded to this question:</b>	<b>26</b>	<b>92.86%</b>
<b>Total who skipped this question:</b>	<b>2</b>	<b>7.14%</b>
<b>Total:</b>	<b>28</b>	<b>100%</b>



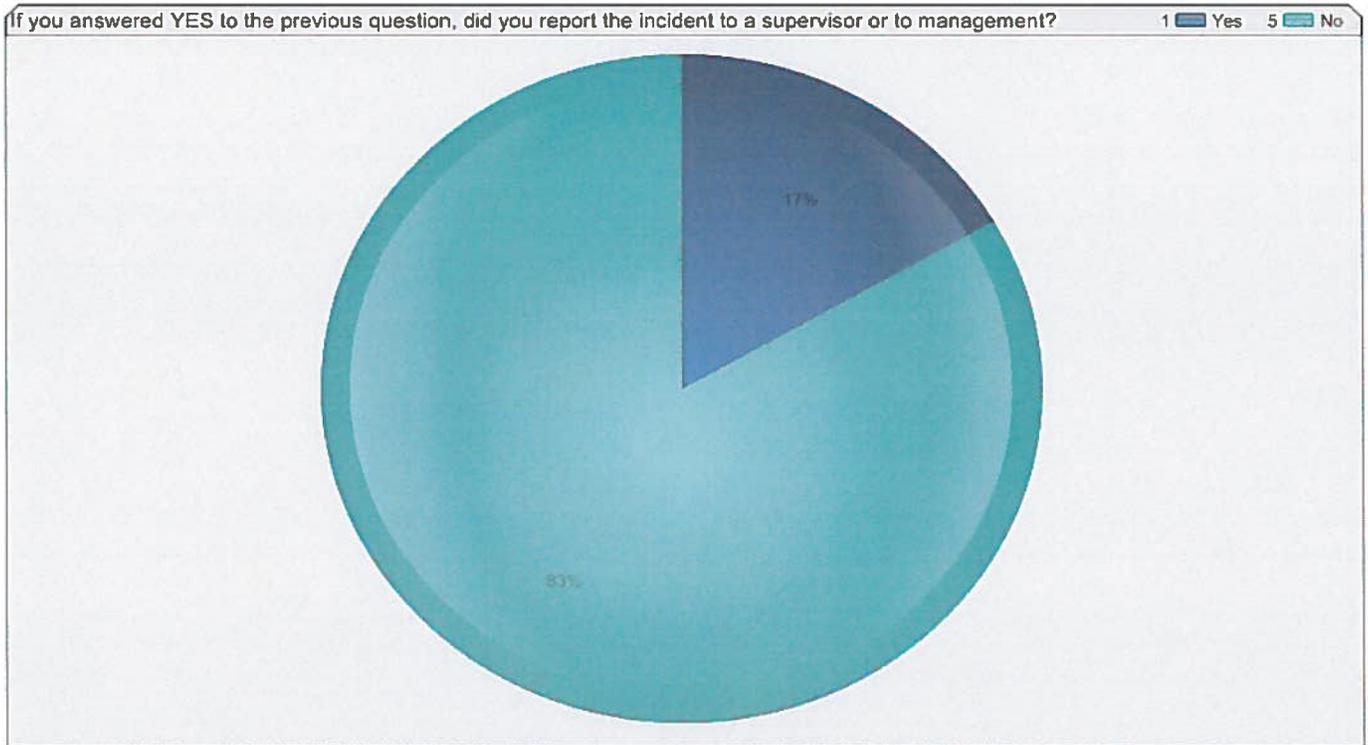
**14. I have witnessed acts of discrimination based upon race, sex, age, ethnic origins, or sexual orientation from department employees toward members of the public.**

	Responses	Percent
Yes:	0	0%
No:	27	100%
Total Responded to this question:	27	96.43%
Total who skipped this question:	1	3.57%
Total:	28	100%



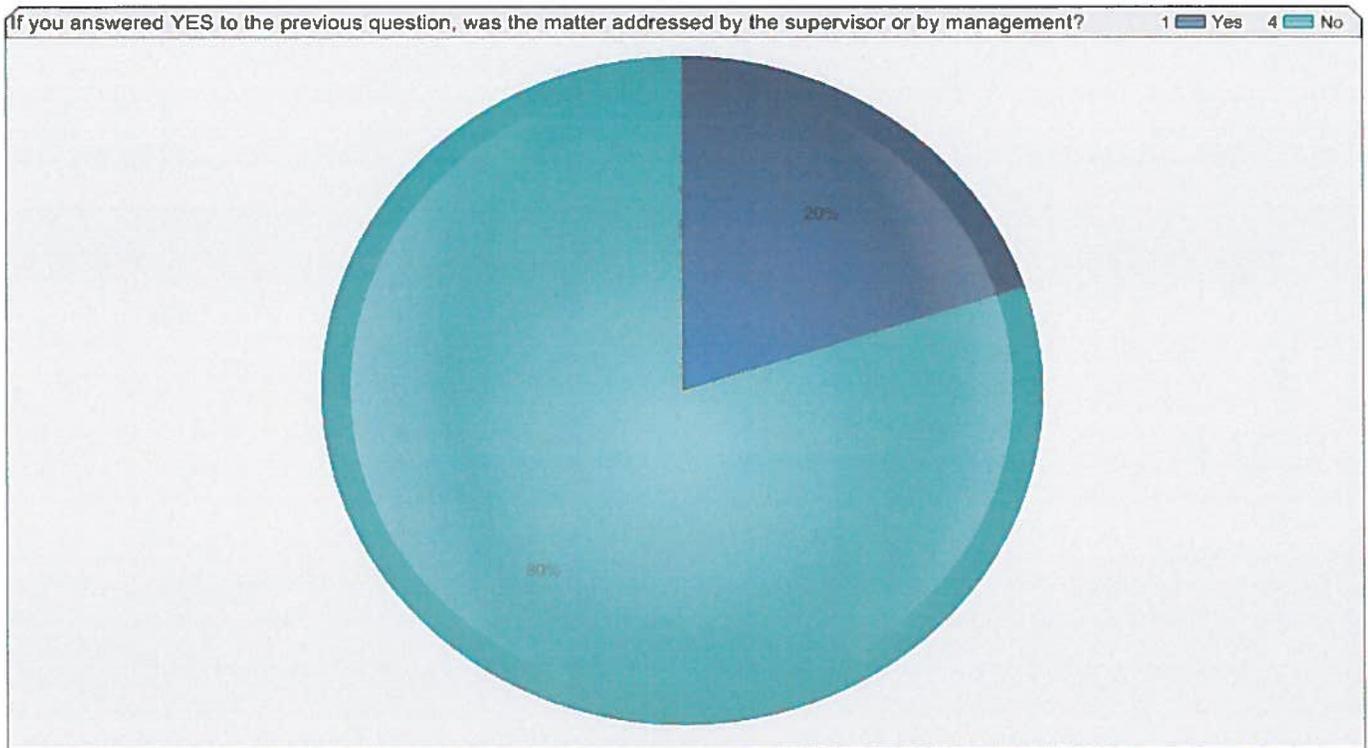
15. If you answered YES to the previous question, did you report the incident to a supervisor or to management?

	Responses	Percent
Yes:	1	16.67%
No:	5	83.33%
Total Responded to this question:	6	21.43%
Total who skipped this question:	22	78.57%
Total:	28	100%



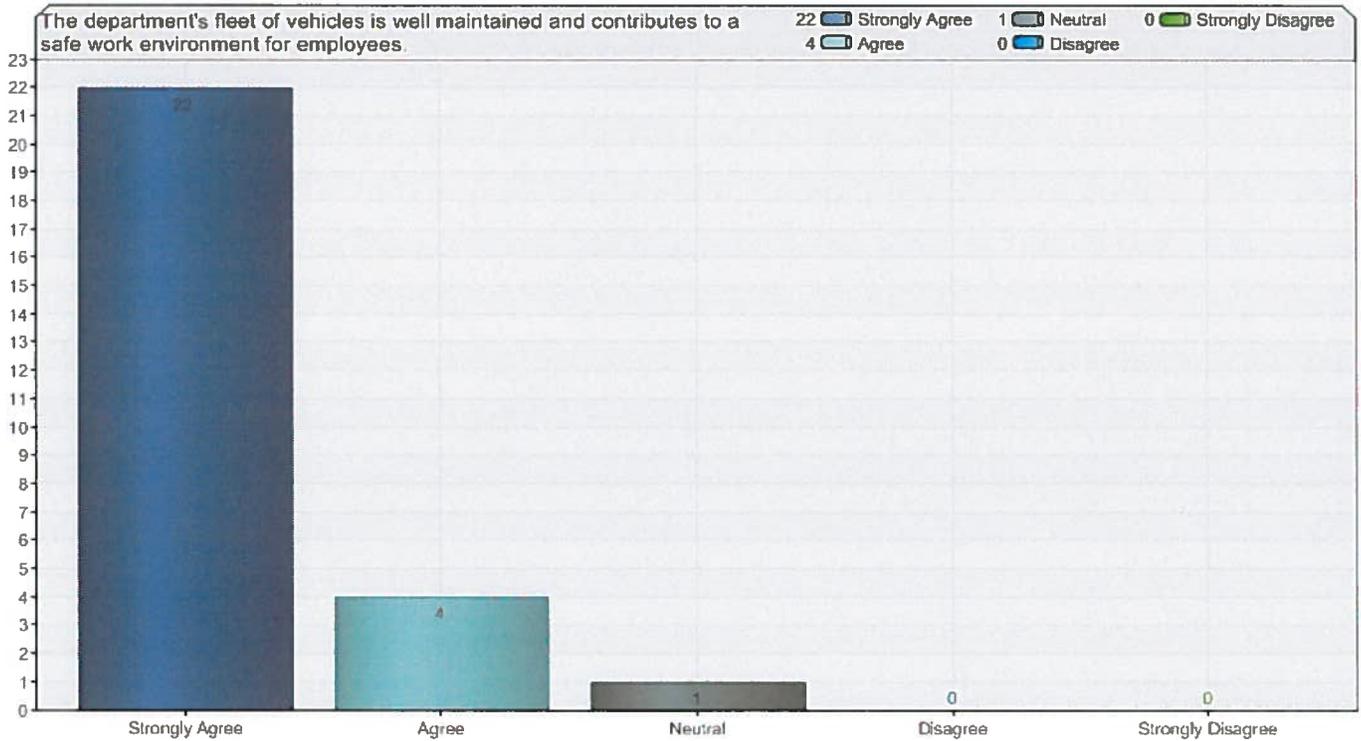
16. If you answered YES to the previous question, was the matter addressed by the supervisor or by management?

	Responses	Percent
Yes: 	1	20%
No: 	4	80%
Additional Comments: 	0	0%
Total Responded to this question:	5	17.86%
Total who skipped this question:	23	82.14%
Total:	28	100%



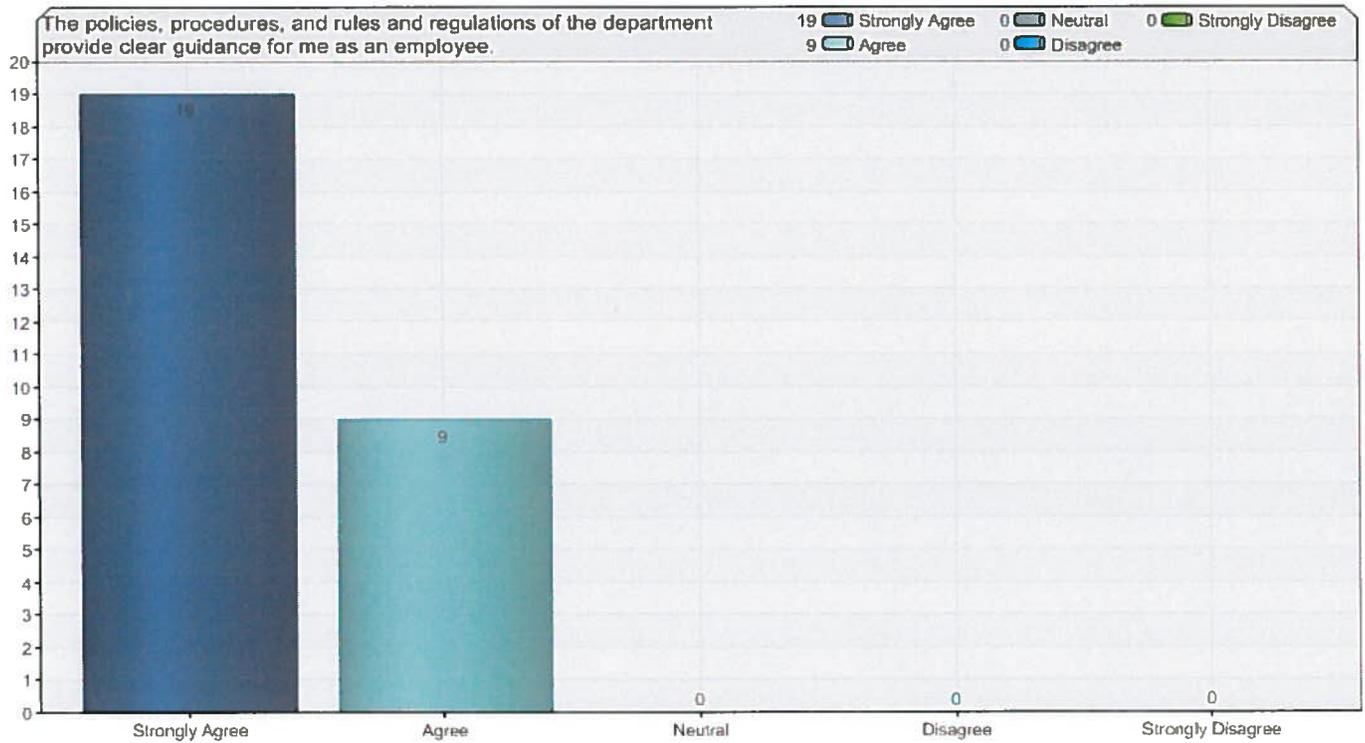
**17. The department's fleet of vehicles is well maintained and contributes to a safe work environment for employees.**

	Responses	Percent
Strongly Agree:	22	81.48%
Agree:	4	14.81%
Neutral:	1	3.7%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	8	29.63%
<b>Total Responded to this question:</b>	<b>27</b>	<b>96.43%</b>
<b>Total who skipped this question:</b>	<b>1</b>	<b>3.57%</b>
<b>Total:</b>	<b>28</b>	<b>100%</b>



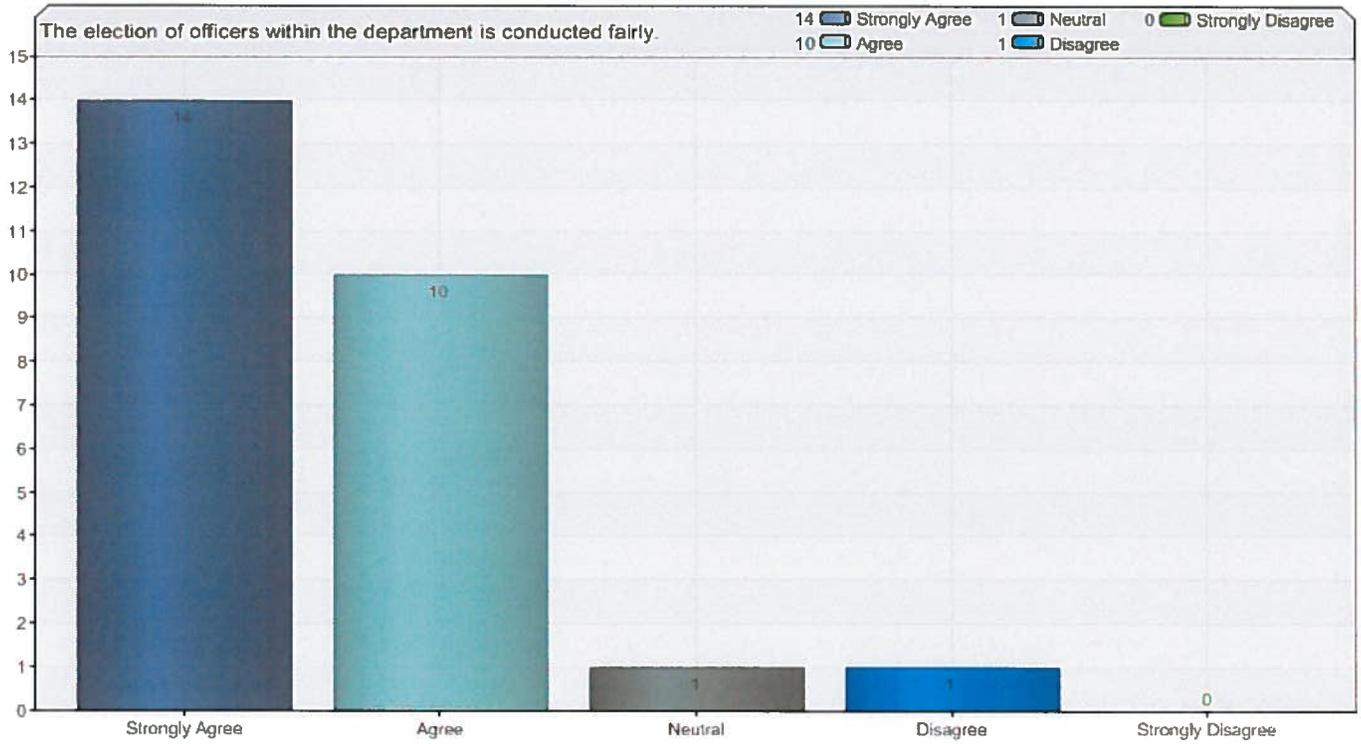
**18. The policies, procedures, and rules and regulations of the department provide clear guidance for me as an employee.**

	Responses	Percent
Strongly Agree:	19	67.86%
Agree:	9	32.14%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	2	7.14%
Total Responded to this question:		28 100%
Total who skipped this question:		0 0%
Total:		28 100%



**19. The election of officers within the department is conducted fairly.**

	Responses	Percent
Strongly Agree:	14	53.85%
Agree:	10	38.46%
Neutral:	1	3.85%
Disagree:	1	3.85%
Strongly Disagree:	0	0%
Additional Comments:	3	11.54%
Total Responded to this question:		26 92.86%
Total who skipped this question:		2 7.14%
Total:		28 100%



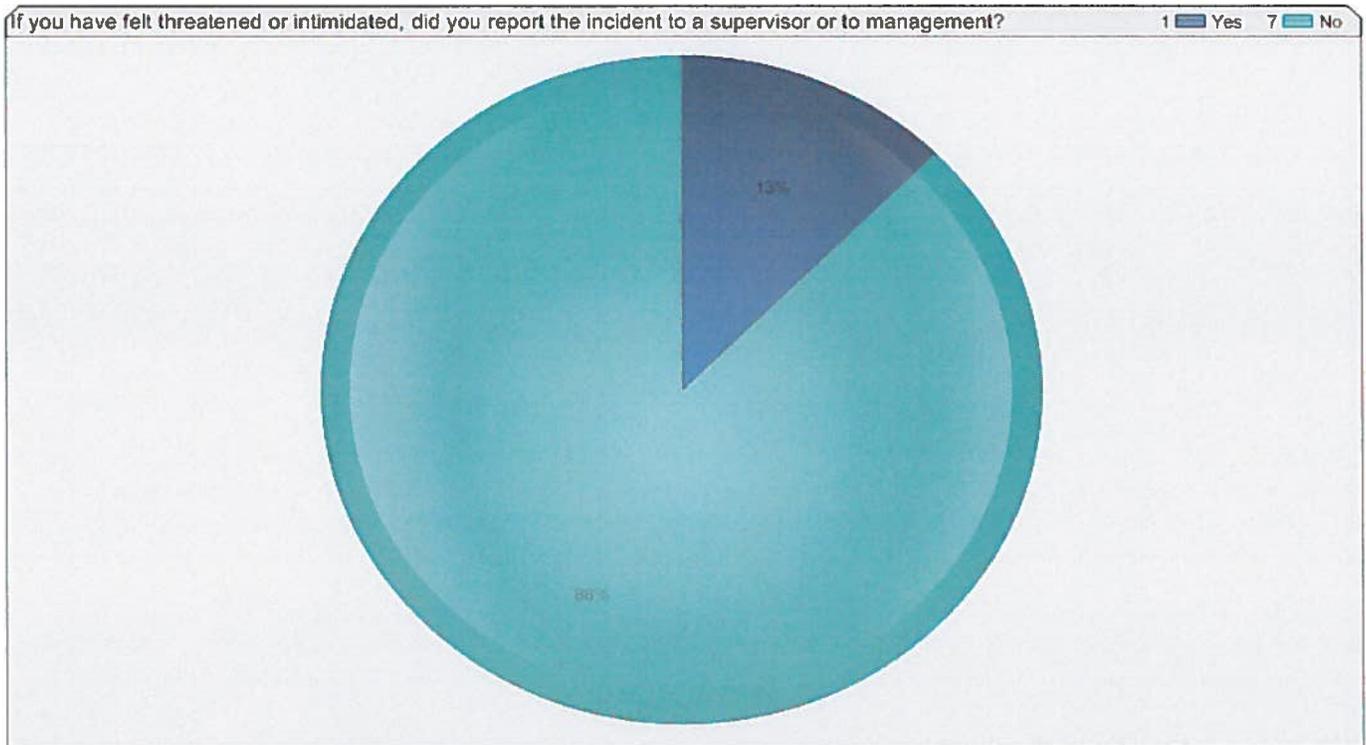
**20. I have felt threatened or intimidated by co-workers or supervisors.**

	Responses	Percent
Never:	26	96.3%
Occasionally:	1	3.7%
Often:	0	0%
Additional Comments:	1	3.7%
Total Responded to this question:		27 96.43%
Total who skipped this question:		1 3.57%
Total:		28 100%



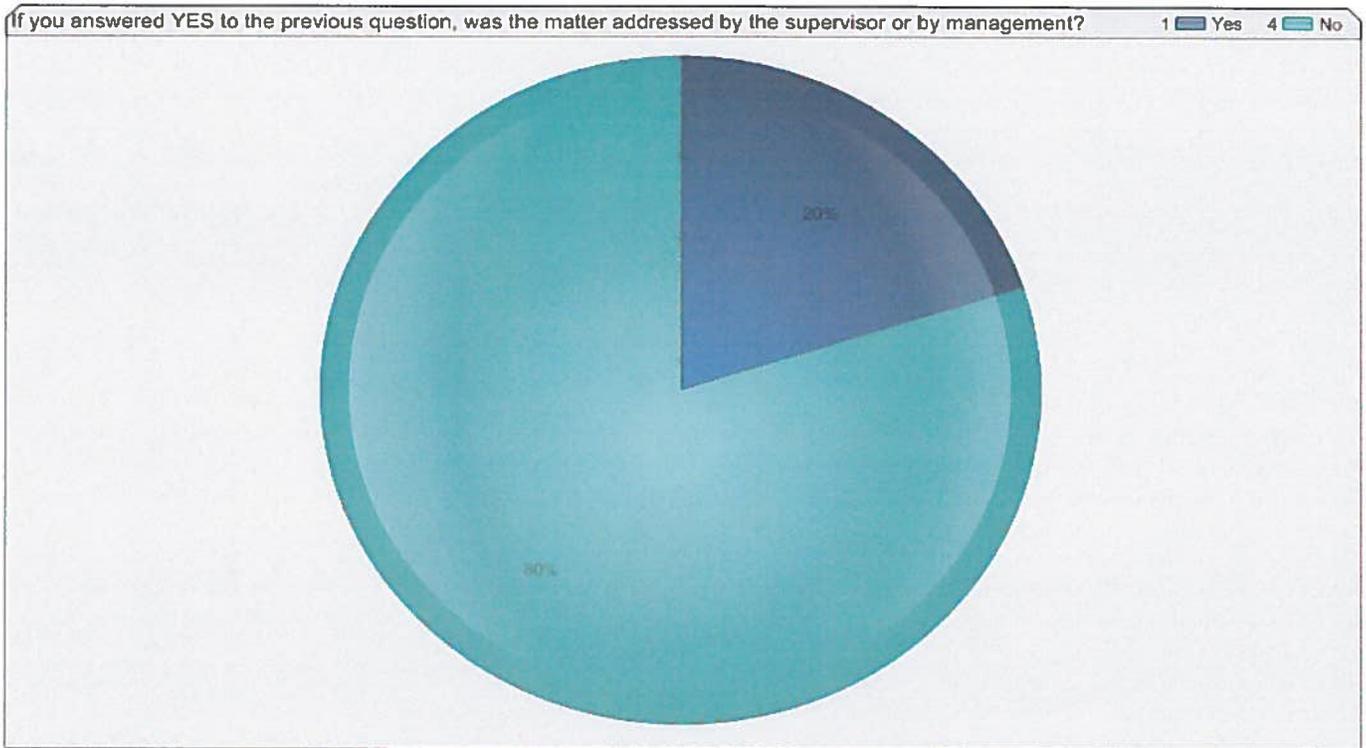
21. If you have felt threatened or intimidated, did you report the incident to a supervisor or to management?

	Responses	Percent
Yes: 	1	12.5%
No: 	7	87.5%
Total Responded to this question:	8	28.57%
Total who skipped this question:	20	71.43%
Total:	28	100%



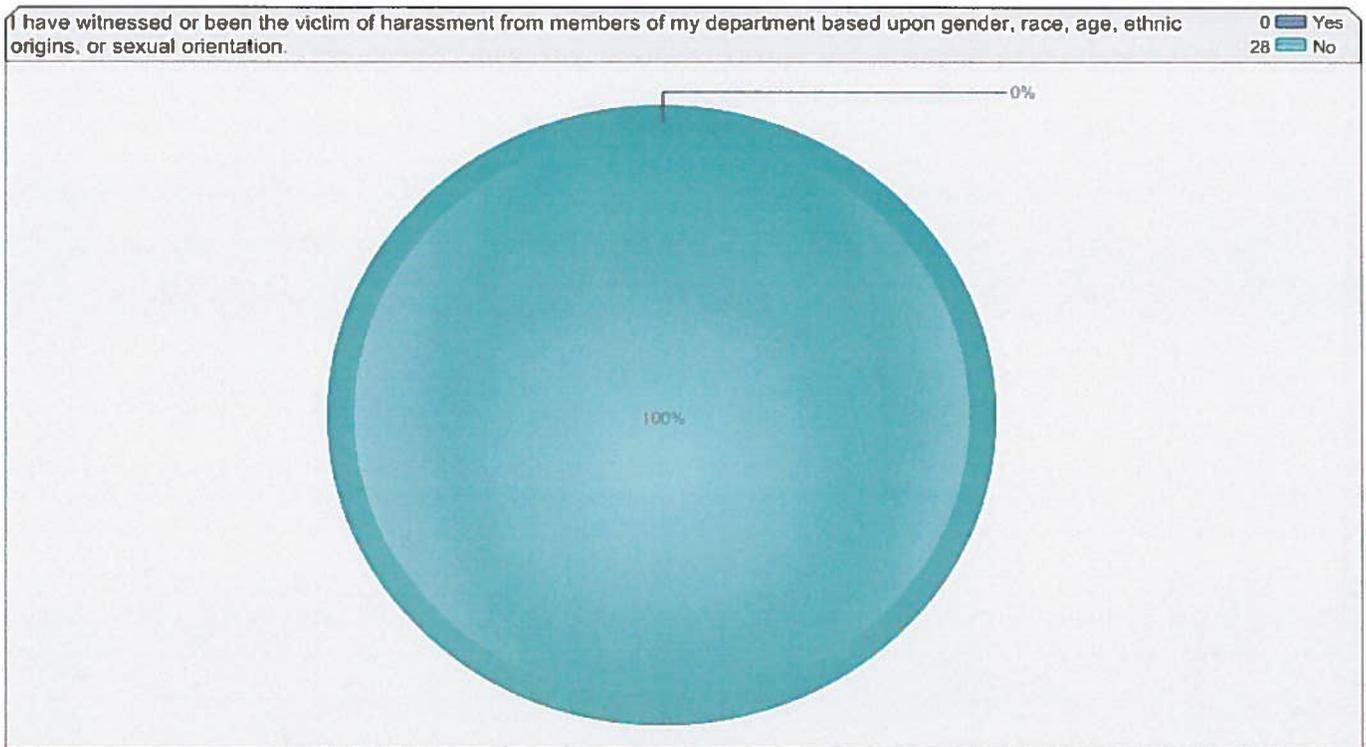
22. If you answered YES to the previous question, was the matter addressed by the supervisor or by management?

	Responses	Percent
Yes: 	1	20%
No: 	4	80%
Additional Comments: <input type="text"/>	0	0%
Total Responded to this question:	5	17.86%
Total who skipped this question:	23	82.14%
Total:	28	100%



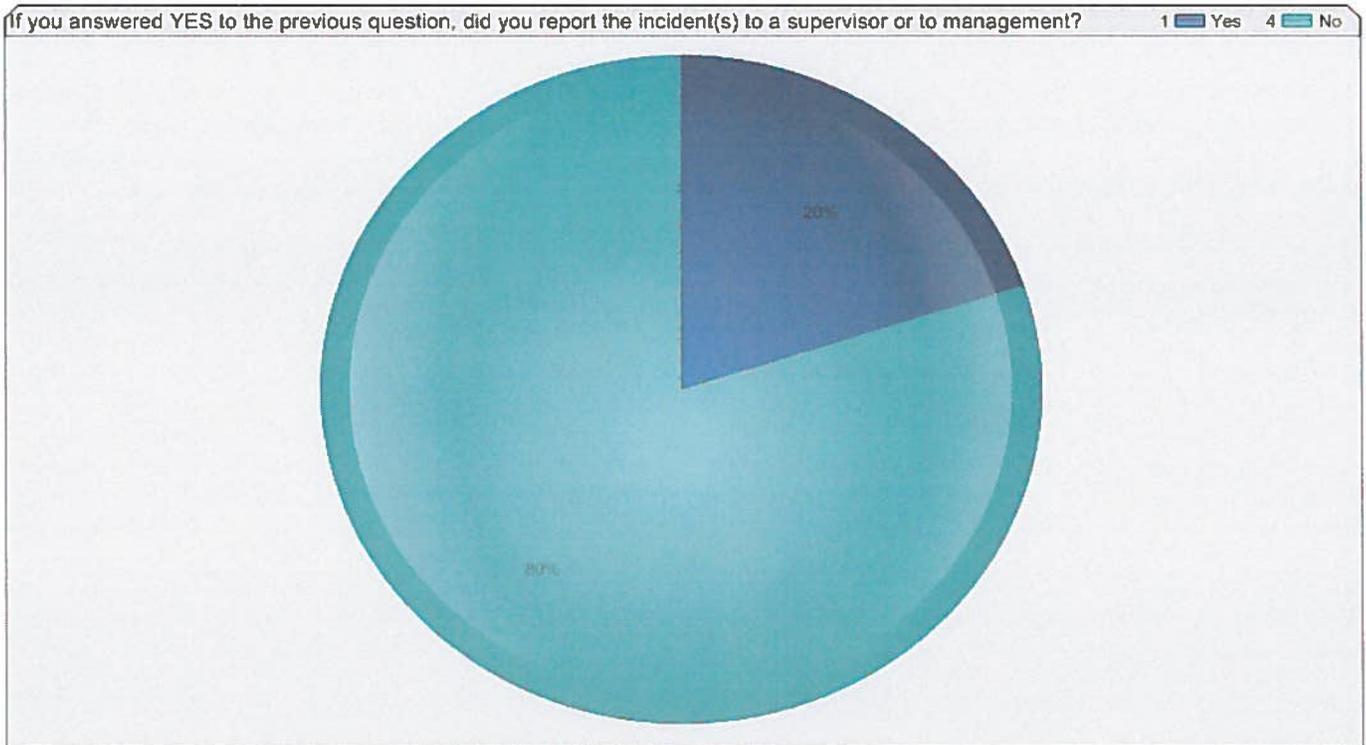
23. I have witnessed or been the victim of harassment from members of my department based upon gender, race, age, ethnic origins, or sexual orientation.

	Responses	Percent
Yes:	0	0%
No:	28	100%
Total Responded to this question:		28 100%
Total who skipped this question:		0 0%
Total:		28 100%



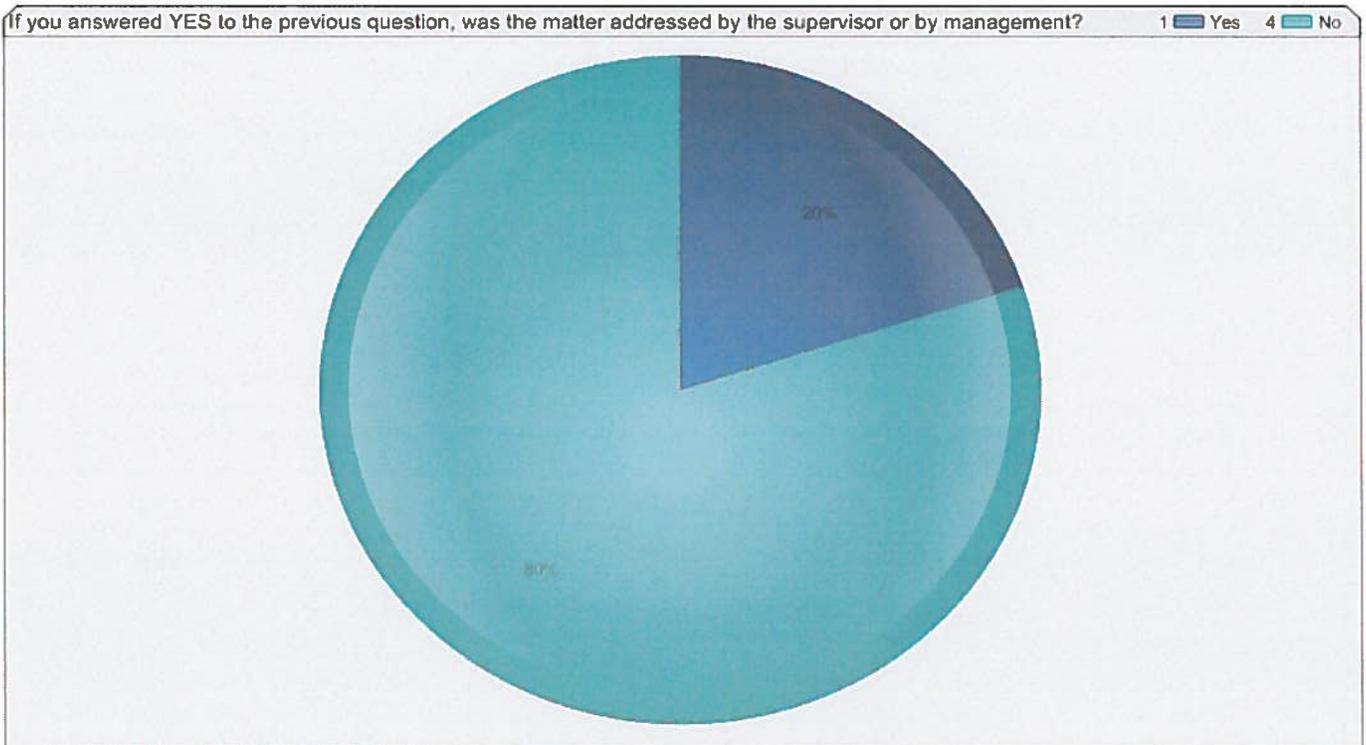
24. If you answered YES to the previous question, did you report the incident(s) to a supervisor or to management?

	Responses	Percent
Yes:	1	20%
No:	4	80%
Total Responded to this question:	5	17.86%
Total who skipped this question:	23	82.14%
Total:	28	100%



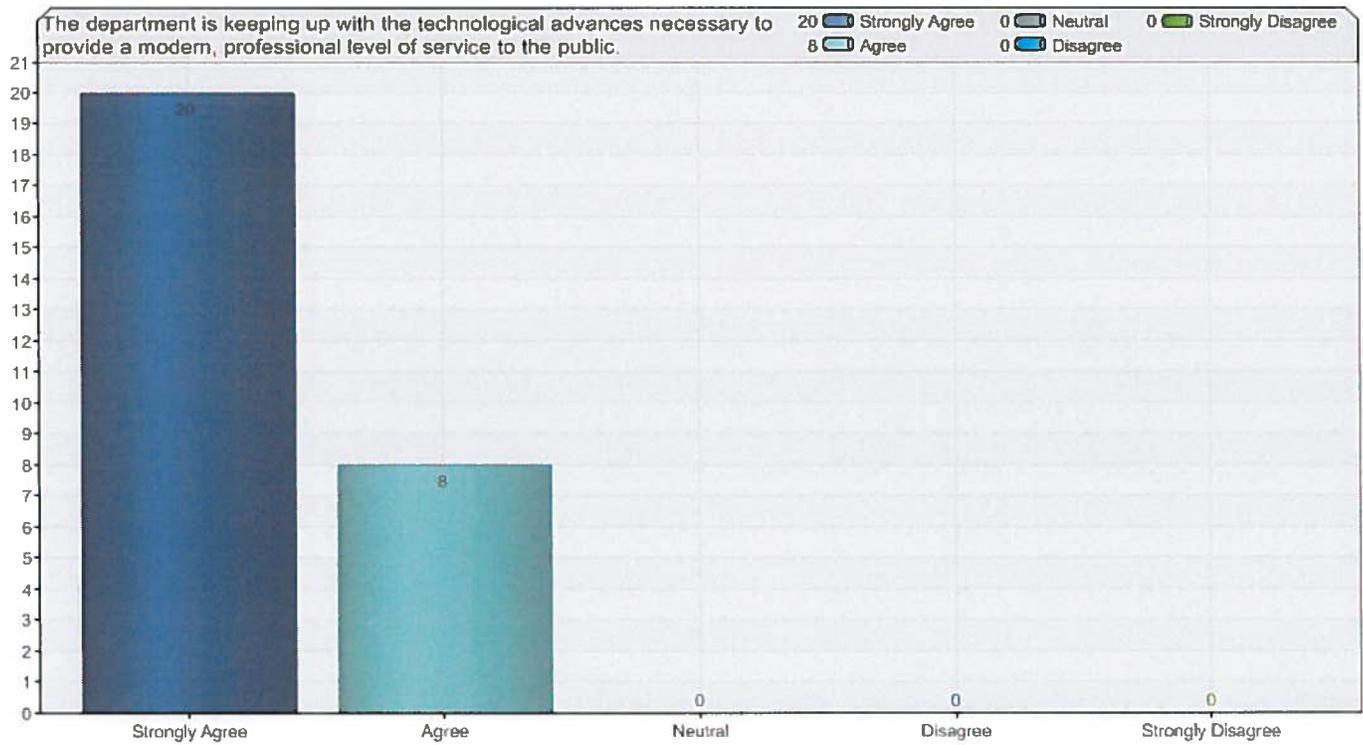
25. If you answered YES to the previous question, was the matter addressed by the supervisor or by management?

	Responses	Percent
Yes: 	1	20%
No: 	4	80%
Additional Comments: 	0	0%
Total Responded to this question:	5	17.86%
Total who skipped this question:	23	82.14%
Total:	28	100%



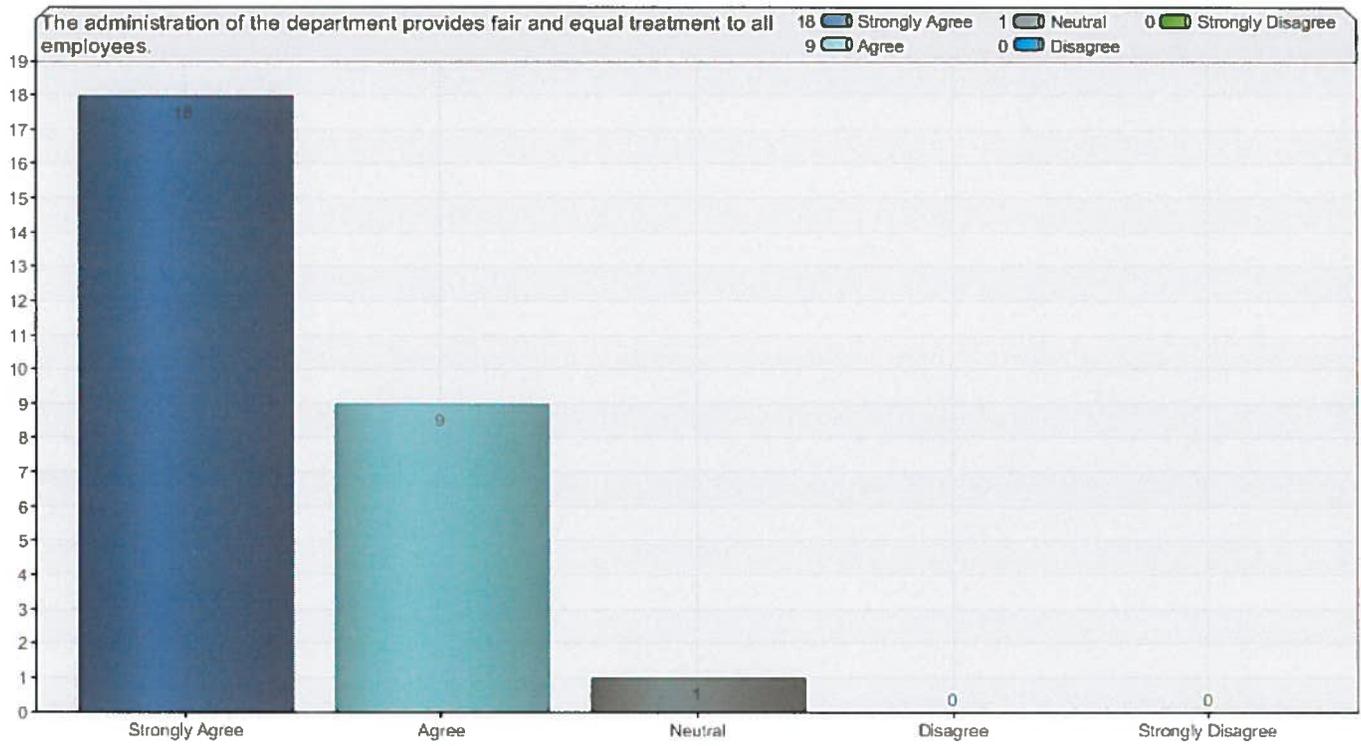
**26. The department is keeping up with the technological advances necessary to provide a modern, professional level of service to the public.**

	Responses	Percent
Strongly Agree:	20	71.43%
Agree:	8	28.57%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	4	14.29%
Total Responded to this question:		28 100%
Total who skipped this question:		0 0%
Total:		28 100%



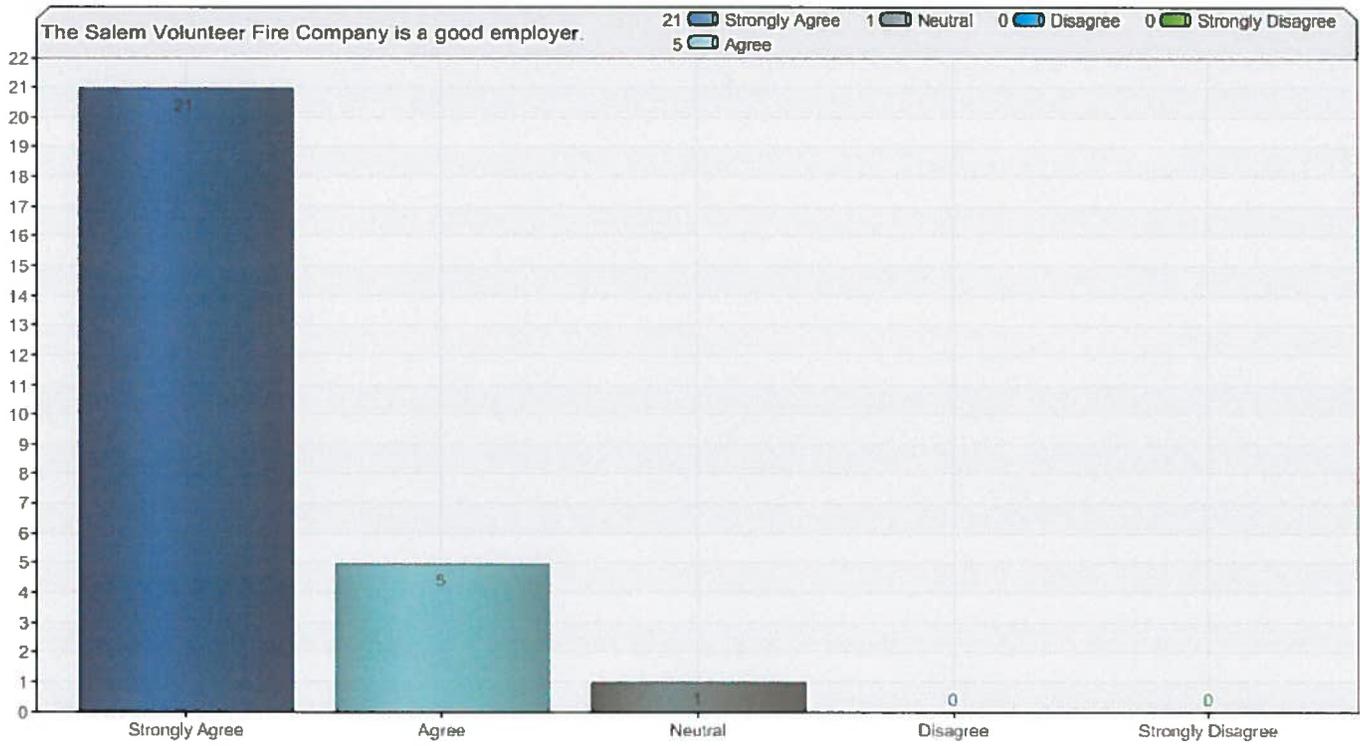
**27. The administration of the department provides fair and equal treatment to all employees.**

	Responses	Percent
Strongly Agree:	18	64.29%
Agree:	9	32.14%
Neutral:	1	3.57%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		28 100%
Total who skipped this question:		0 0%
Total:		28 100%



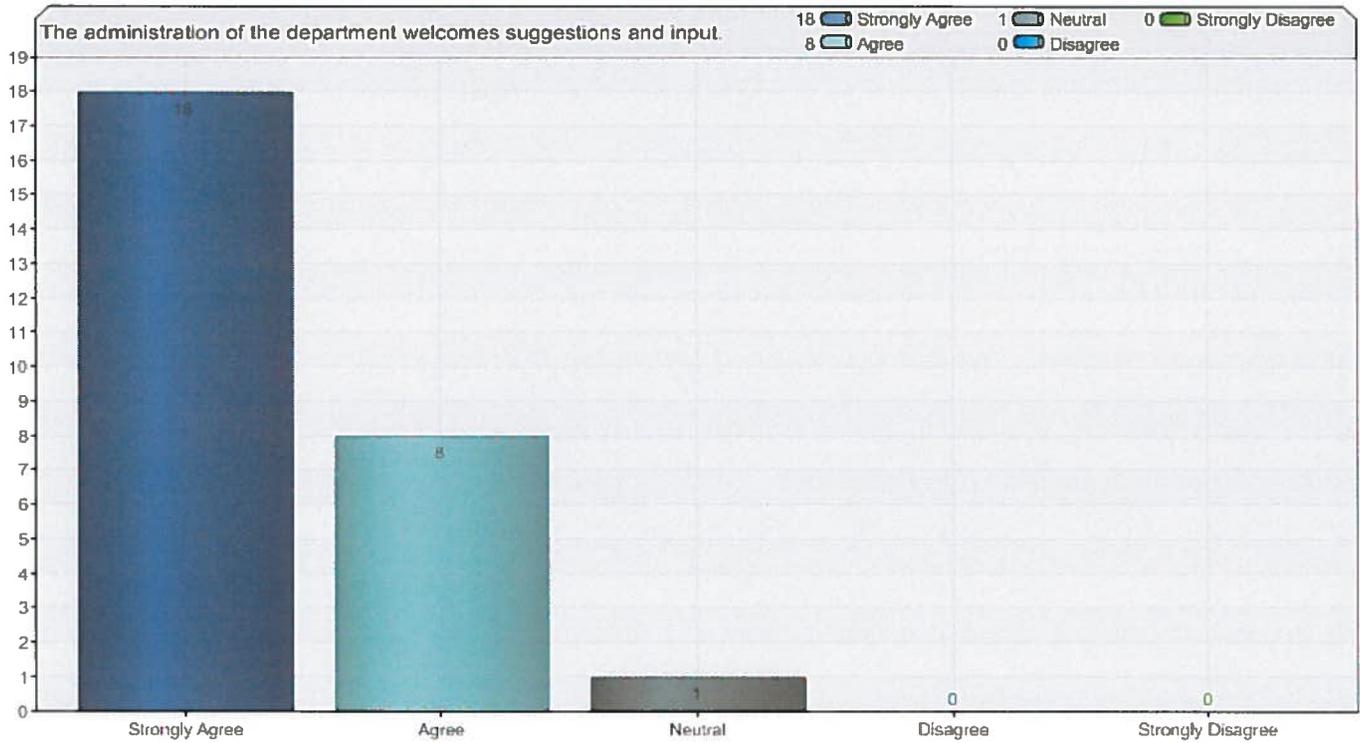
**28. The Salem Volunteer Fire Company is a good employer.**

	Responses	Percent
Strongly Agree:	21	77.78%
Agree:	5	18.52%
Neutral:	1	3.7%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	1	3.7%
Total Responded to this question:		27 96.43%
Total who skipped this question:		1 3.57%
Total:		28 100%



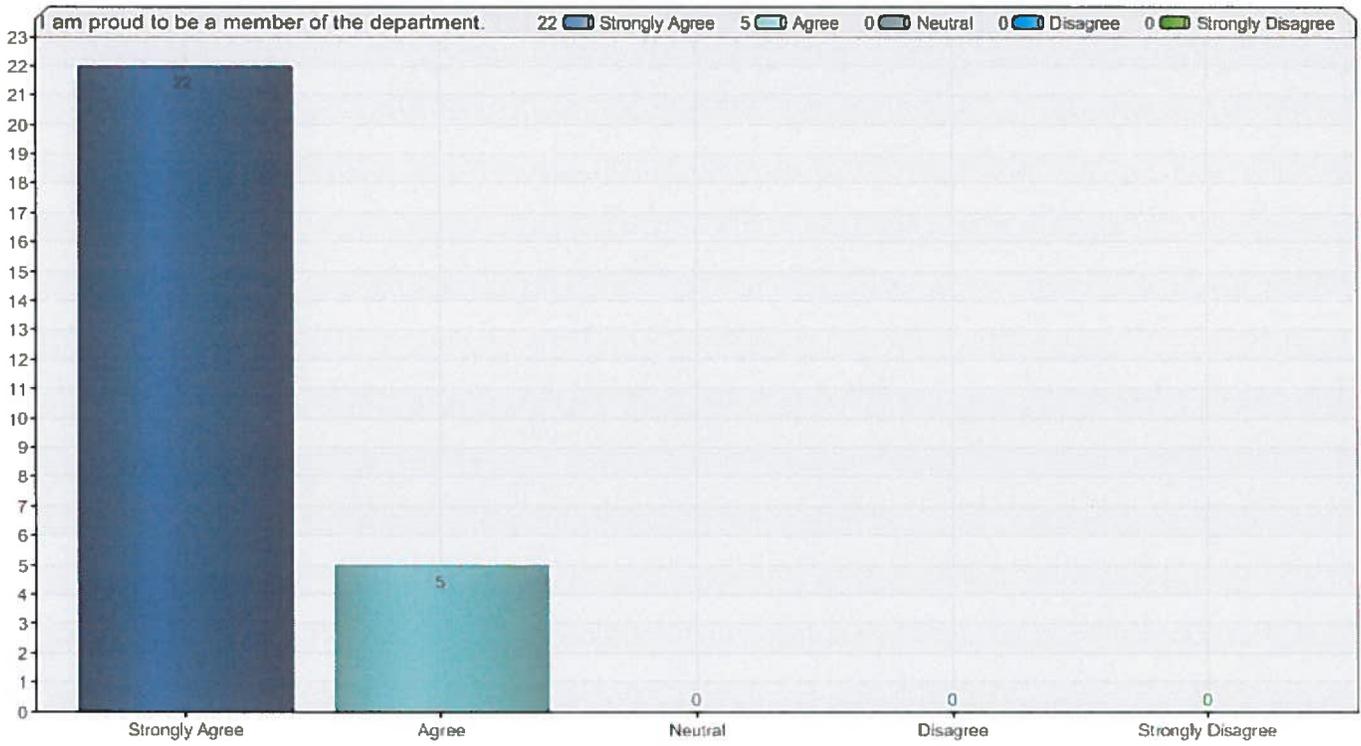
**29. The administration of the department welcomes suggestions and input.**

	Responses	Percent
Strongly Agree:	18	66.67%
Agree:	8	29.63%
Neutral:	1	3.7%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	3	11.11%
<b>Total Responded to this question:</b>	<b>27</b>	<b>96.43%</b>
<b>Total who skipped this question:</b>	<b>1</b>	<b>3.57%</b>
<b>Total:</b>	<b>28</b>	<b>100%</b>



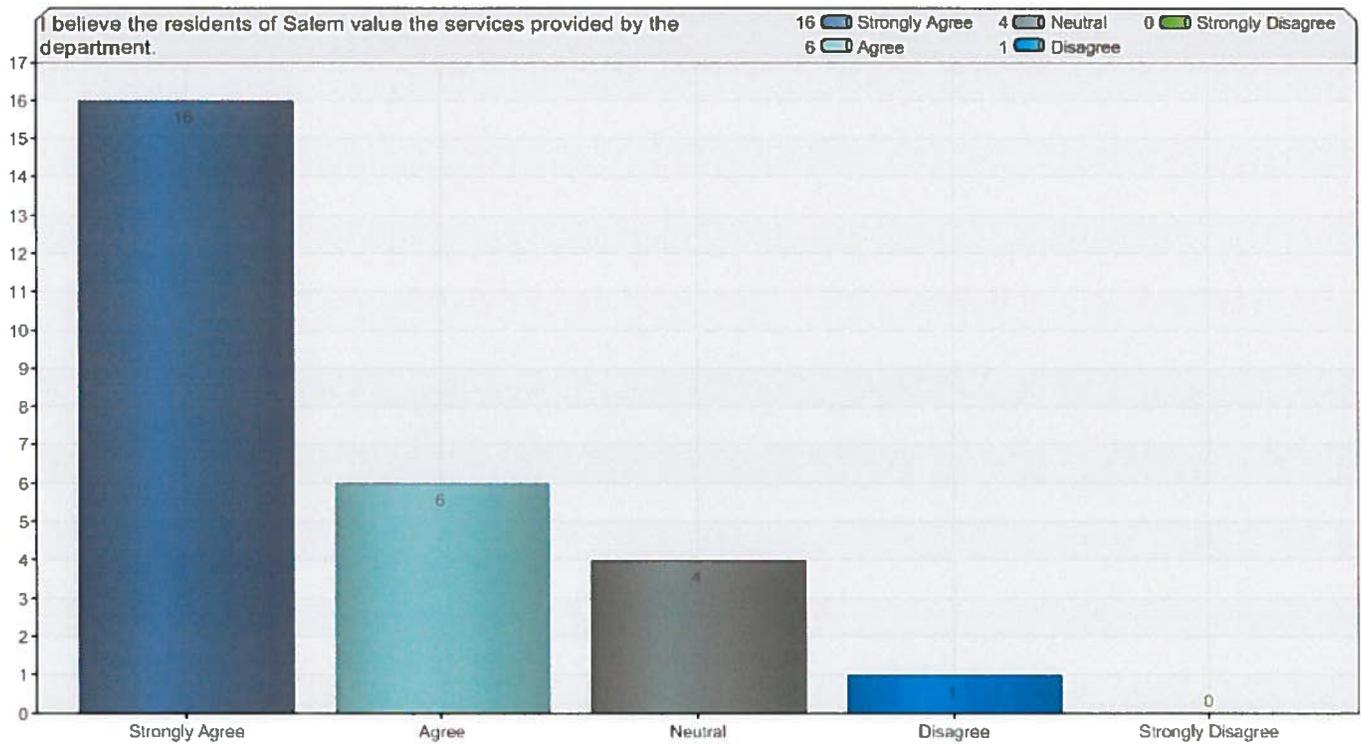
**30. I am proud to be a member of the department.**

	Responses	Percent
Strongly Agree:	22	81.48%
Agree:	5	18.52%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	4	14.81%
Total Responded to this question:		27 96.43%
Total who skipped this question:		1 3.57%
Total:		28 100%



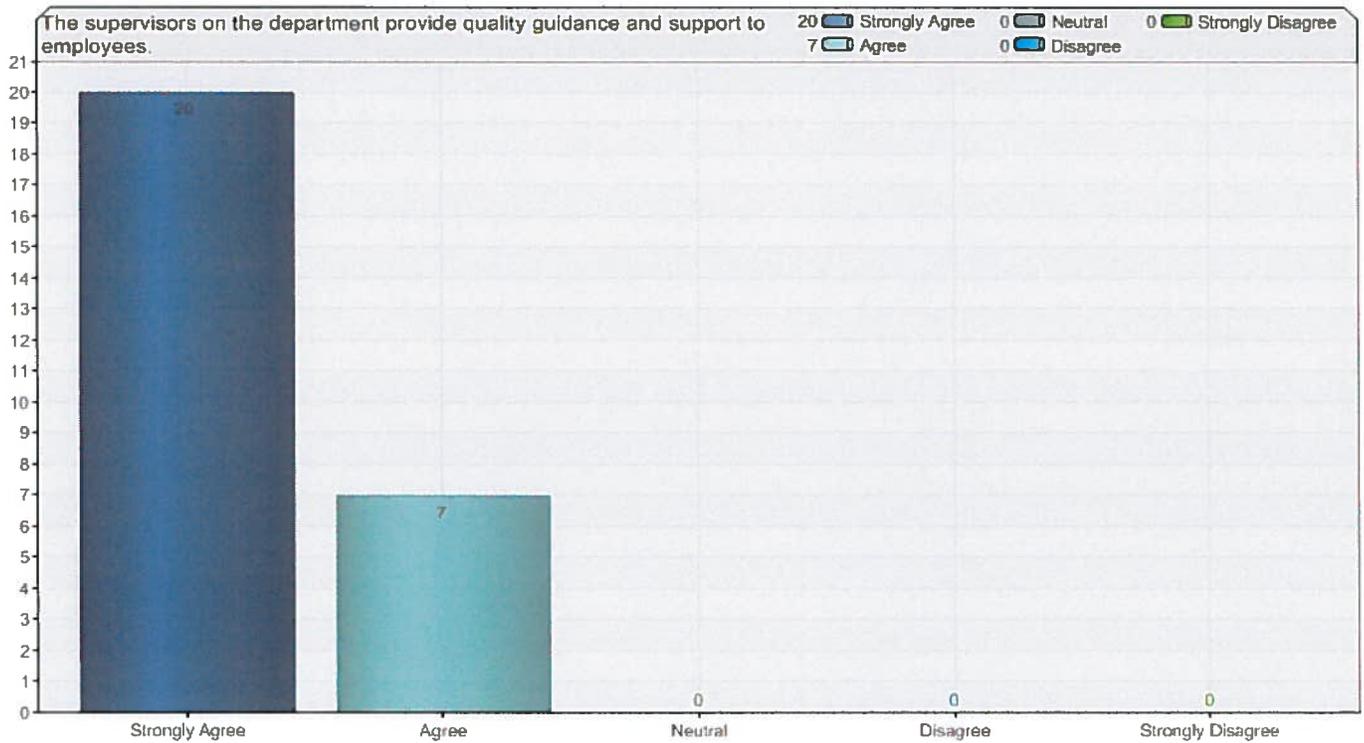
**31. I believe the residents of Salem value the services provided by the department.**

	Responses	Percent
Strongly Agree:	16	59.26%
Agree:	6	22.22%
Neutral:	4	14.81%
Disagree:	1	3.7%
Strongly Disagree:	0	0%
Additional Comments:	6	22.22%
Total Responded to this question:		27 96.43%
Total who skipped this question:		1 3.57%
Total:		28 100%



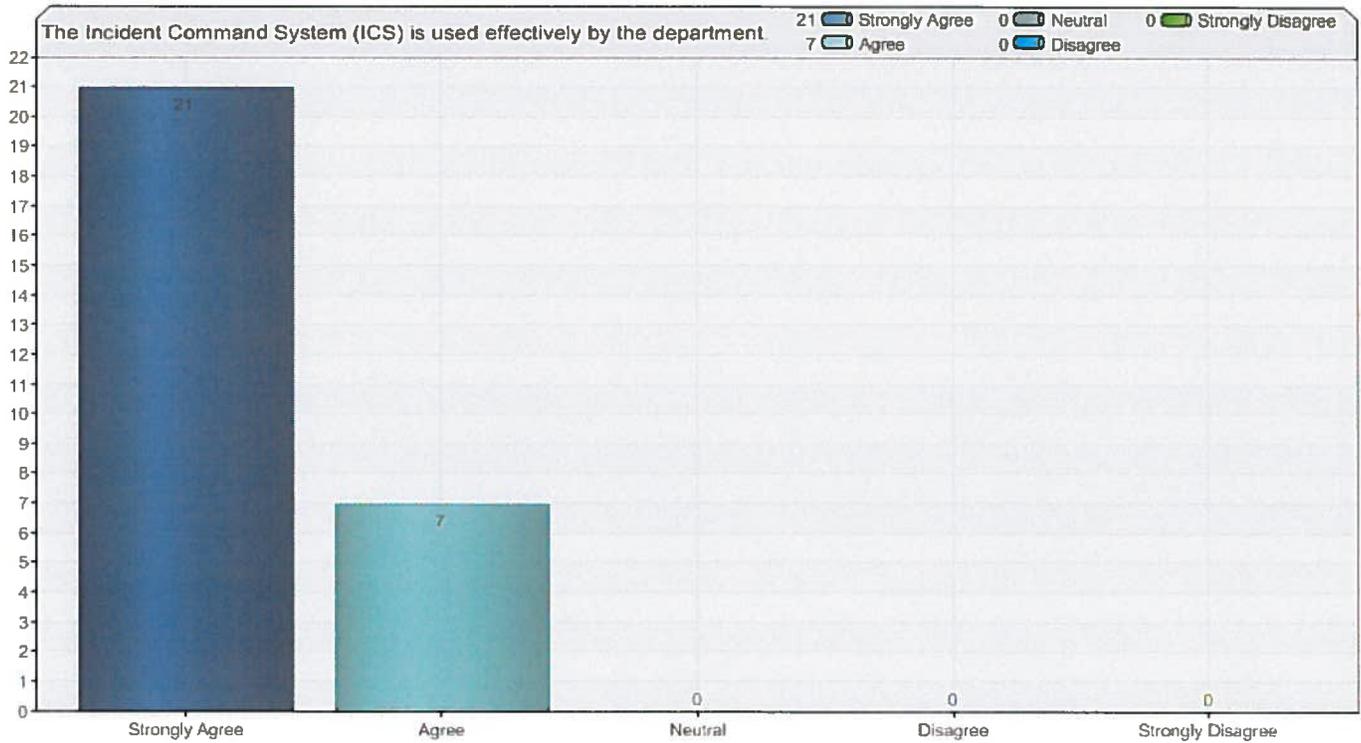
**32. The supervisors on the department provide quality guidance and support to employees.**

	Responses	Percent
Strongly Agree:	20	74.07%
Agree:	7	25.93%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	1	3.7%
<b>Total Responded to this question:</b>	<b>27</b>	<b>96.43%</b>
<b>Total who skipped this question:</b>	<b>1</b>	<b>3.57%</b>
<b>Total:</b>	<b>28</b>	<b>100%</b>



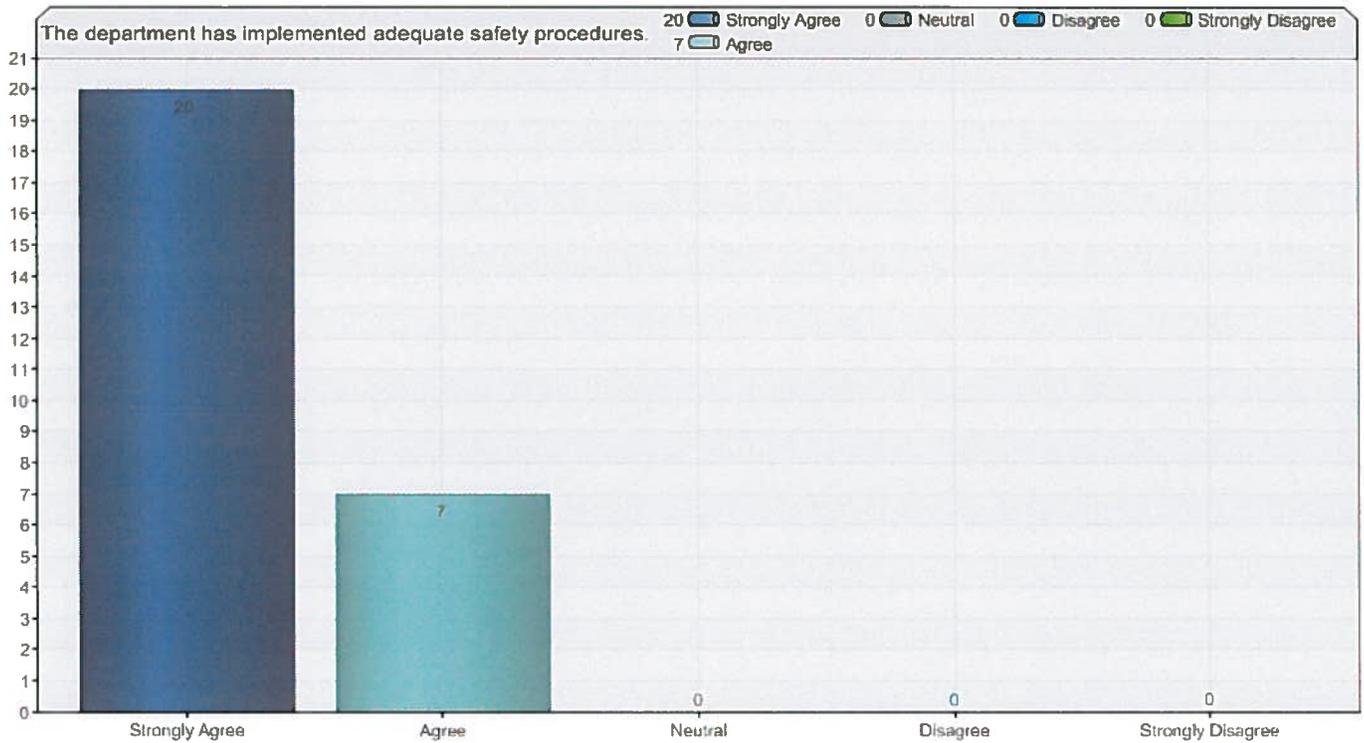
**33. The Incident Command System (ICS) is used effectively by the department.**

	Responses	Percent
Strongly Agree:	21	75%
Agree:	7	25%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	1	3.57%
Total Responded to this question:		28 100%
Total who skipped this question:		0 0%
Total:		28 100%



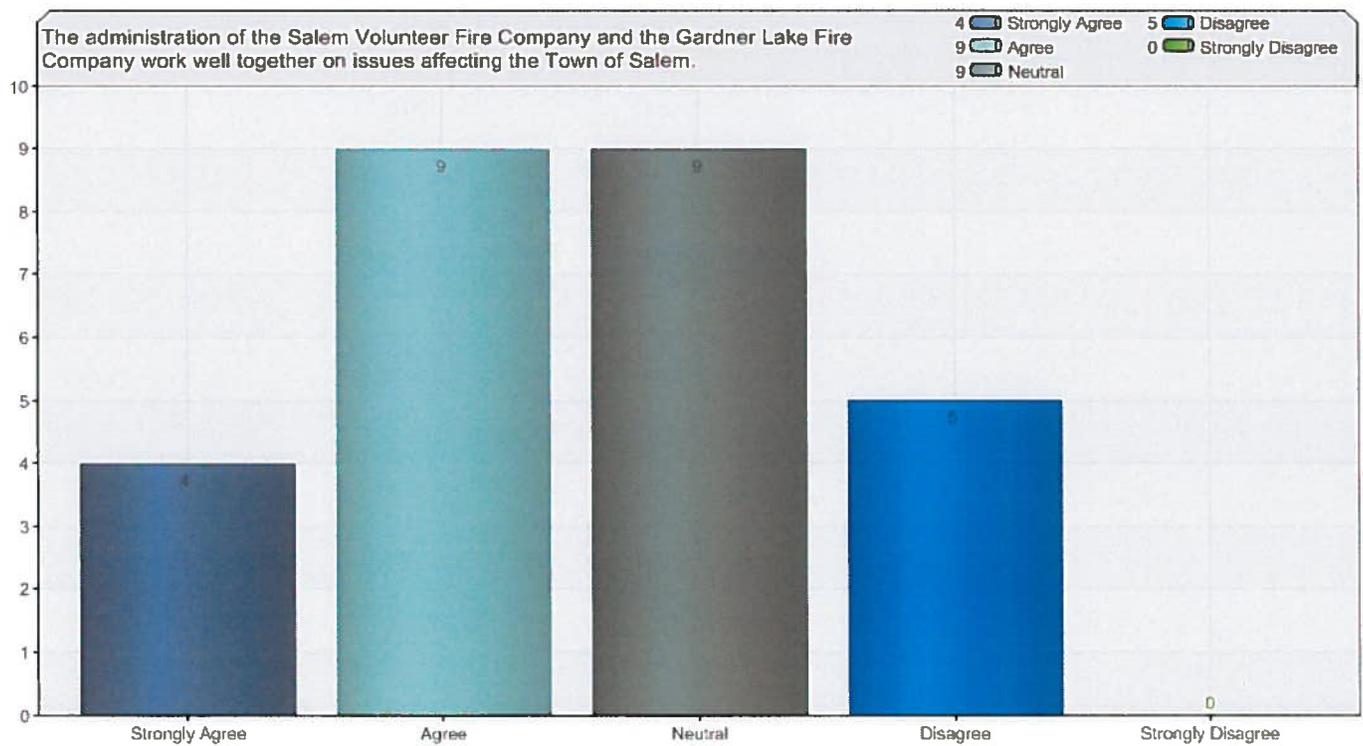
**34. The department has implemented adequate safety procedures.**

	Responses	Percent
Strongly Agree:	20	74.07%
Agree:	7	25.93%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	1	3.7%
Total Responded to this question:		27 96.43%
Total who skipped this question:		1 3.57%
Total:		28 100%



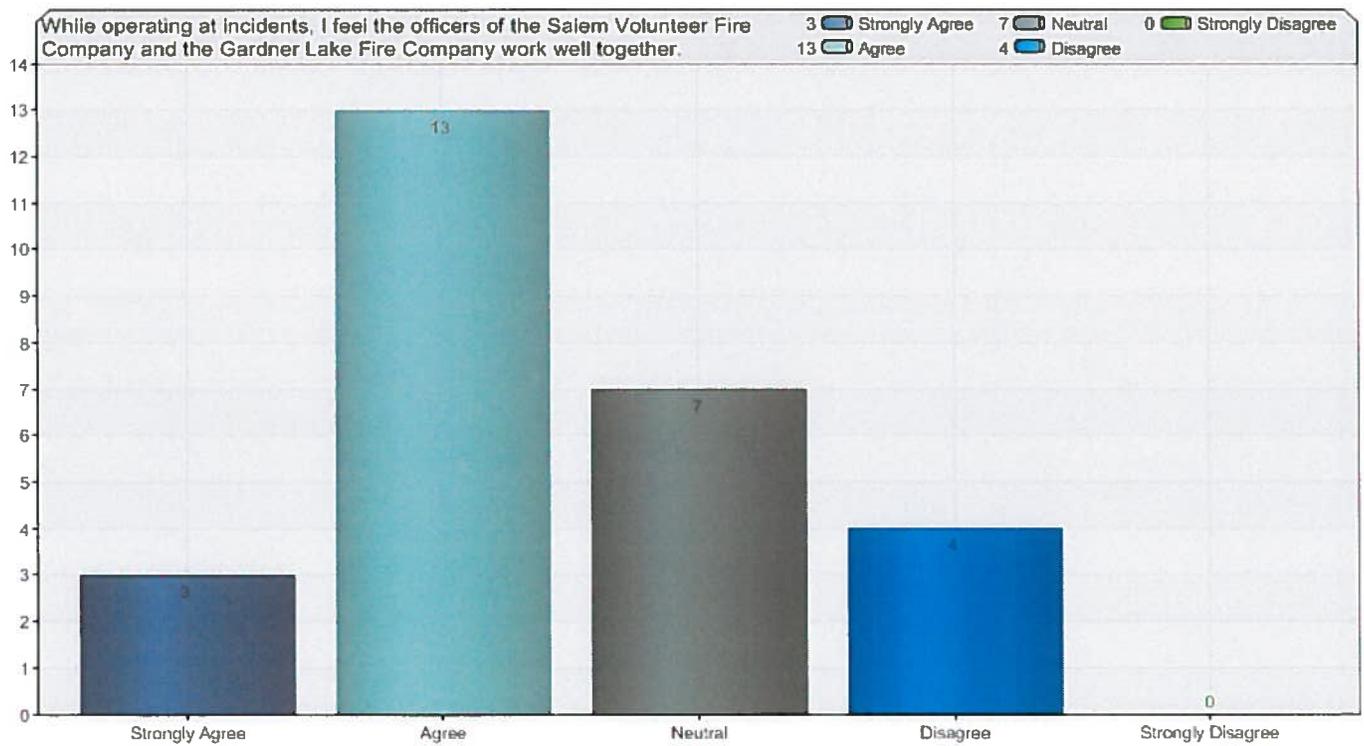
**35. The administration of the Salem Volunteer Fire Company and the Gardner Lake Fire Company work well together on issues affecting the Town of Salem.**

	Responses	Percent
Strongly Agree:	4	14.81%
Agree:	9	33.33%
Neutral:	9	33.33%
Disagree:	5	18.52%
Strongly Disagree:	0	0%
Additional Comments:	6	22.22%
<b>Total Responded to this question:</b>	<b>27</b>	<b>96.43%</b>
<b>Total who skipped this question:</b>	<b>1</b>	<b>3.57%</b>
<b>Total:</b>	<b>28</b>	<b>100%</b>



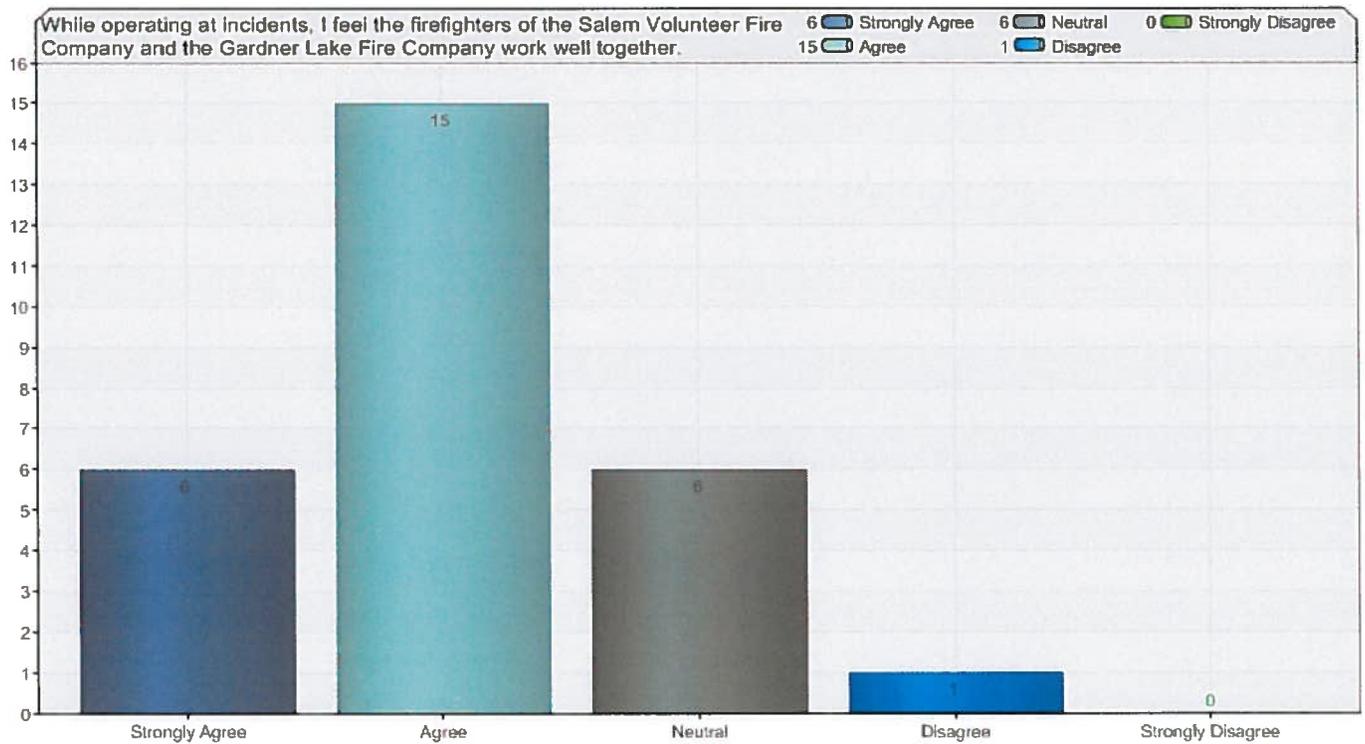
**36. While operating at incidents, I feel the officers of the Salem Volunteer Fire Company and the Gardner Lake Fire Company work well together.**

	Responses	Percent
Strongly Agree:	3	11.11%
Agree:	13	48.15%
Neutral:	7	25.93%
Disagree:	4	14.81%
Strongly Disagree:	0	0%
Additional Comments:	5	18.52%
Total Responded to this question:		27 96.43%
Total who skipped this question:		1 3.57%
Total:		28 100%



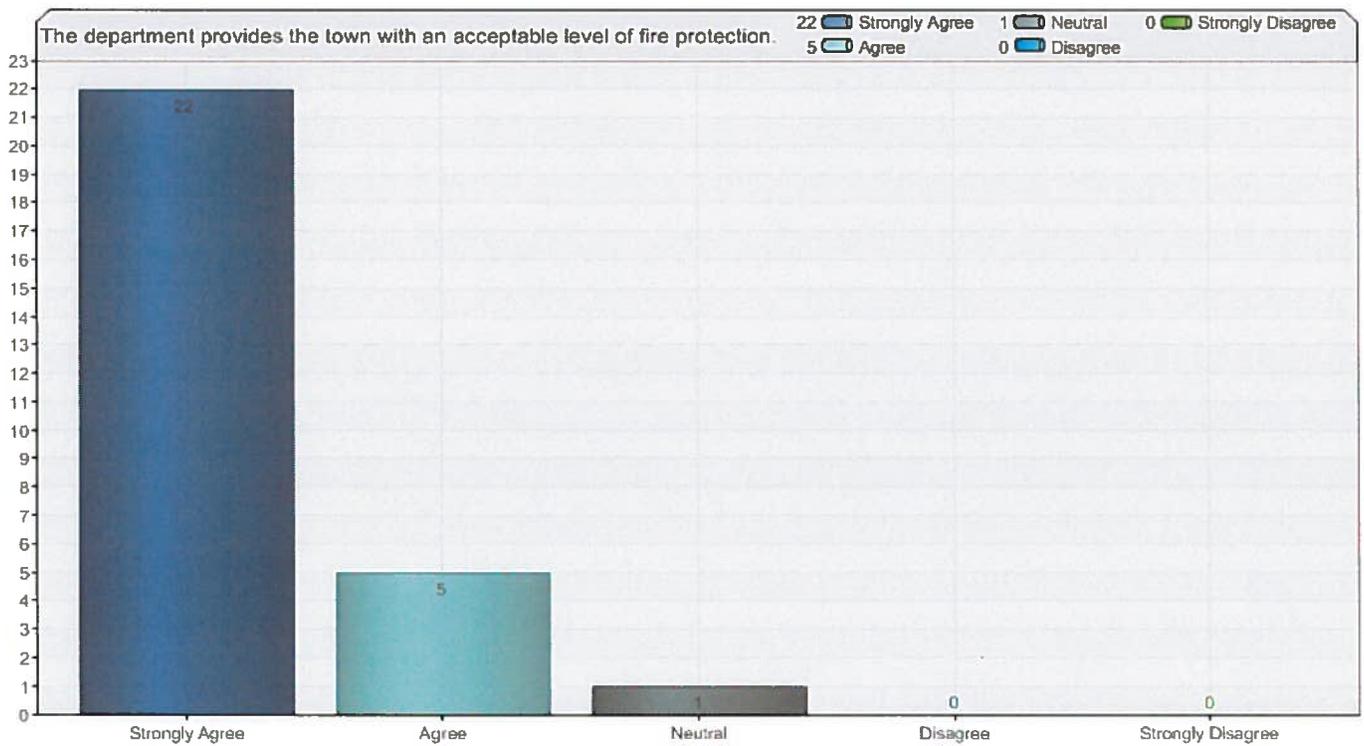
**37. While operating at incidents, I feel the firefighters of the Salem Volunteer Fire Company and the Gardner Lake Fire Company work well together.**

	Responses	Percent
Strongly Agree:	6	21.43%
Agree:	15	53.57%
Neutral:	6	21.43%
Disagree:	1	3.57%
Strongly Disagree:	0	0%
Additional Comments:	4	14.29%
Total Responded to this question:		28 100%
Total who skipped this question:		0 0%
Total:		28 100%



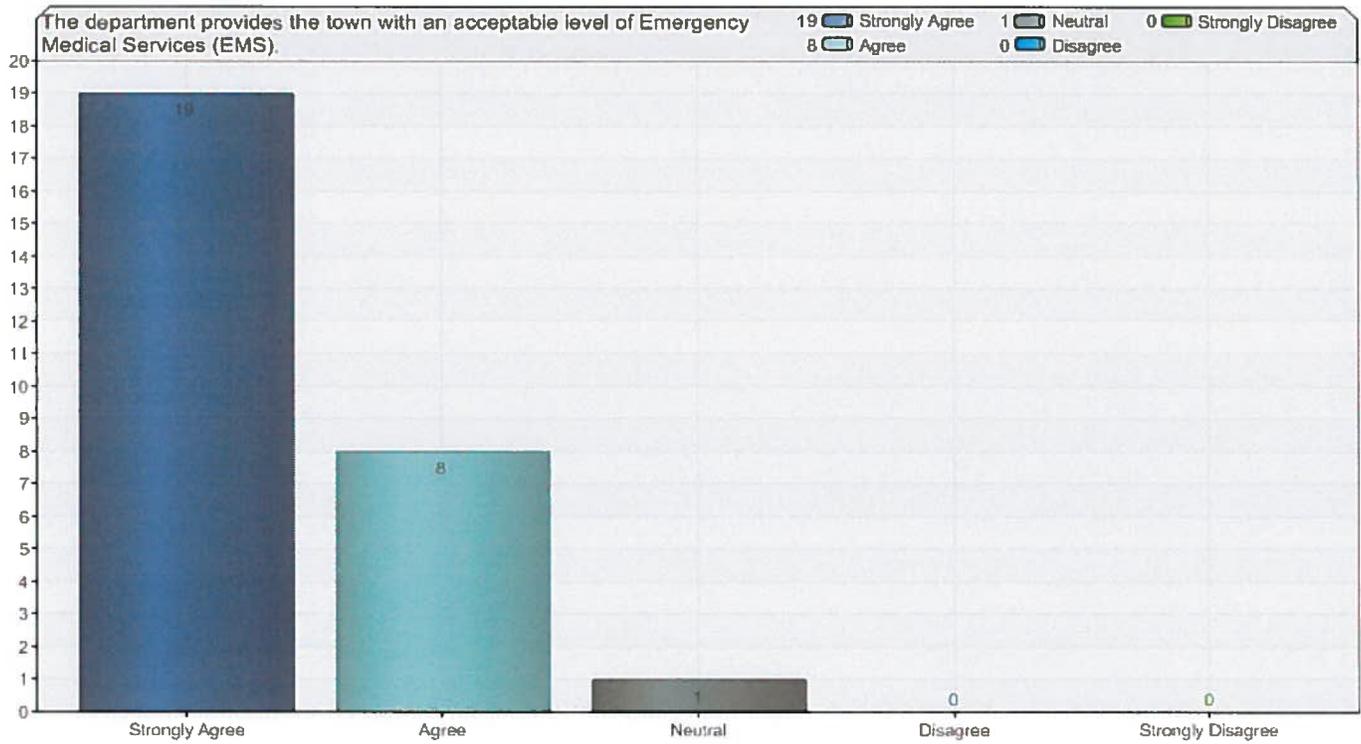
**38. The department provides the town with an acceptable level of fire protection.**

	Responses	Percent
Strongly Agree:	22	78.57%
Agree:	5	17.86%
Neutral:	1	3.57%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	4	14.29%
Total Responded to this question:		28 100%
Total who skipped this question:		0 0%
Total:		28 100%



**39. The department provides the town with an acceptable level of Emergency Medical Services (EMS).**

	Responses	Percent
Strongly Agree:	19	67.86%
Agree:	8	28.57%
Neutral:	1	3.57%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	6	21.43%
Total Responded to this question:		28 100%
Total who skipped this question:		0 0%
Total:		28 100%



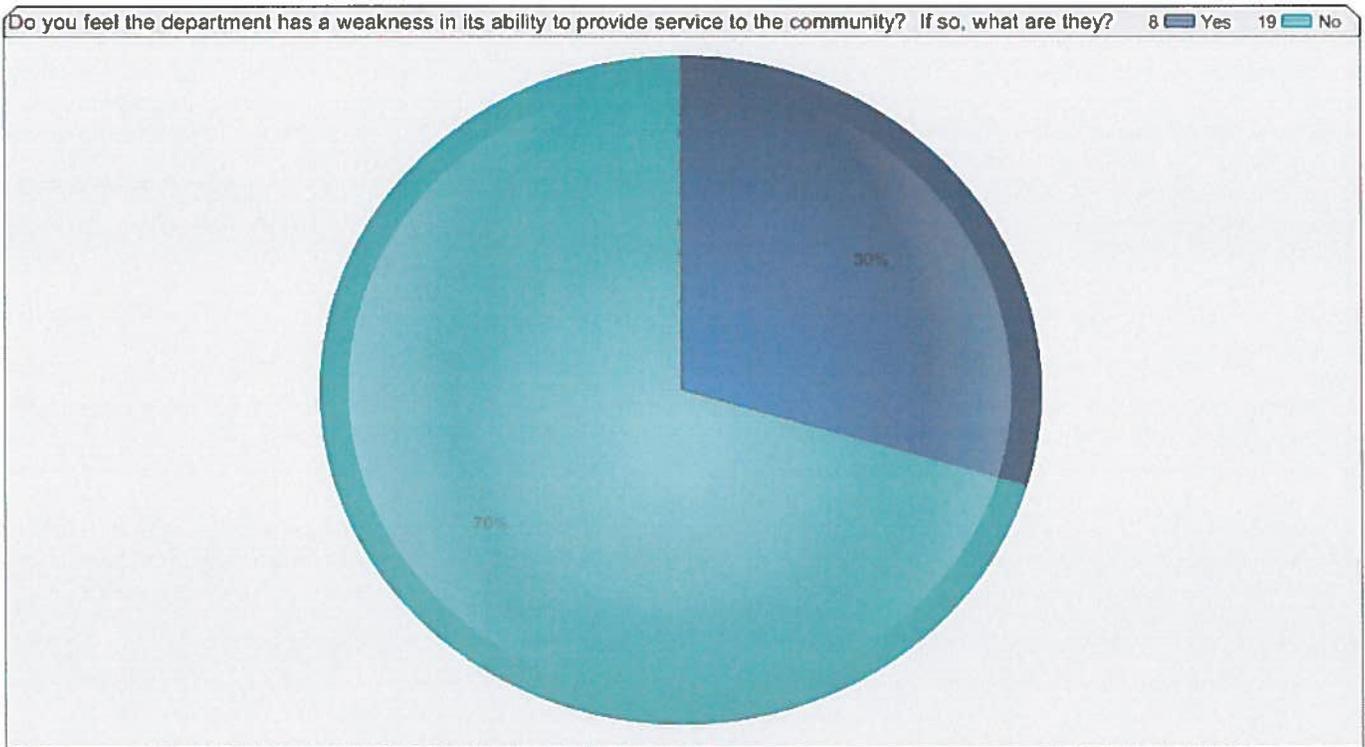
40. In your opinion, what are the THREE most significant challenges facing the Salem Volunteer Fire Company in the next five (5) to ten (10) years?

	Responses	Percent
1.: 	25	100%
2.: 	22	88%
3.: 	17	68%
Total Responded to this question:	25	89.29%
Total who skipped this question:	3	10.71%
Total:	28	100%

Graph/Chart function not relevant for this question type.

**41. Do you feel the department has a weakness in its ability to provide service to the community? If so, what are they?**

	Responses	Percent
Yes: 	8	29.63%
No: 	19	70.37%
Additional Comments: 	10	37.04%
Total Responded to this question:	27	96.43%
Total who skipped this question:	1	3.57%
Total:	28	100%



**42. Please identify THREE things that you feel the department does very well.**

	Responses	Percent
1.: 	27	100%
2.: 	27	100%
3.: 	26	96.3%
Total Responded to this question:	27	96.43%
Total who skipped this question:	1	3.57%
Total:	28	100%

**Graph/Chart function not relevant for this question type.**

**43. Please identify THREE things that the department could do better.**

	Responses	Percent
1.: 	17	100%
2.: 	11	64.71%
3.: 	8	47.06%
Total Responded to this question:	17	60.71%
Total who skipped this question:	11	39.29%
Total:	28	100%

**Graph/Chart function not relevant for this question type.**

**44. If you could change something about the Salem Volunteer Fire Company, what would it be?**

	Responses	Percent
Responses: 	12	100%
Total Responded to this question:	12	42.86%
Total who skipped this question:	16	57.14%
Total:	28	100%

**Graph/Chart function not relevant for this question type.**

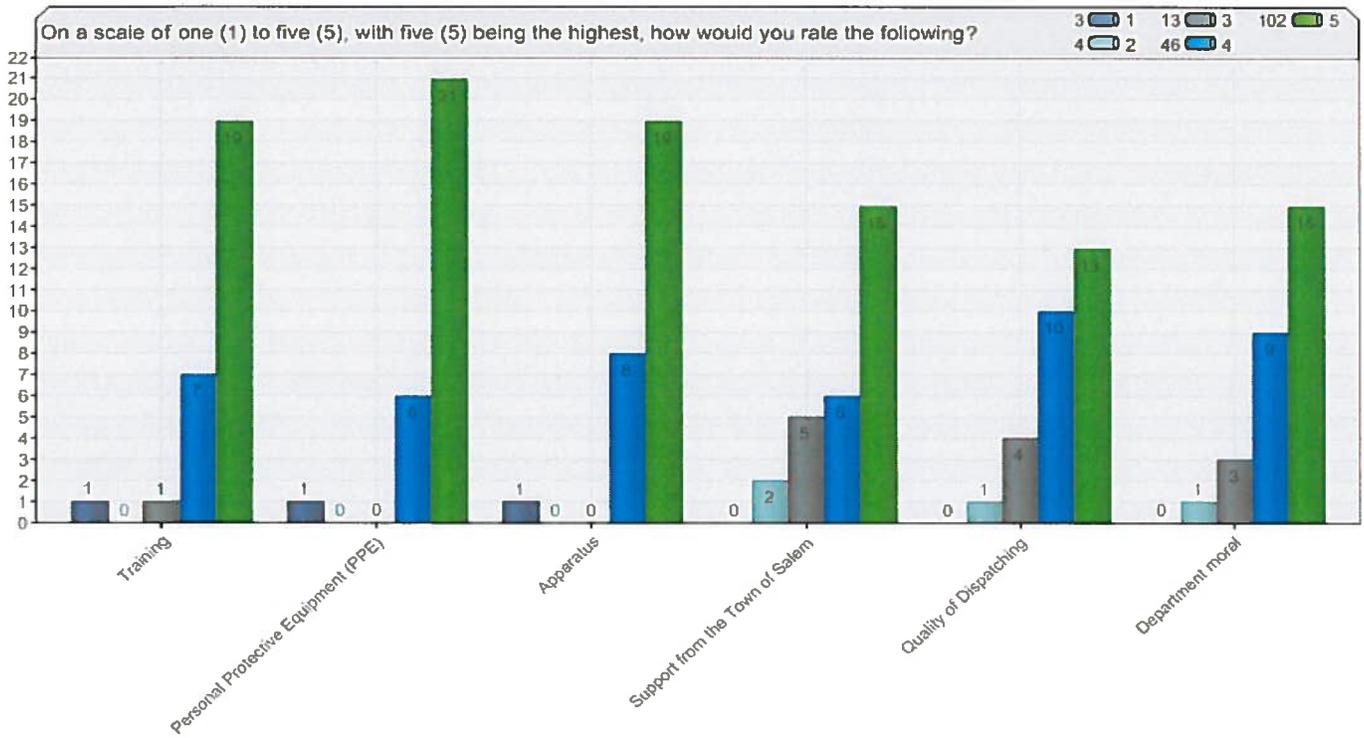
**45. Sometimes the smallest changes can have a profound positive impact. Can you name a few little things that could be done for little or no money that would, in your opinion, improve the Salem Volunteer Fire Company?**

	Responses	Percent
1.: 	10	100%
2.: 	8	80%
3.: 	4	40%
4.: 	2	20%
5.: 	1	10%
Total Responded to this question:	10	35.71%
Total who skipped this question:	18	64.29%
Total:	28	100%

**Graph/Chart function not relevant for this question type.**

46. On a scale of one (1) to five (5), with five (5) being the highest, how would you rate the following?

	1	2	3	4	5	Total
Training:	1(3.57%)	0(0%)	1(3.57%)	7(25%)	19(67.86%)	28
Personal Protective Equipment (PPE):	1(3.57%)	0(0%)	0(0%)	6(21.43%)	21(75%)	28
Apparatus:	1(3.57%)	0(0%)	0(0%)	8(28.57%)	19(67.86%)	28
Support from the Town of Salem:	0(0%)	2(7.14%)	5(17.86%)	6(21.43%)	15(53.57%)	28
Quality of Dispatching:	0(0%)	1(3.57%)	4(14.29%)	10(35.71%)	13(46.43%)	28
Department moral:	0(0%)	1(3.57%)	3(10.71%)	9(32.14%)	15(53.57%)	28
Total Responded to this question:						28 100%
Total who skipped this question:						0 0%
Total:						28 100%



# ***APPENDIX C***

## ***Gardner Lake Volunteer Fire Company Member Survey***



Municipal  
Resources  
Inc.



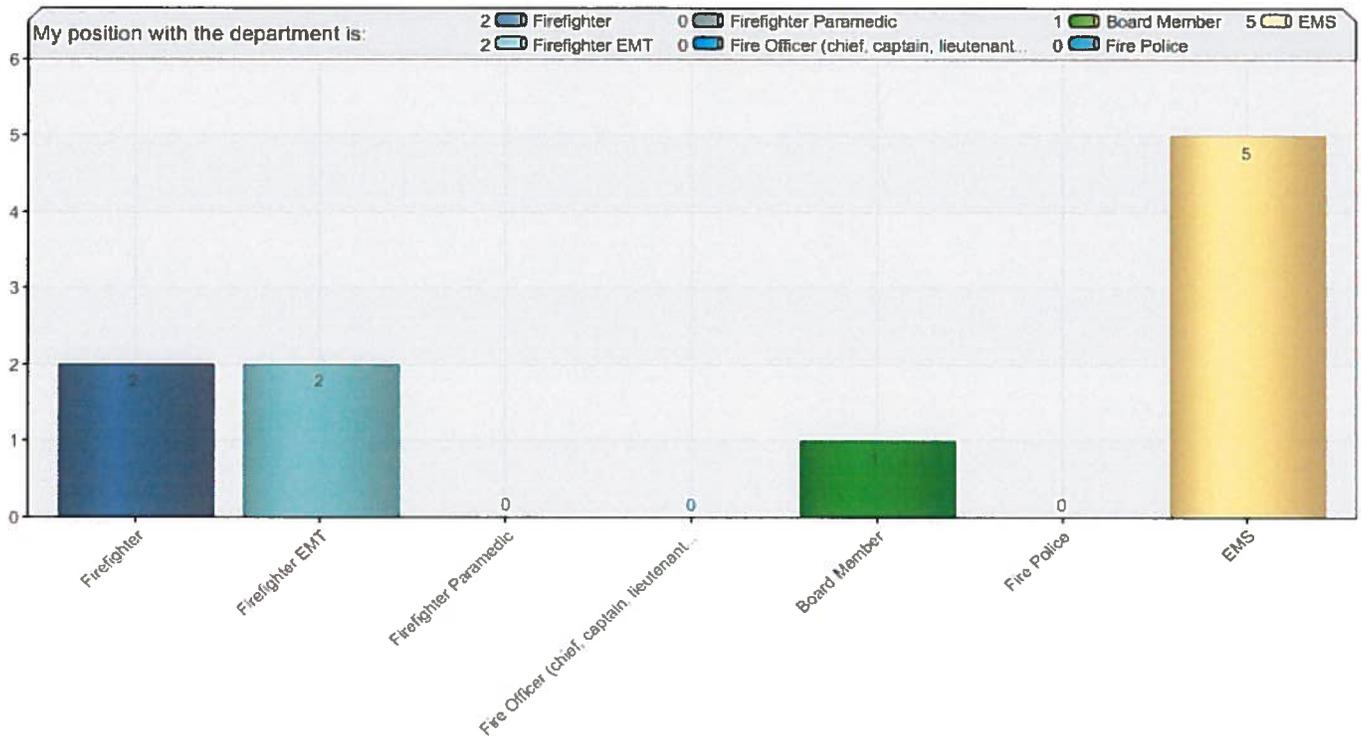
Survey: Gardner Lake Fire Department Study

Report: Default Report

Survey Status		Respondent Statistics		Points Summary
Status:	Closed	Total Responses:	8	No Points Questions used in this survey.
Deploy Date:	03/11/2014	Completes:	8	
Closed Date:	05/04/2014	Partials:	0	

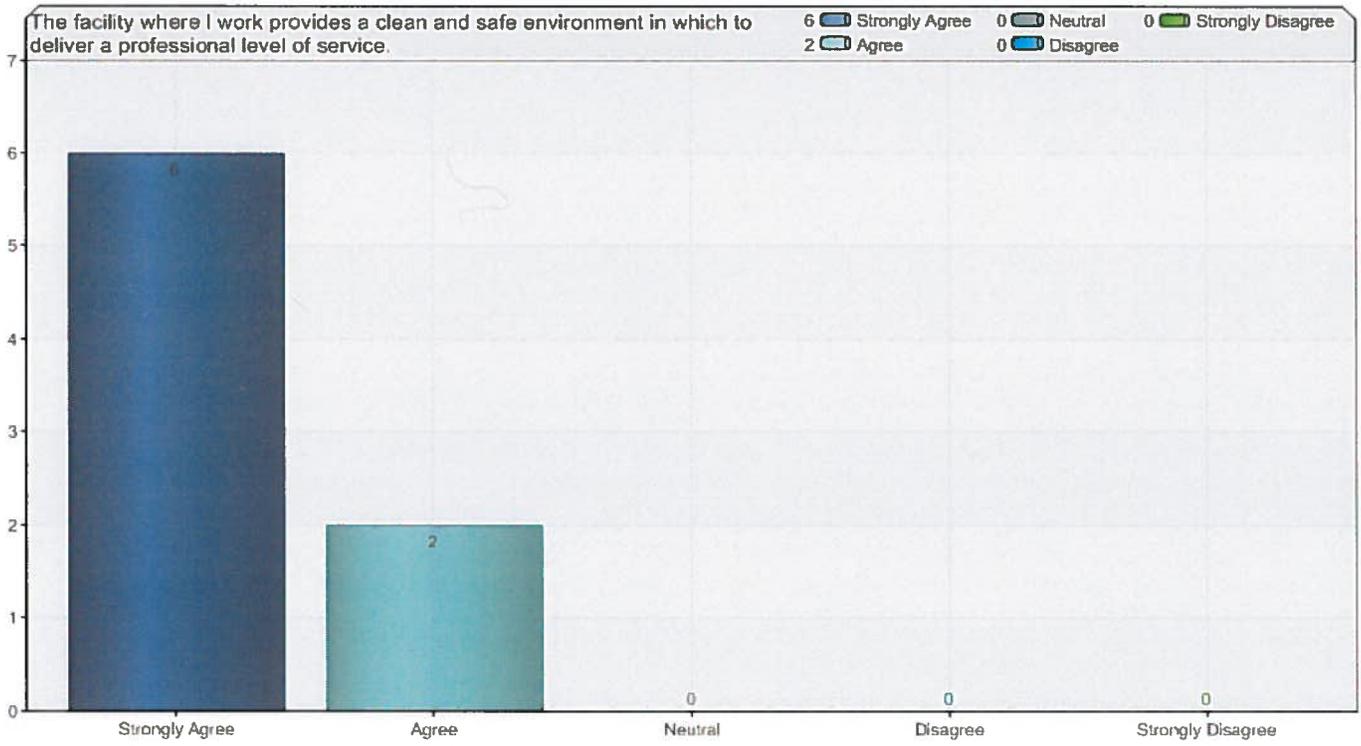
1. My position with the department is:

	Responses	Percent
Firefighter:	2	25%
Firefighter EMT:	2	25%
Firefighter Paramedic:	0	0%
Fire Officer (chief, captain, lieutenant):	0	0%
Board Member:	1	12.5%
Fire Police:	0	0%
EMS:	5	62.5%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



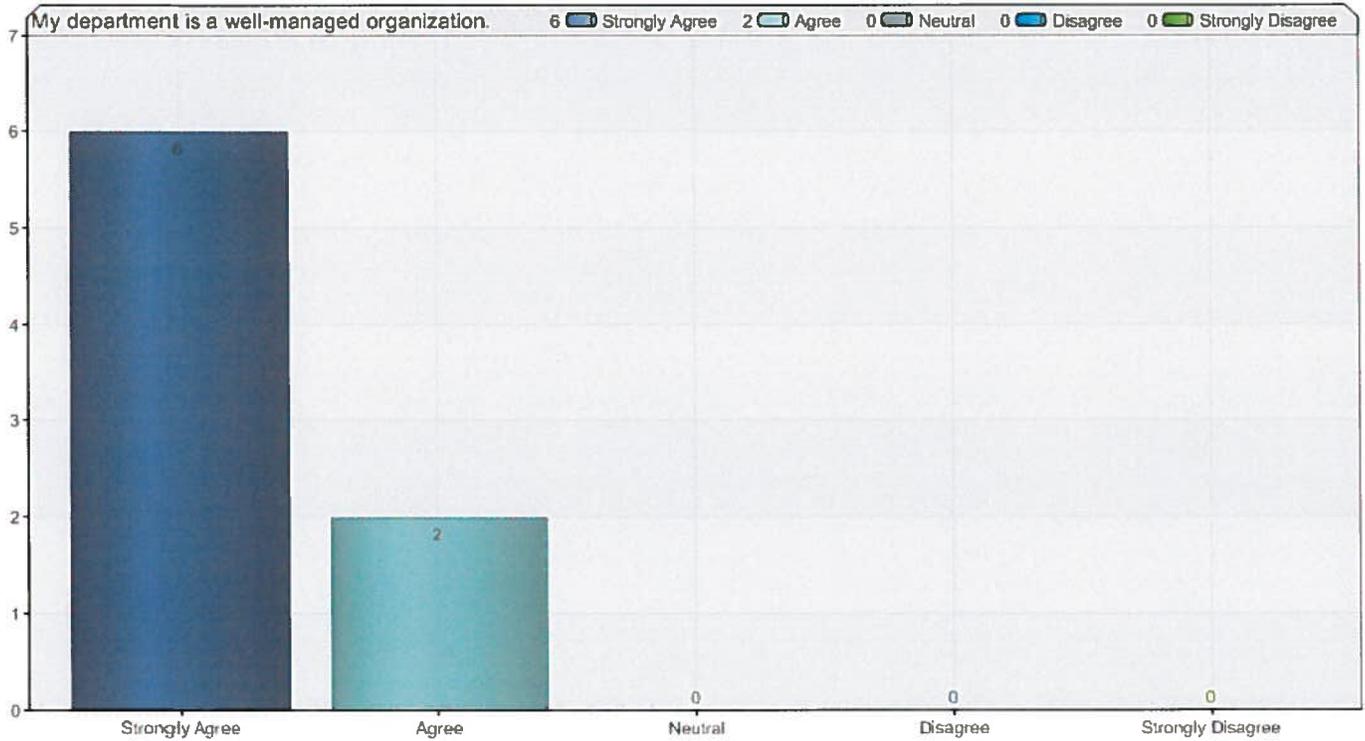
**2. The facility where I work provides a clean and safe environment in which to deliver a professional level of service.**

	Responses	Percent
Strongly Agree:	6	75%
Agree:	2	25%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



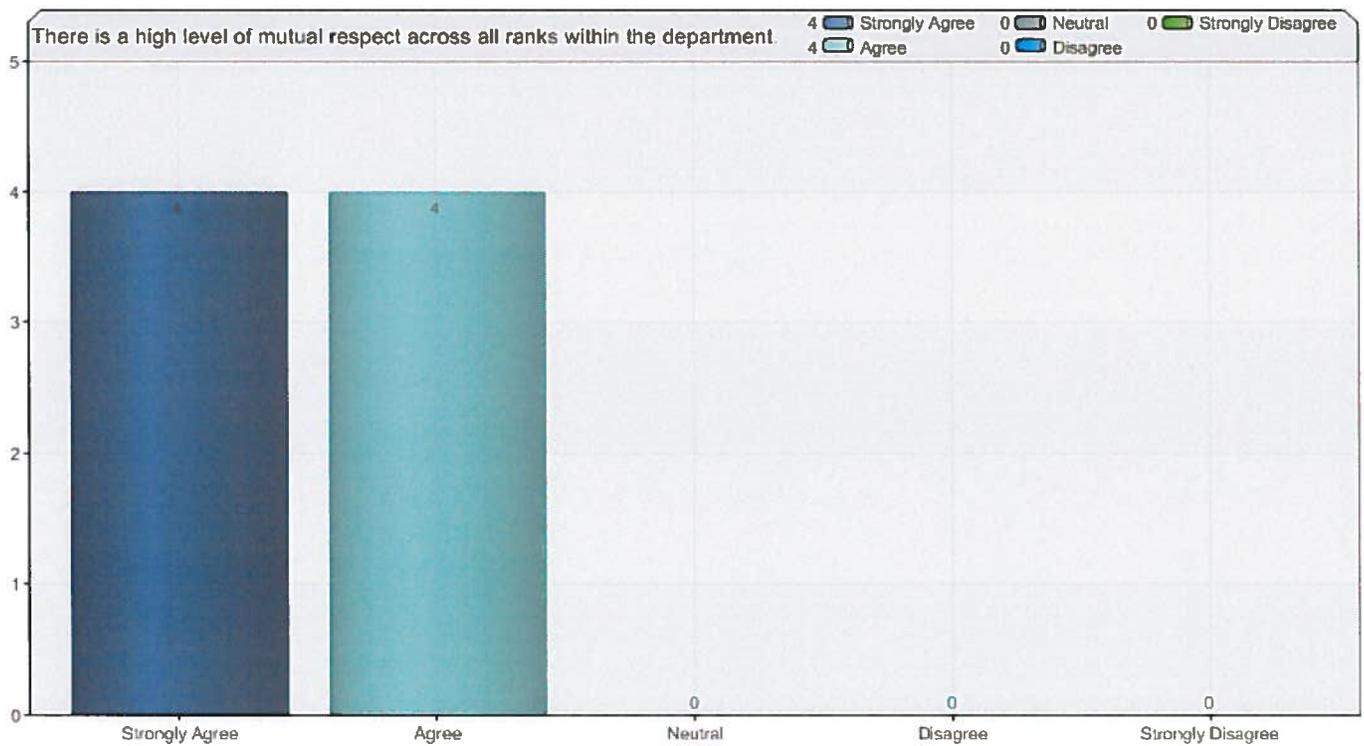
**3. My department is a well-managed organization.**

	Responses	Percent
Strongly Agree:	6	75%
Agree:	2	25%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



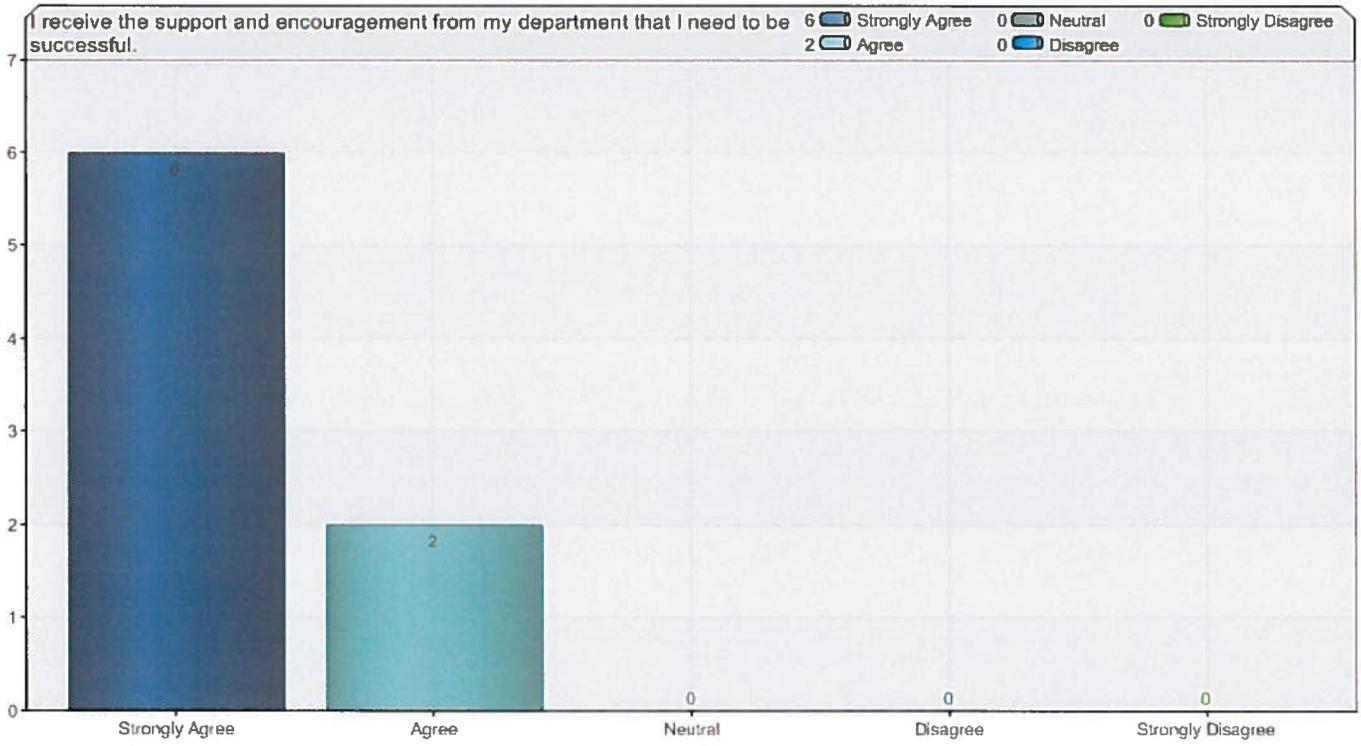
**4. There is a high level of mutual respect across all ranks within the department.**

	Responses	Percent
Strongly Agree: 	4	50%
Agree: 	4	50%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
<b>Total Responded to this question:</b>	<b>8</b>	<b>100%</b>
<b>Total who skipped this question:</b>	<b>0</b>	<b>0%</b>
<b>Total:</b>	<b>8</b>	<b>100%</b>



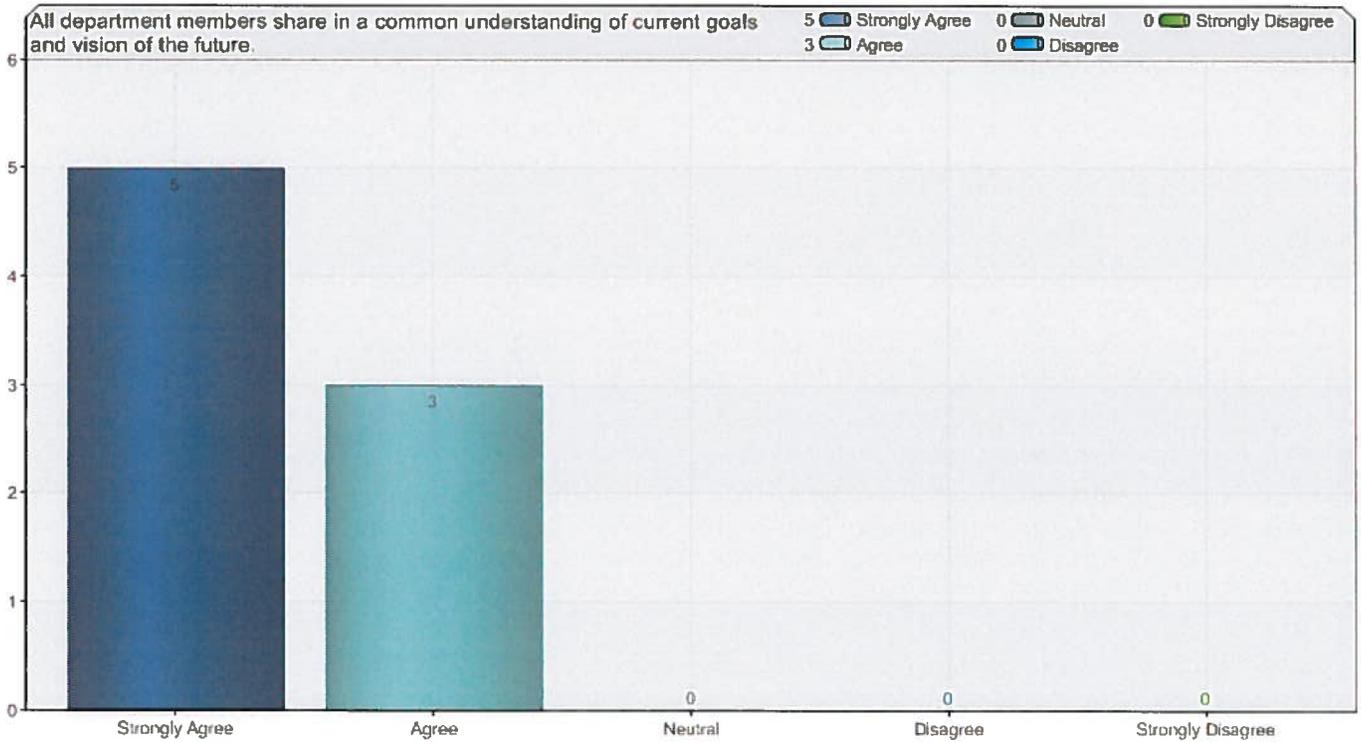
**5. I receive the support and encouragement from my department that I need to be successful.**

	Responses	Percent
Strongly Agree:	6	75%
Agree:	2	25%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



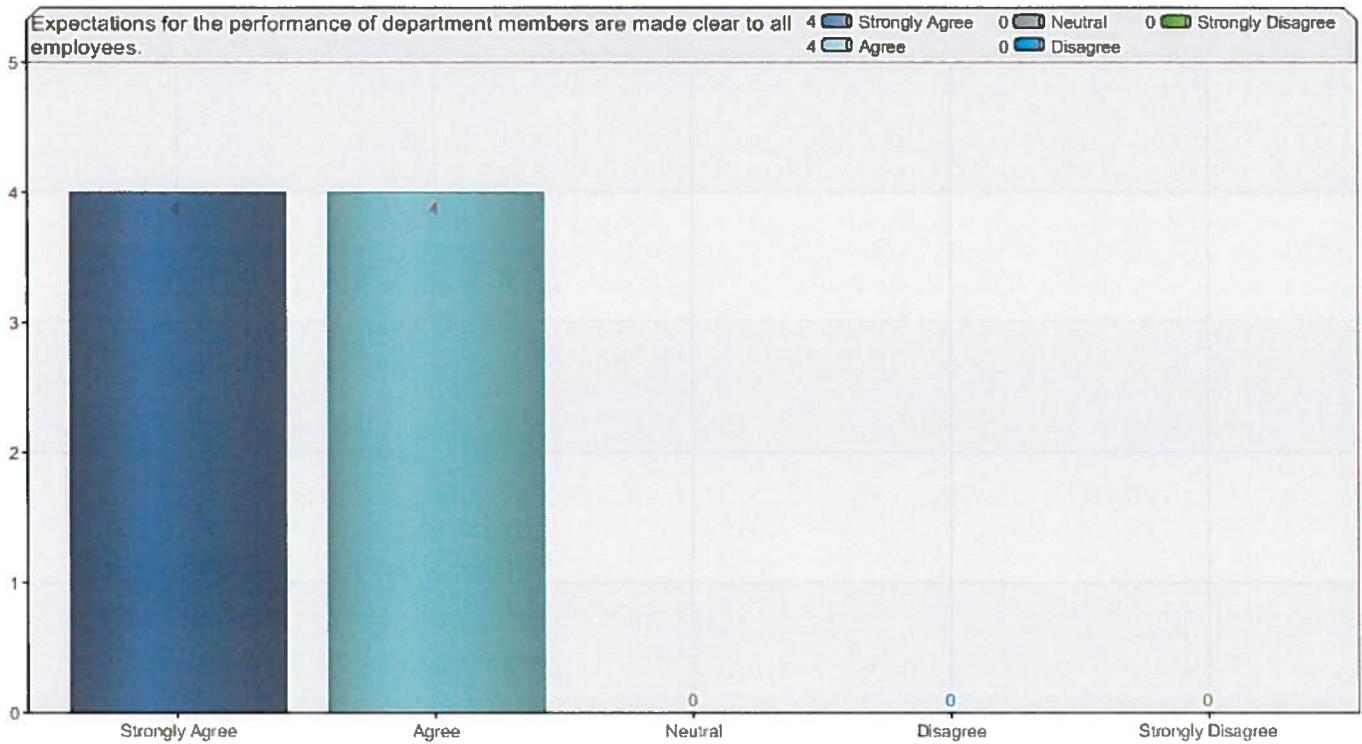
**6. All department members share in a common understanding of current goals and vision of the future.**

	Responses	Percent
Strongly Agree:	5	62.5%
Agree:	3	37.5%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
<b>Total Responded to this question:</b>	<b>8</b>	<b>100%</b>
<b>Total who skipped this question:</b>	<b>0</b>	<b>0%</b>
<b>Total:</b>	<b>8</b>	<b>100%</b>



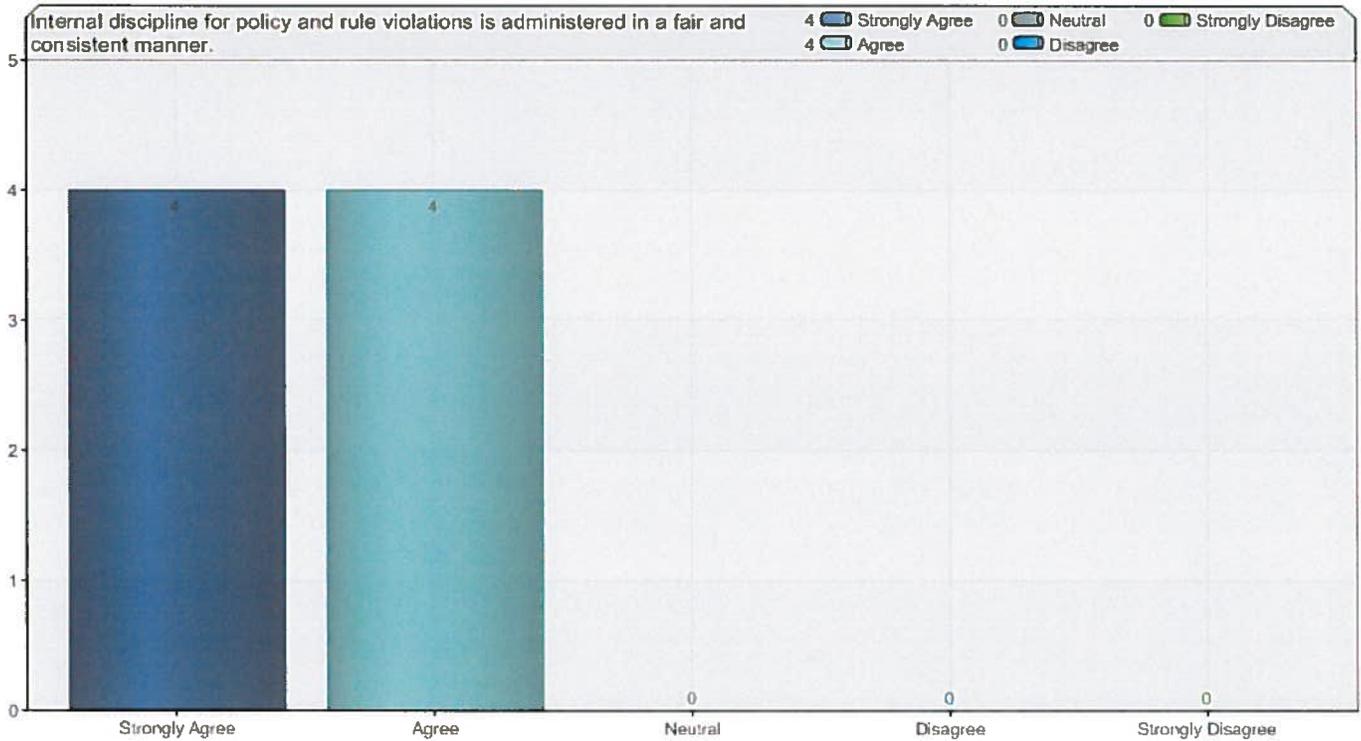
**7. Expectations for the performance of department members are made clear to all employees.**

	Responses	Percent
Strongly Agree: 	4	50%
Agree: 	4	50%
Neutral: 	0	0%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Additional Comments: 	1	12.5%
<b>Total Responded to this question:</b>	<b>8</b>	<b>100%</b>
<b>Total who skipped this question:</b>	<b>0</b>	<b>0%</b>
<b>Total:</b>	<b>8</b>	<b>100%</b>



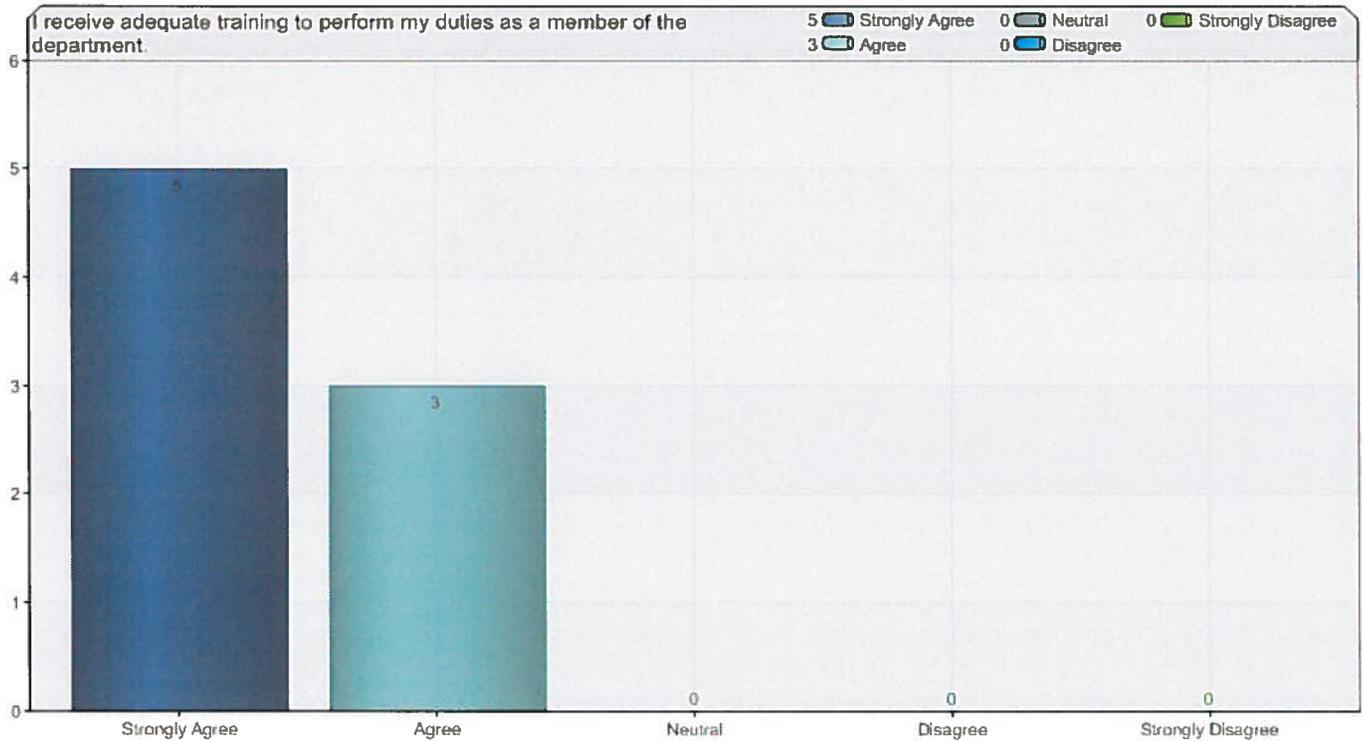
**8. Internal discipline for policy and rule violations is administered in a fair and consistent manner.**

	Responses	Percent
Strongly Agree:	4	50%
Agree:	4	50%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



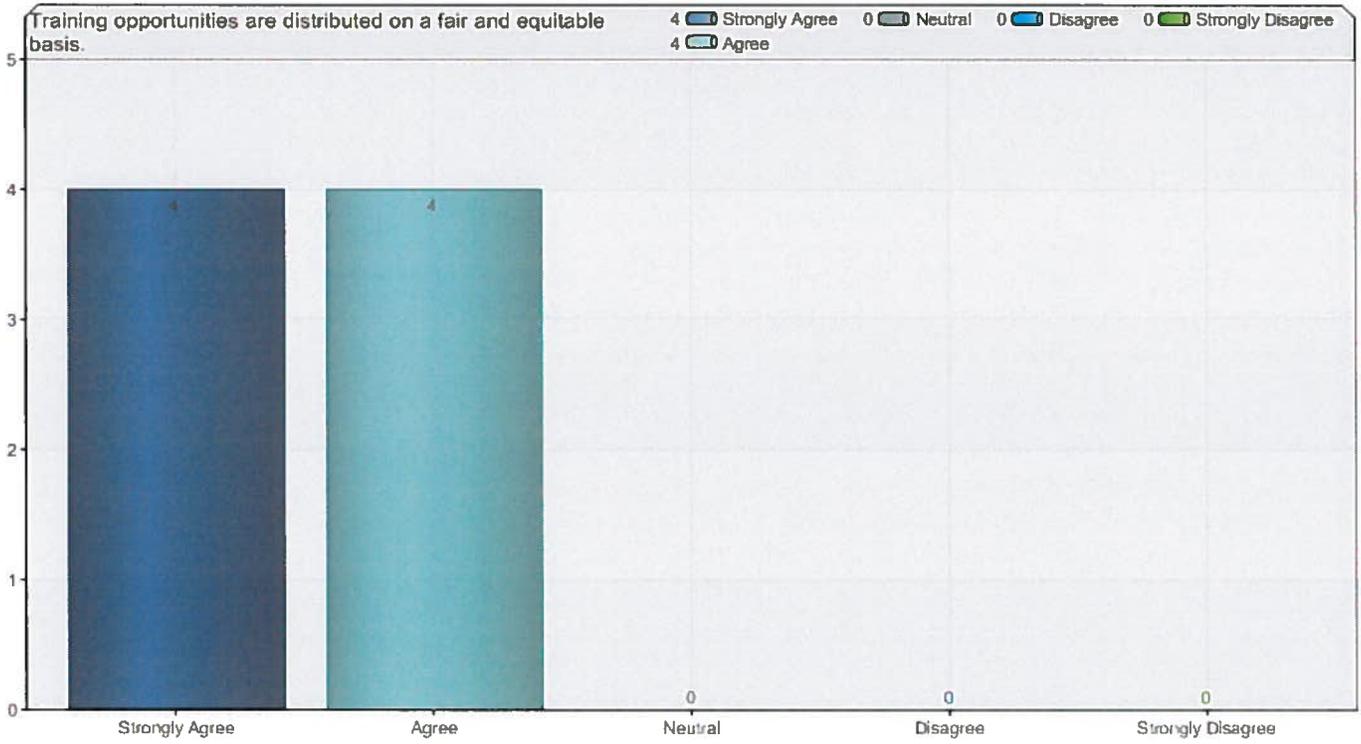
**9. I receive adequate training to perform my duties as a member of the department.**

	Responses	Percent
Strongly Agree:	5	62.5%
Agree:	3	37.5%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



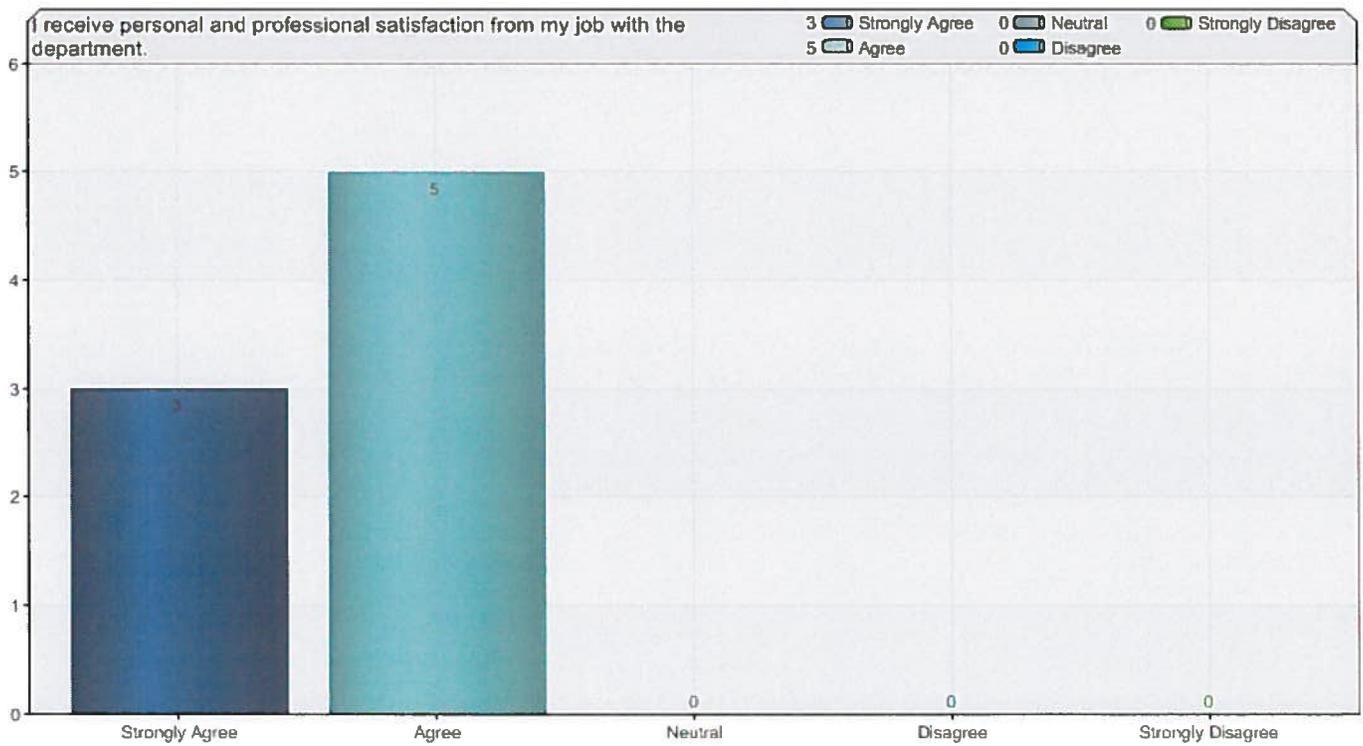
**10. Training opportunities are distributed on a fair and equitable basis.**

	Responses	Percent
Strongly Agree:	4	50%
Agree:	4	50%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



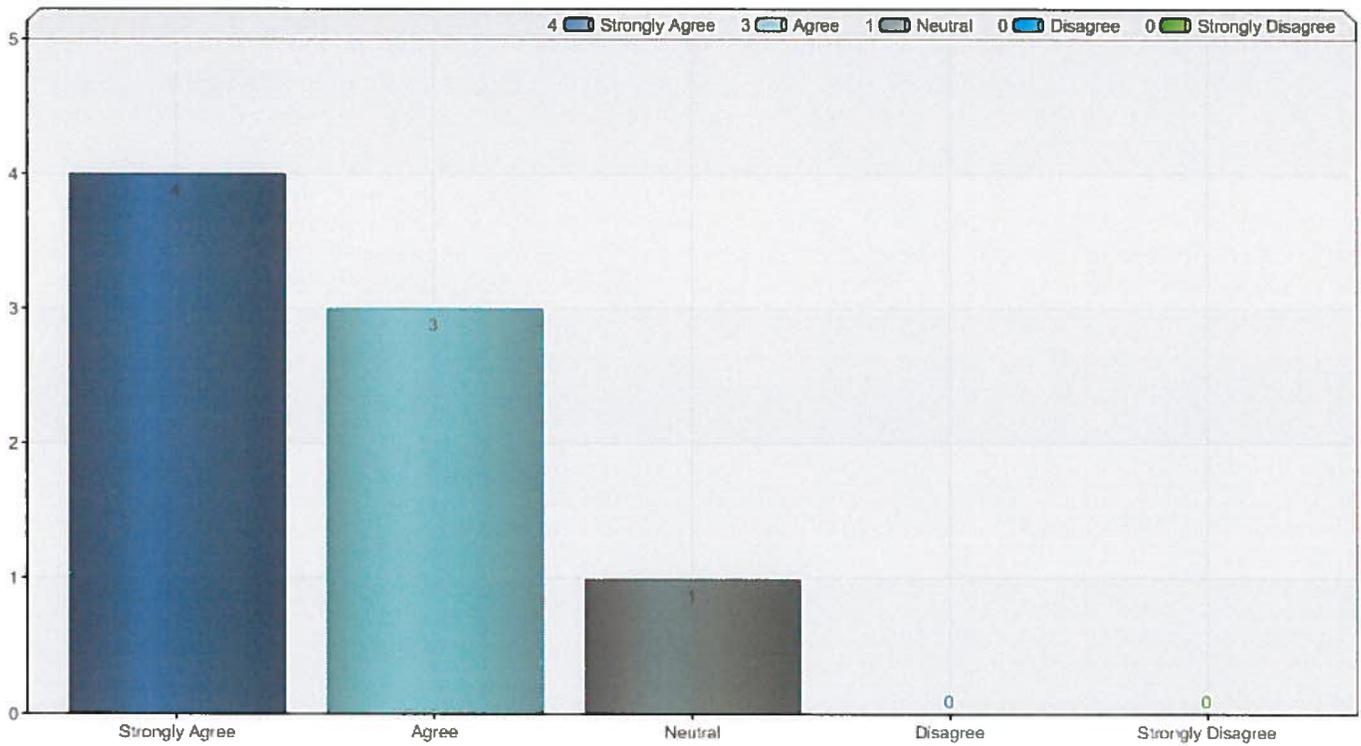
**11. I receive personal and professional satisfaction from my job with the department.**

	Responses	Percent
Strongly Agree:	3	37.5%
Agree:	5	62.5%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



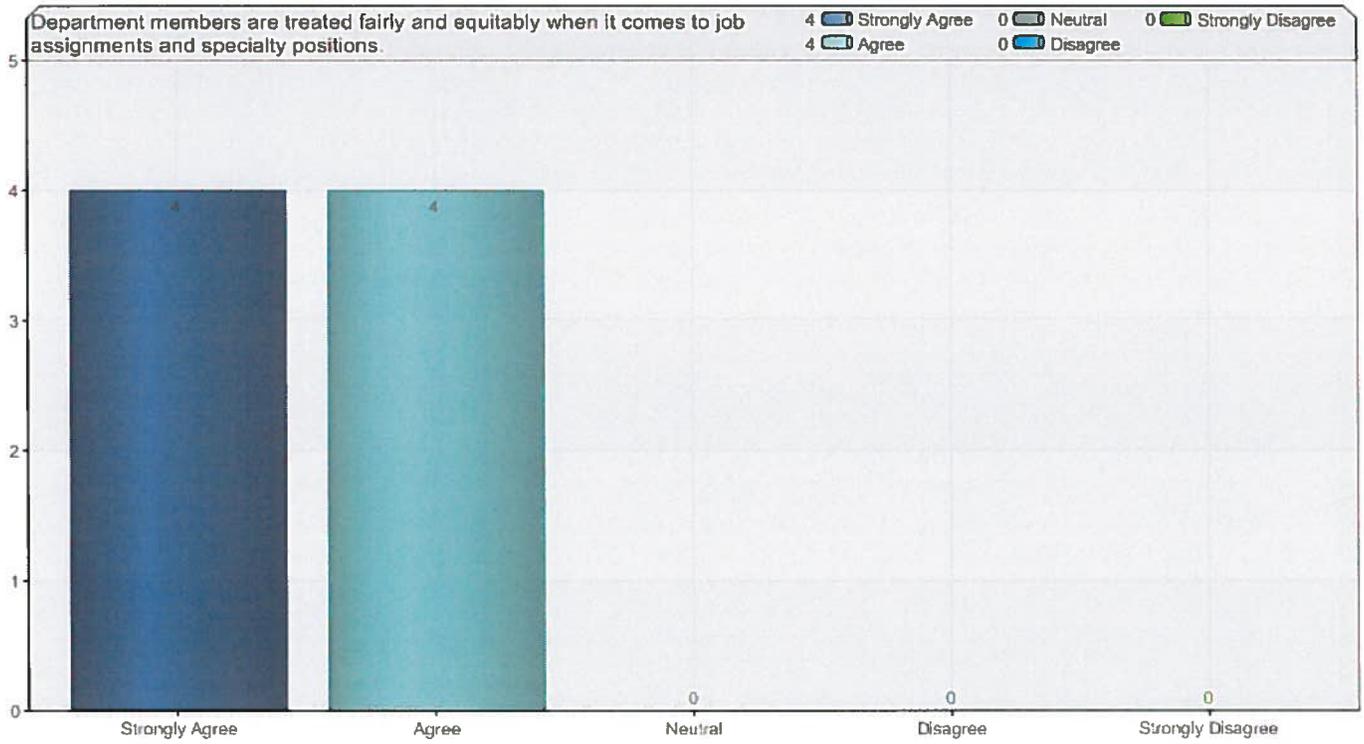
**12. I receive timely feedback from my supervisors.**

	Responses	Percent
Strongly Agree:	4	50%
Agree:	3	37.5%
Neutral:	1	12.5%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



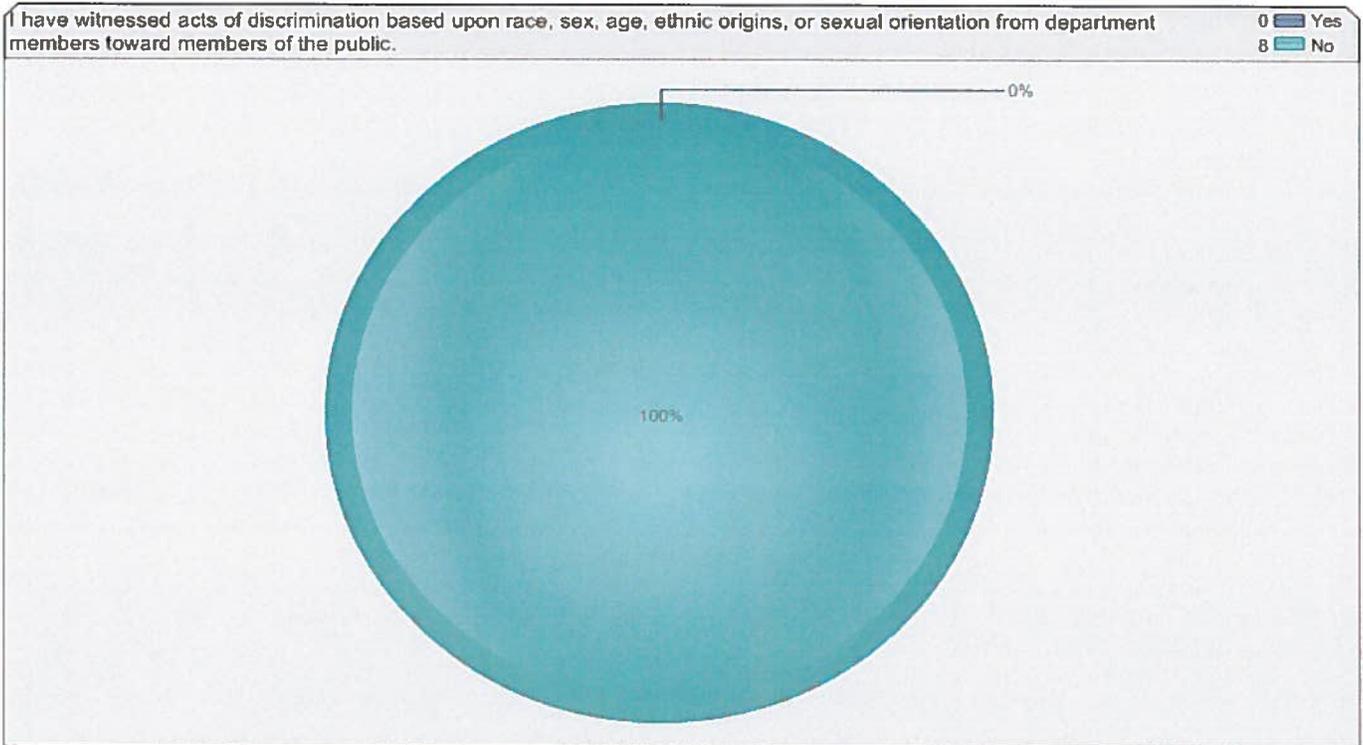
**13. Department members are treated fairly and equitably when it comes to job assignments and specialty positions.**

	Responses	Percent
Strongly Agree:	4	50%
Agree:	4	50%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
<b>Total Responded to this question:</b>	<b>8</b>	<b>100%</b>
<b>Total who skipped this question:</b>	<b>0</b>	<b>0%</b>
<b>Total:</b>	<b>8</b>	<b>100%</b>



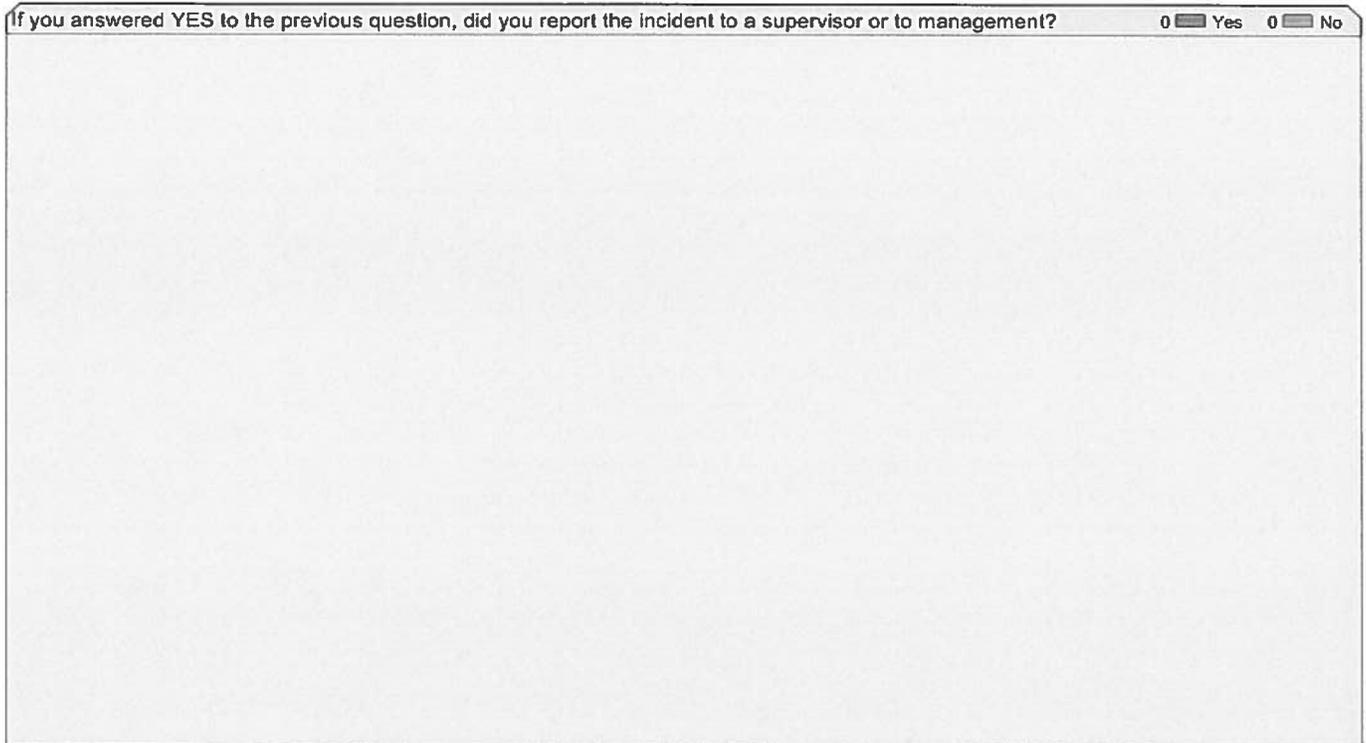
**14. I have witnessed acts of discrimination based upon race, sex, age, ethnic origins, or sexual orientation from department members toward members of the public.**

	Responses	Percent
Yes: 	0	0%
No: 	8	100%
Total Responded to this question:	8	100%
Total who skipped this question:	0	0%
Total:	8	100%



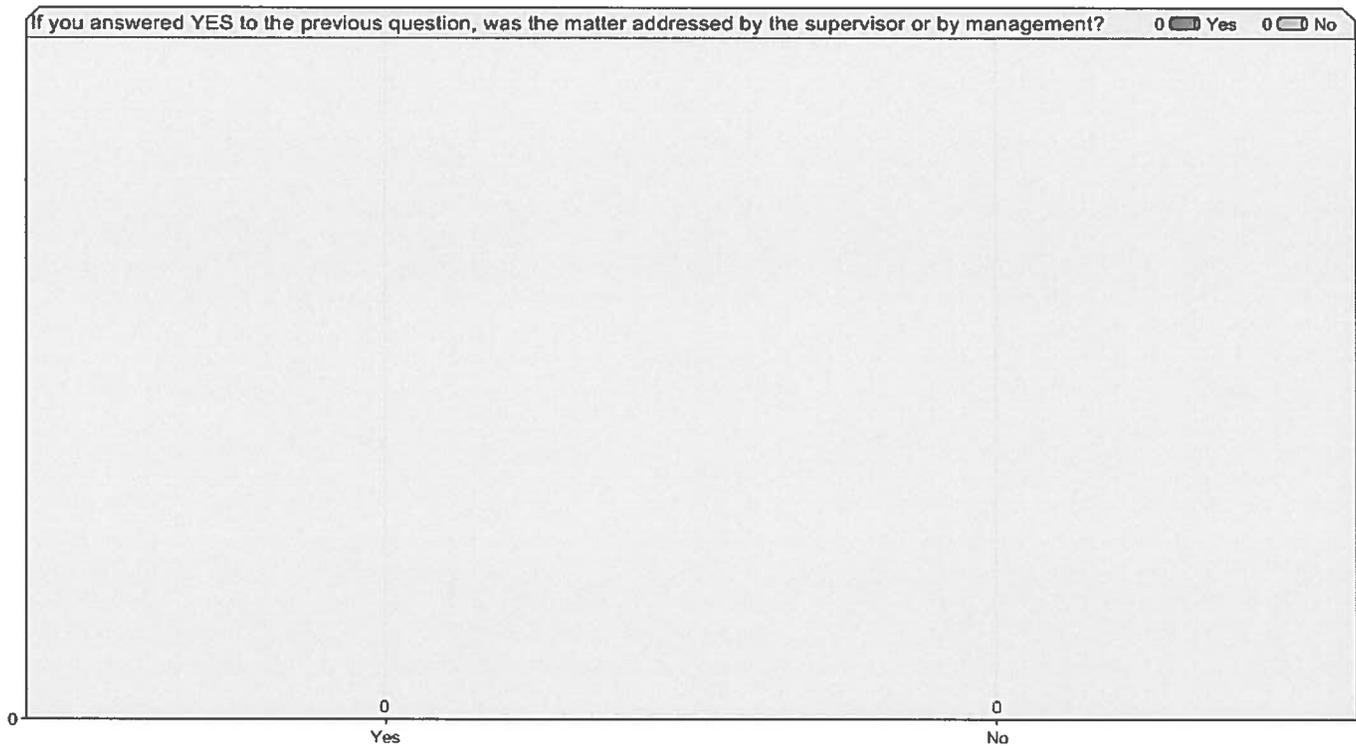
15. If you answered YES to the previous question, did you report the incident to a supervisor or to management?

	Responses	Percent
Yes: <input type="text"/>	0	0%
No: <input type="text"/>	0	0%
Total Responded to this question:	0	0%
Total who skipped this question:	8	100%
Total:	8	100%



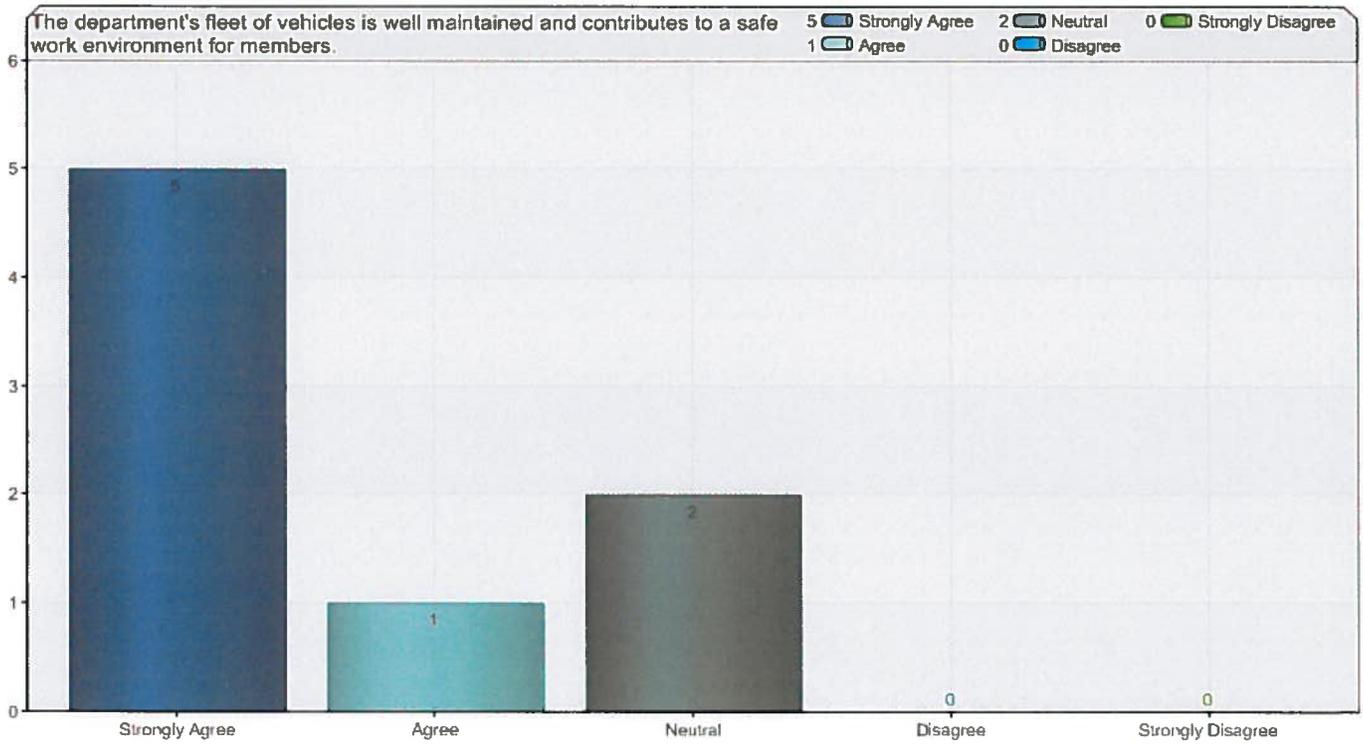
16. If you answered YES to the previous question, was the matter addressed by the supervisor or by management?

	Responses	Percent
Yes:	0	0%
No:	0	0%
Additional Comments:	0	0%
Total Responded to this question:	0	0%
Total who skipped this question:	8	100%
Total:	8	100%



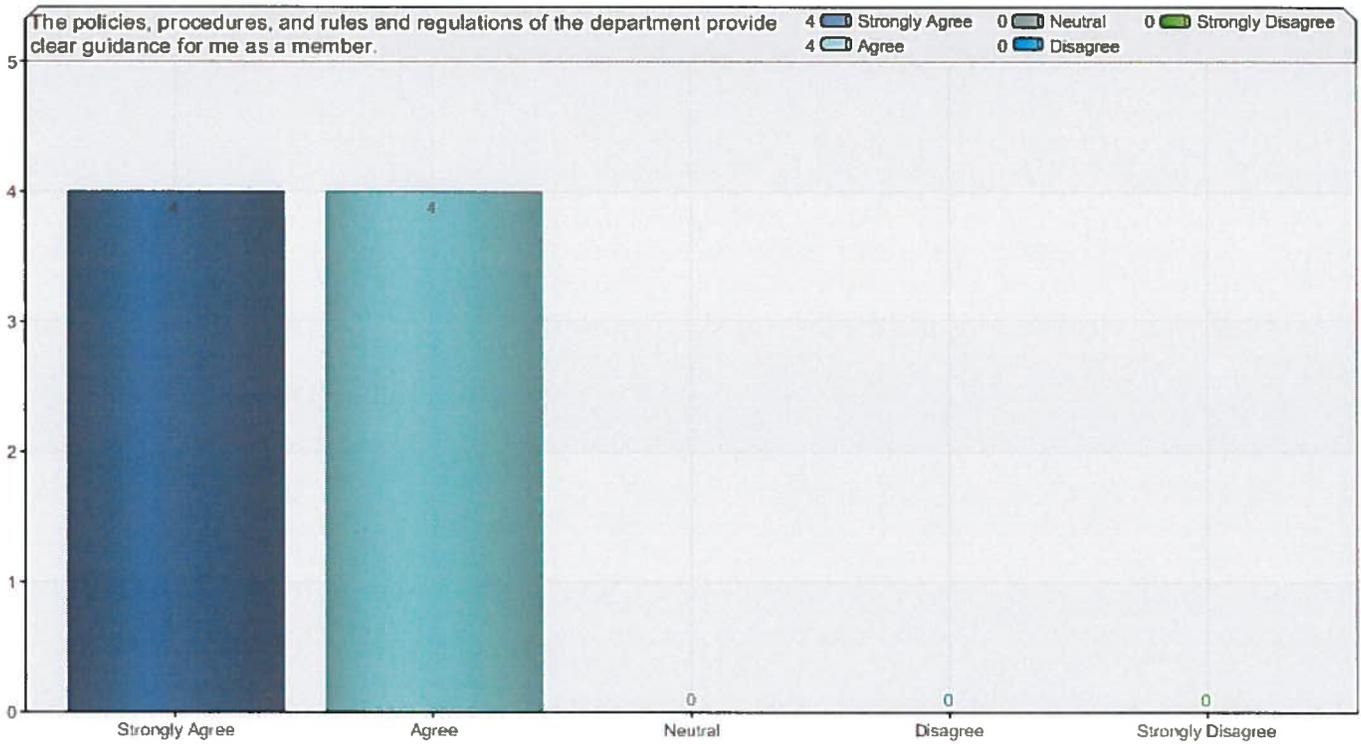
**17. The department's fleet of vehicles is well maintained and contributes to a safe work environment for members.**

	Responses	Percent
Strongly Agree:	5	62.5%
Agree:	1	12.5%
Neutral:	2	25%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	4	50%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



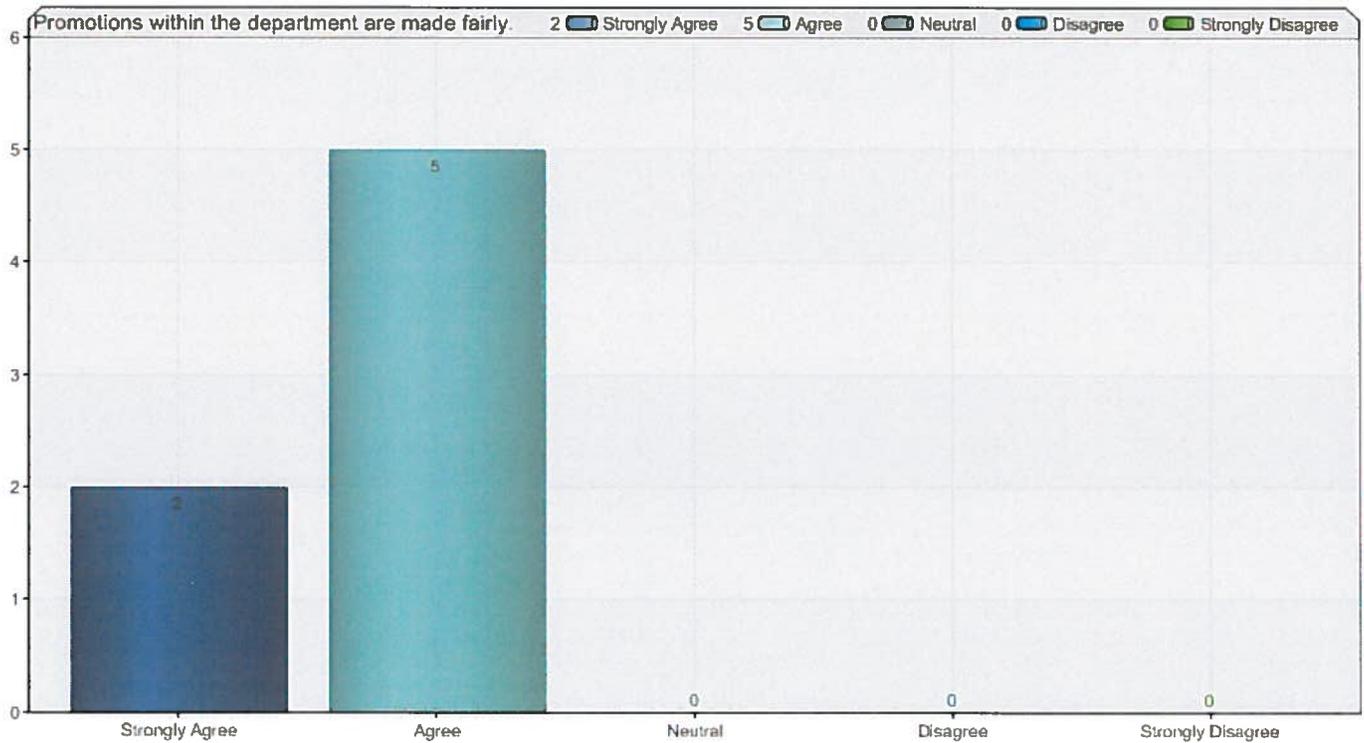
**18. The policies, procedures, and rules and regulations of the department provide clear guidance for me as a member.**

	Responses	Percent
Strongly Agree:	4	50%
Agree:	4	50%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
<b>Total Responded to this question:</b>	<b>8</b>	<b>100%</b>
<b>Total who skipped this question:</b>	<b>0</b>	<b>0%</b>
<b>Total:</b>	<b>8</b>	<b>100%</b>



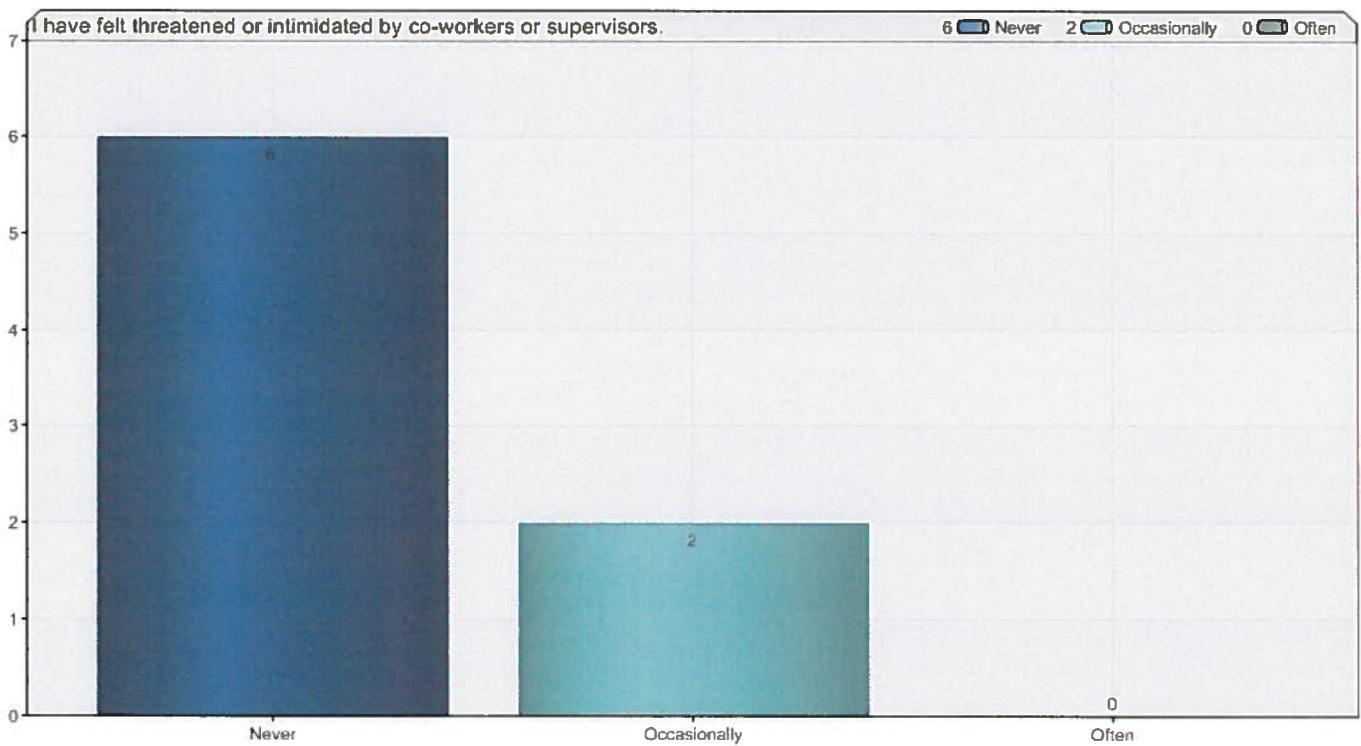
**19. Promotions within the department are made fairly.**

	Responses	Percent
Strongly Agree:	2	28.57%
Agree:	5	71.43%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		7 87.5%
Total who skipped this question:		1 12.5%
Total:		8 100%



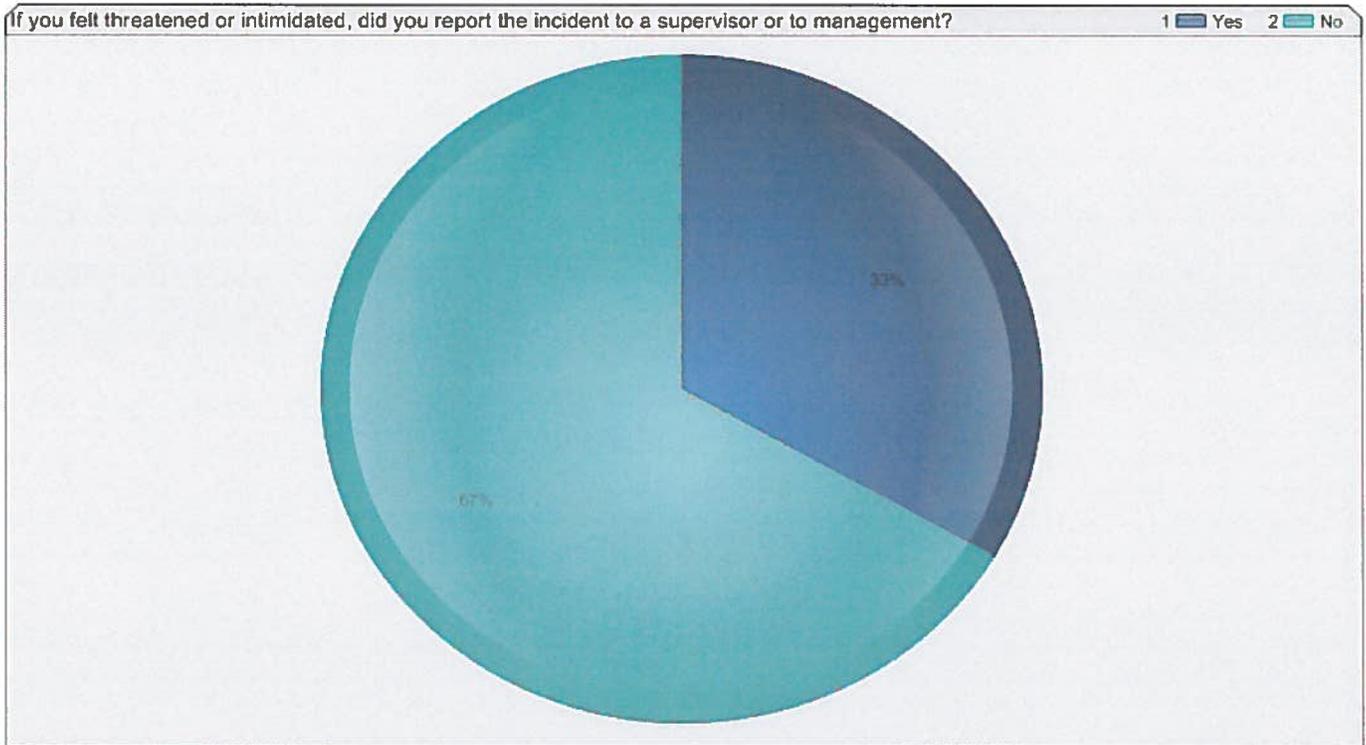
20. I have felt threatened or intimidated by co-workers or supervisors.

	Responses	Percent
Never:	6	75%
Occasionally:	2	25%
Often:	0	0%
Additional Comments:	1	12.5%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



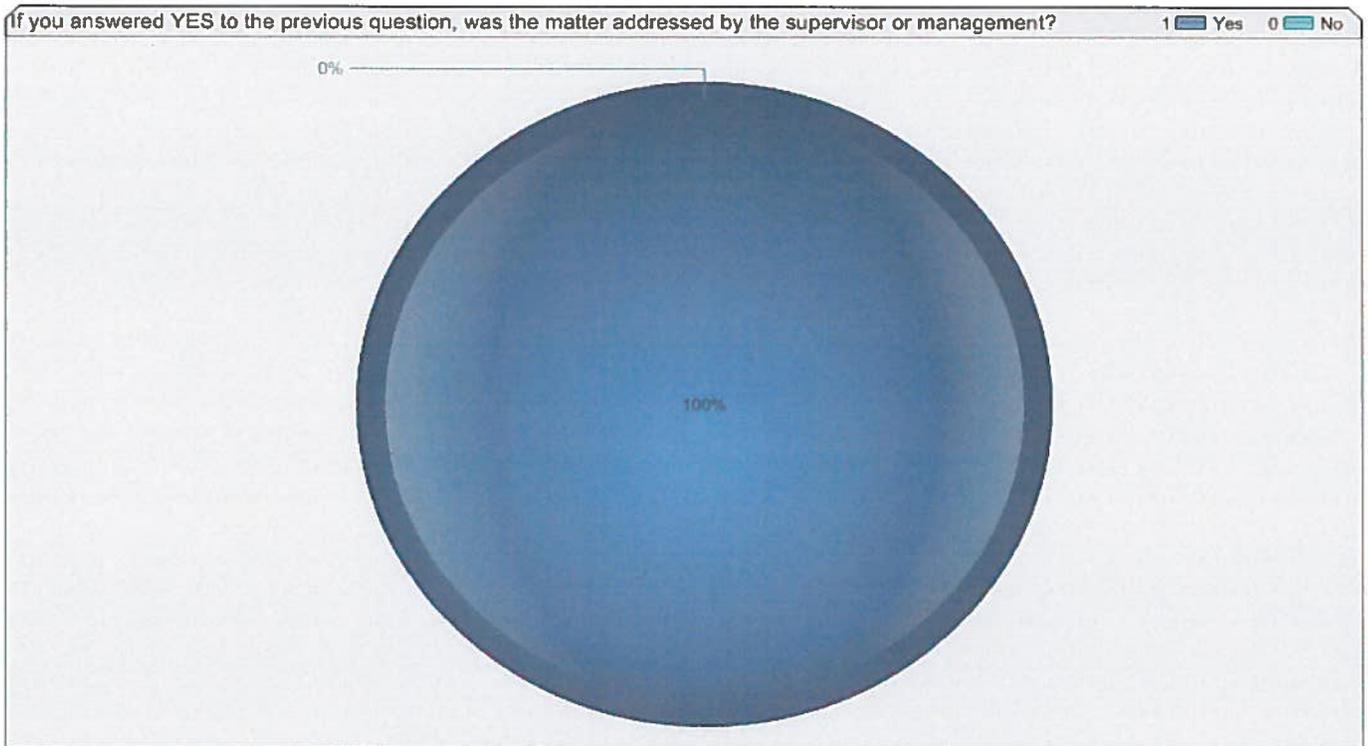
21. If you felt threatened or intimidated, did you report the incident to a supervisor or to management?

	Responses	Percent
Yes: 	1	33.33%
No: 	2	66.67%
Total Responded to this question:	3	37.5%
Total who skipped this question:	5	62.5%
Total:	8	100%



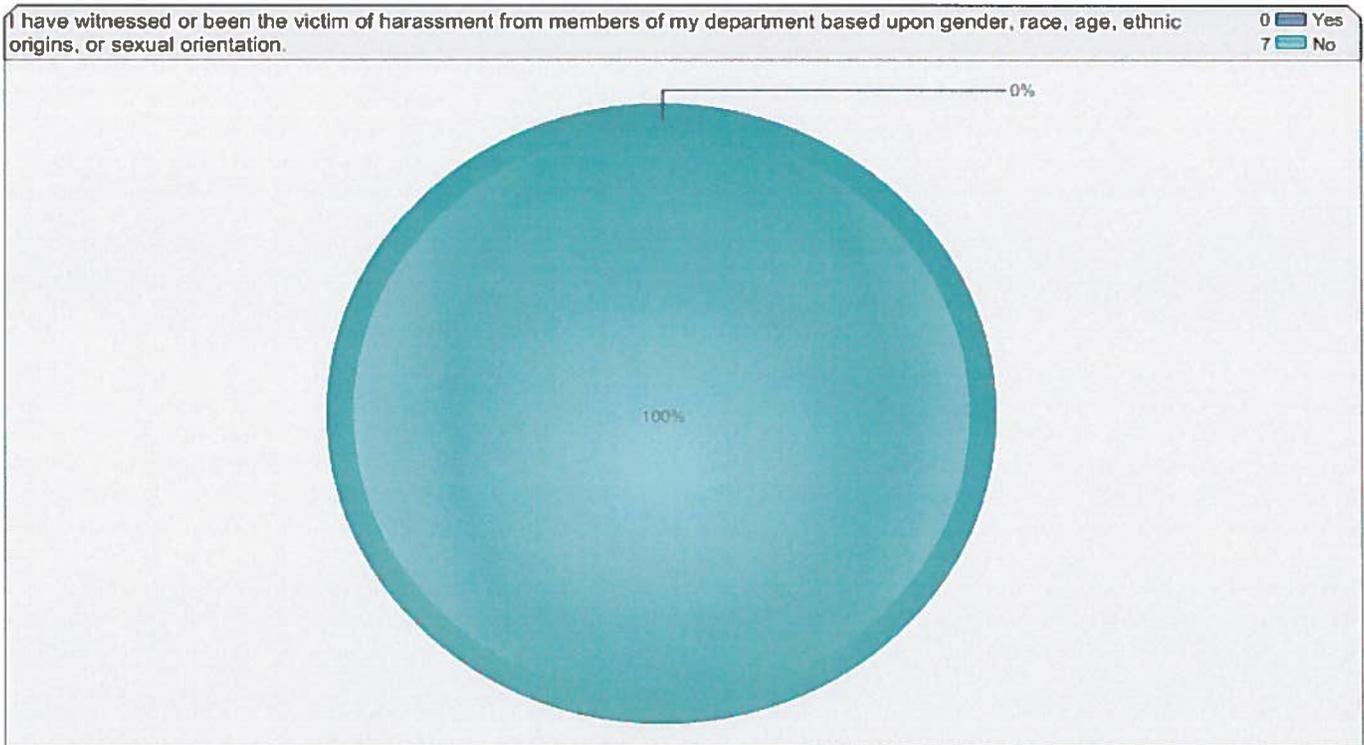
22. If you answered YES to the previous question, was the matter addressed by the supervisor or management?

	Responses	Percent
Yes: 	1	100%
No: 	0	0%
Additional Comments: 	0	0%
Total Responded to this question:	1	12.5%
Total who skipped this question:	7	87.5%
Total:	8	100%



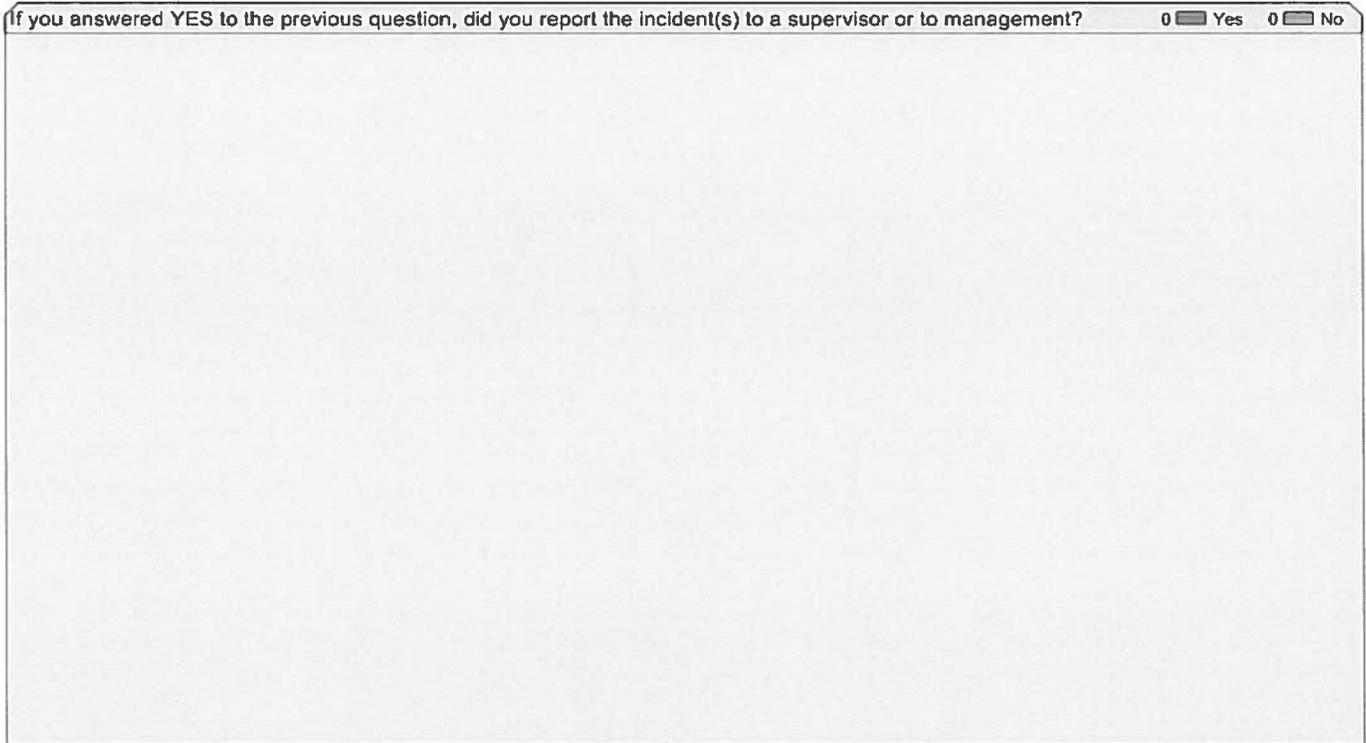
23. I have witnessed or been the victim of harassment from members of my department based upon gender, race, age, ethnic origins, or sexual orientation.

	Responses	Percent
Yes: 	0	0%
No: 	7	100%
Total Responded to this question:	7	87.5%
Total who skipped this question:	1	12.5%
Total:	8	100%



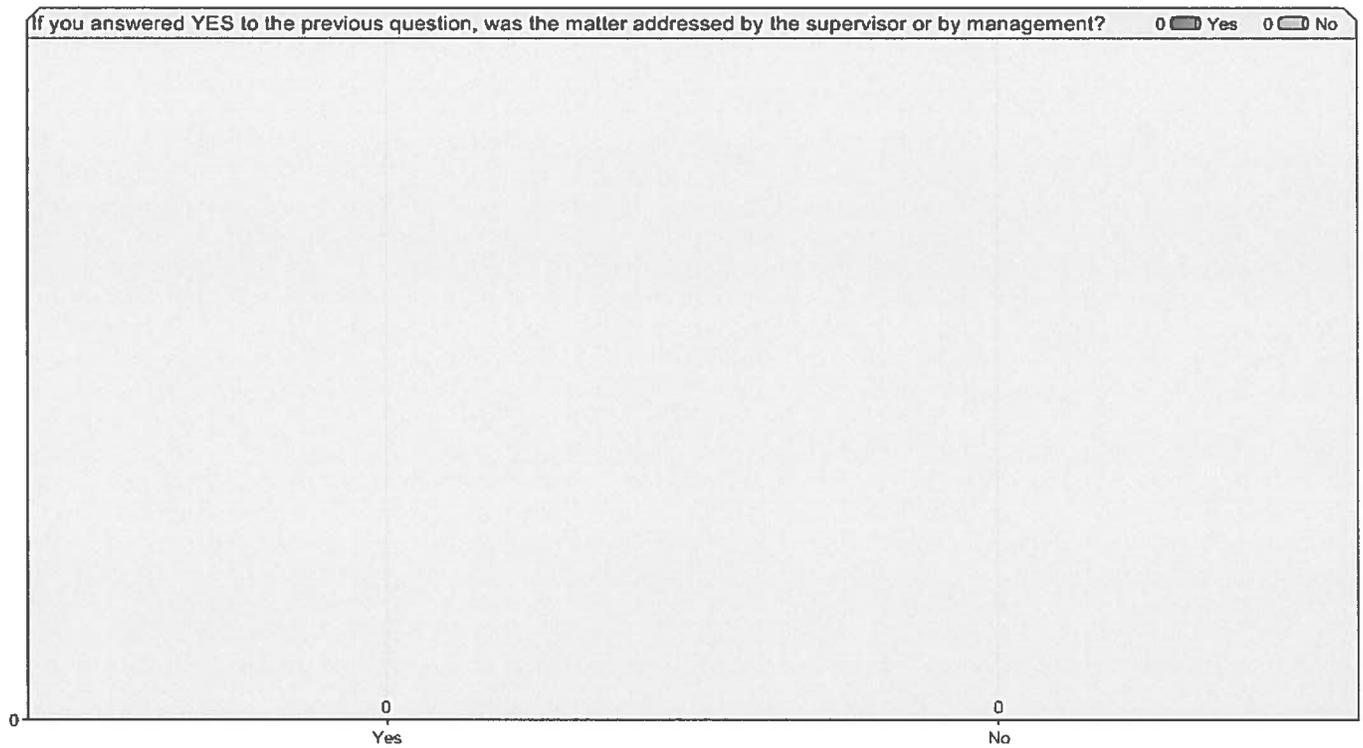
24. If you answered YES to the previous question, did you report the incident(s) to a supervisor or to management?

	Responses	Percent
Yes:	0	0%
No:	0	0%
Total Responded to this question:	0	0%
Total who skipped this question:	8	100%
Total:	8	100%



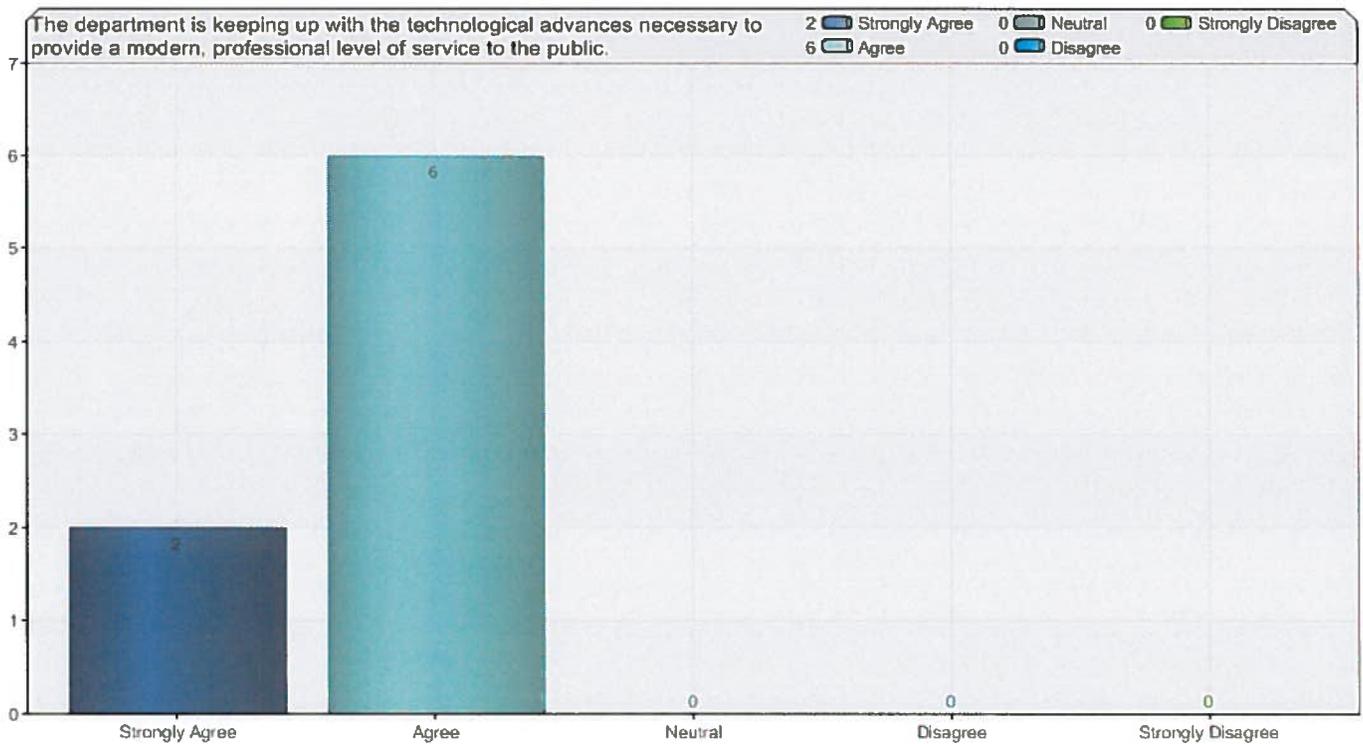
25. If you answered YES to the previous question, was the matter addressed by the supervisor or by management?

	Responses	Percent
Yes:	0	0%
No:	0	0%
Additional Comments:	0	0%
Total Responded to this question:	0	0%
Total who skipped this question:	8	100%
Total:	8	100%



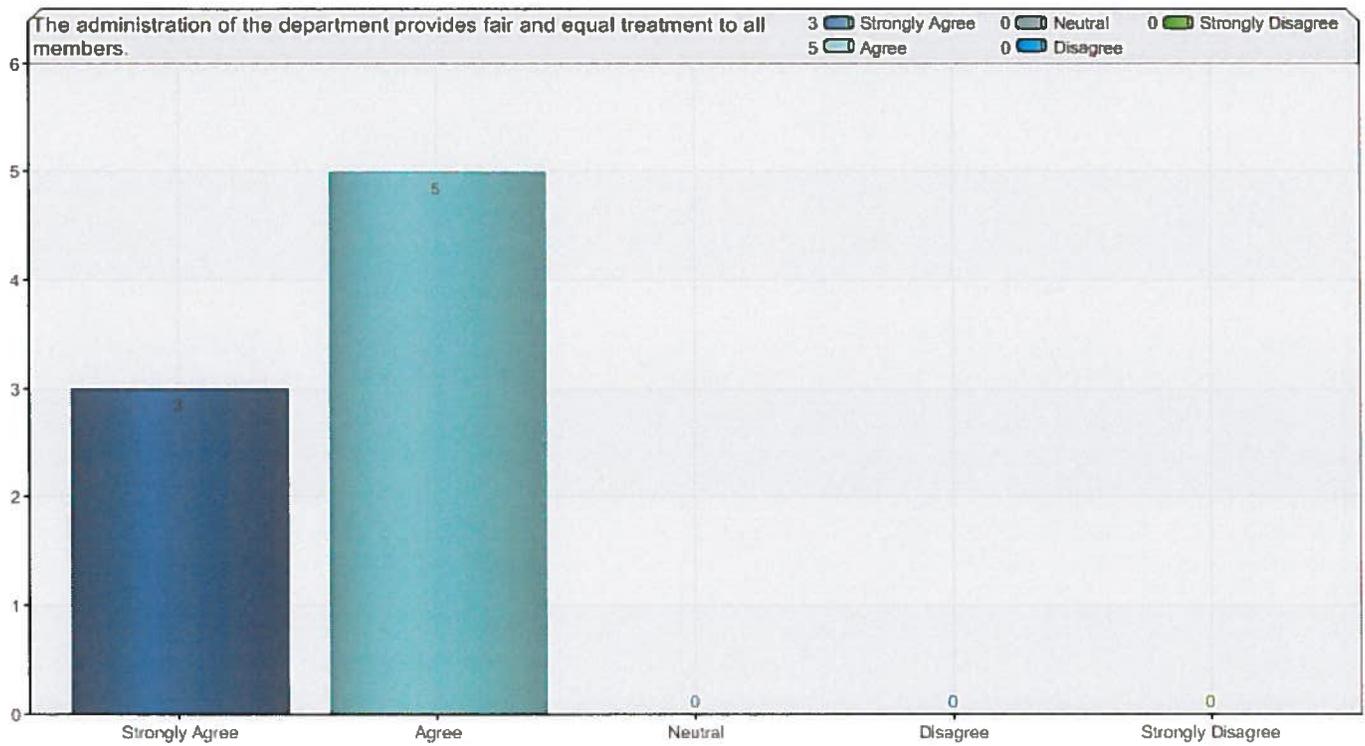
**26. The department is keeping up with the technological advances necessary to provide a modern, professional level of service to the public.**

	Responses	Percent
Strongly Agree:	2	25%
Agree:	6	75%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
<b>Total Responded to this question:</b>	<b>8</b>	<b>100%</b>
<b>Total who skipped this question:</b>	<b>0</b>	<b>0%</b>
<b>Total:</b>	<b>8</b>	<b>100%</b>



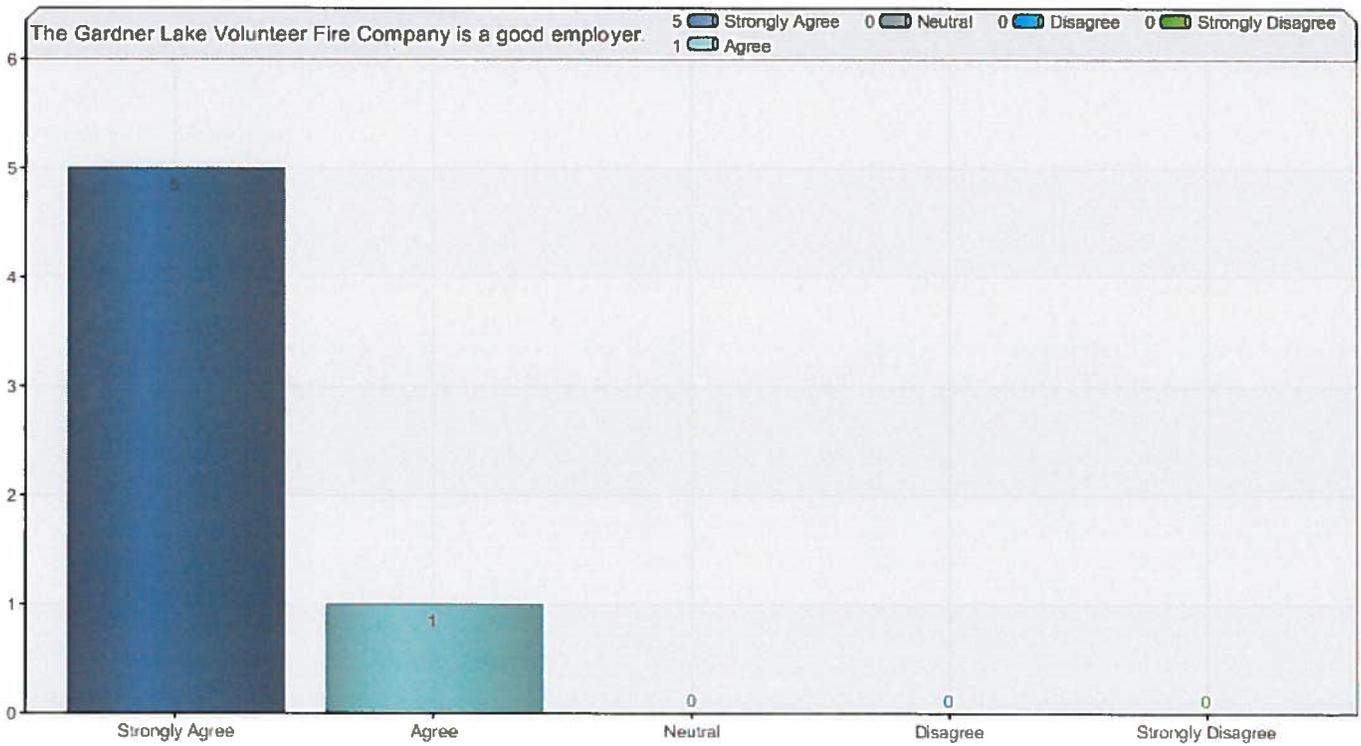
**27. The administration of the department provides fair and equal treatment to all members.**

	Responses	Percent
Strongly Agree:	3	37.5%
Agree:	5	62.5%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



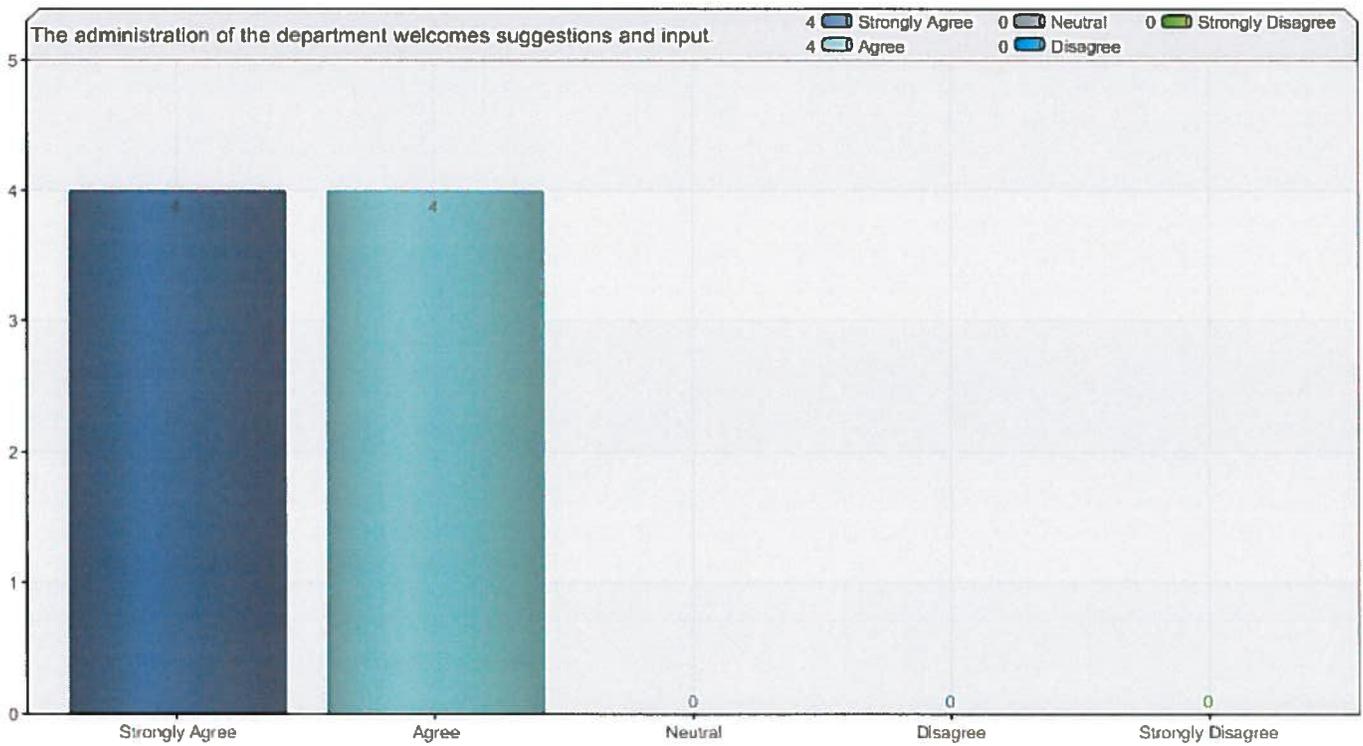
**28. The Gardner Lake Volunteer Fire Company is a good employer.**

	Responses	Percent
Strongly Agree:	5	83.33%
Agree:	1	16.67%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		6 75%
Total who skipped this question:		2 25%
Total:		8 100%



**29. The administration of the department welcomes suggestions and input.**

	Responses	Percent
Strongly Agree:	4	50%
Agree:	4	50%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



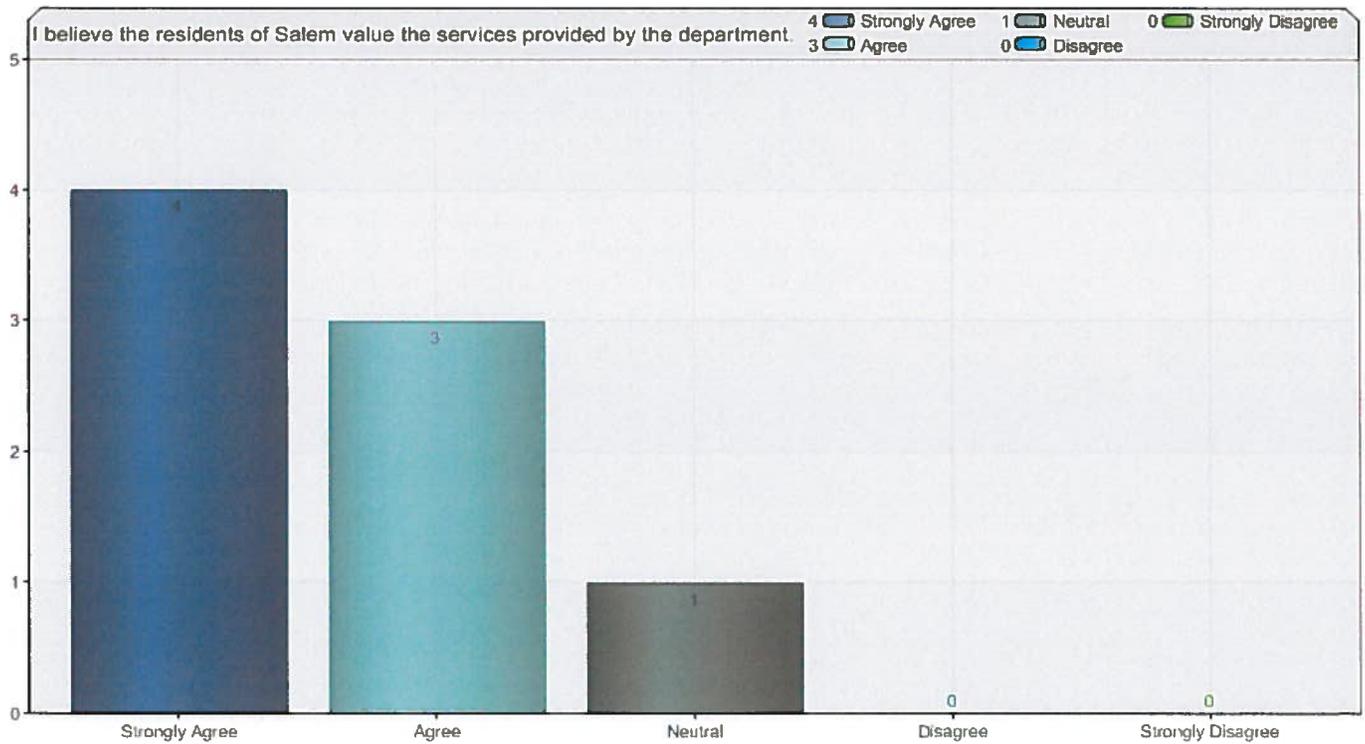
**30. I am proud to be a member of the department.**

	Responses	Percent
Strongly Agree:	8	100%
Agree:	0	0%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



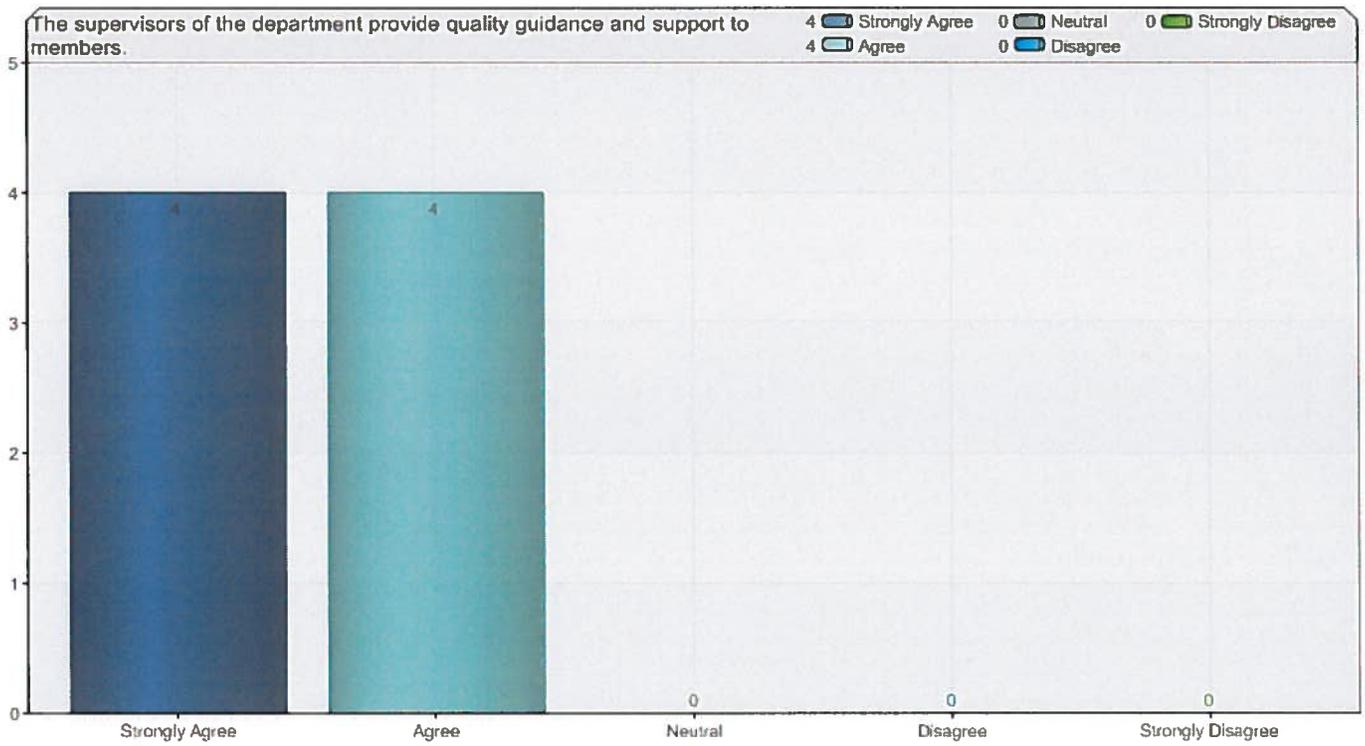
**31. I believe the residents of Salem value the services provided by the department.**

	Responses	Percent
Strongly Agree:	4	50%
Agree:	3	37.5%
Neutral:	1	12.5%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	1	12.5%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



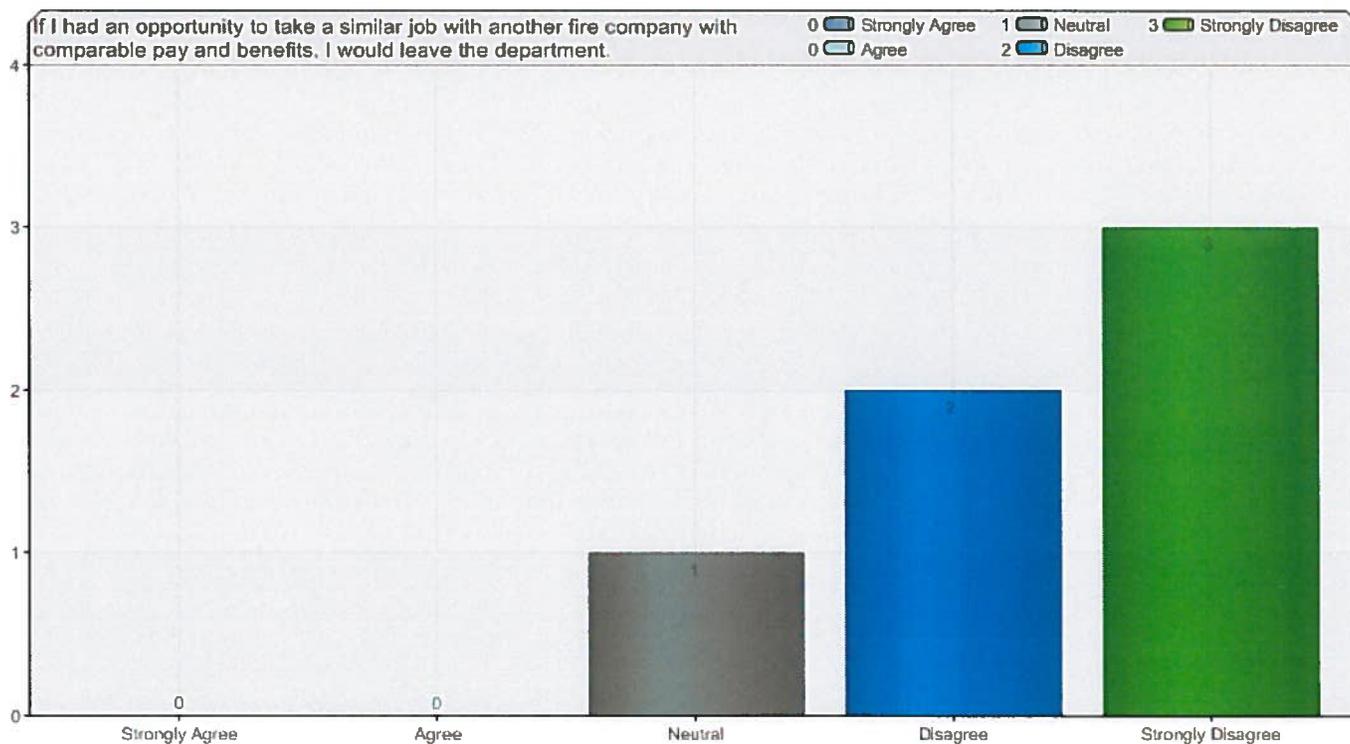
**32. The supervisors of the department provide quality guidance and support to members.**

	Responses	Percent
Strongly Agree:	4	50%
Agree:	4	50%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



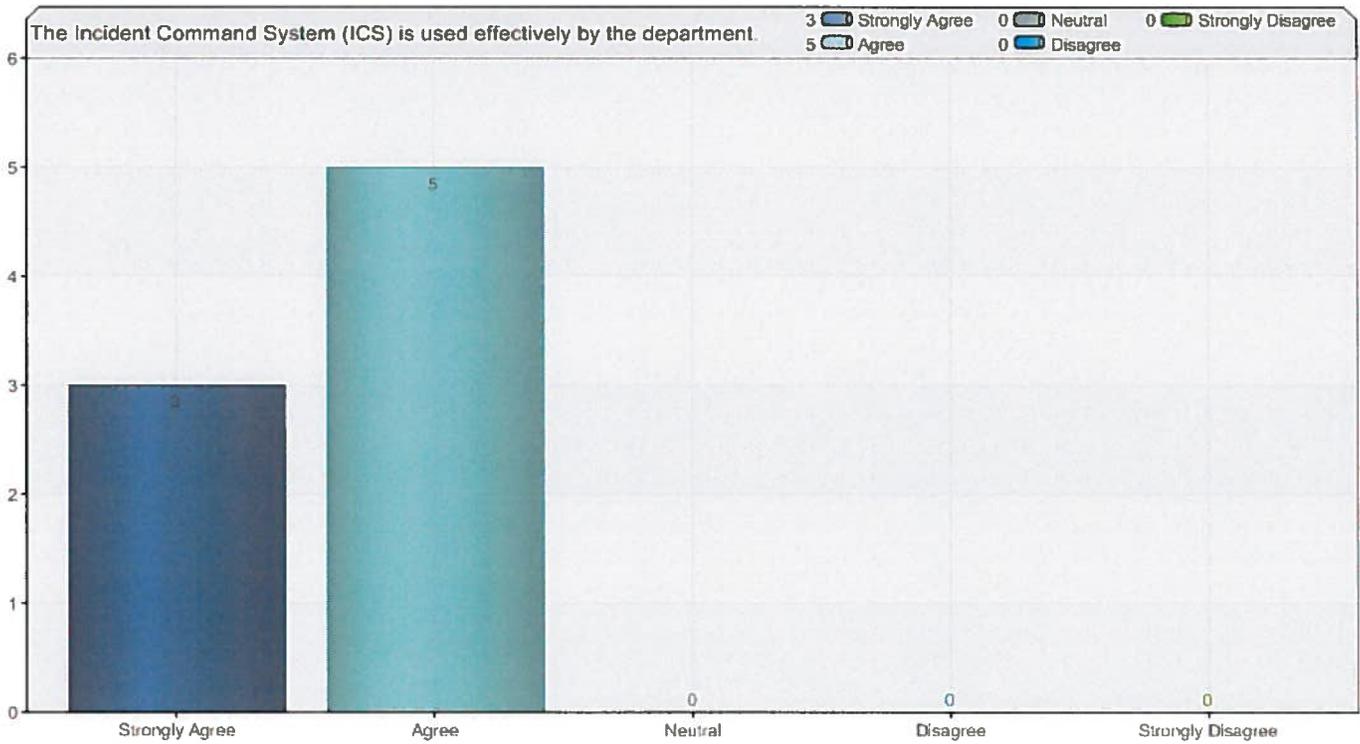
**33. If I had an opportunity to take a similar job with another fire company with comparable pay and benefits, I would leave the department.**

	Responses	Percent
Strongly Agree:	0	0%
Agree:	0	0%
Neutral:	1	16.67%
Disagree:	2	33.33%
Strongly Disagree:	3	50%
Additional Comments:	1	16.67%
Total Responded to this question:		6 75%
Total who skipped this question:		2 25%
Total:		8 100%



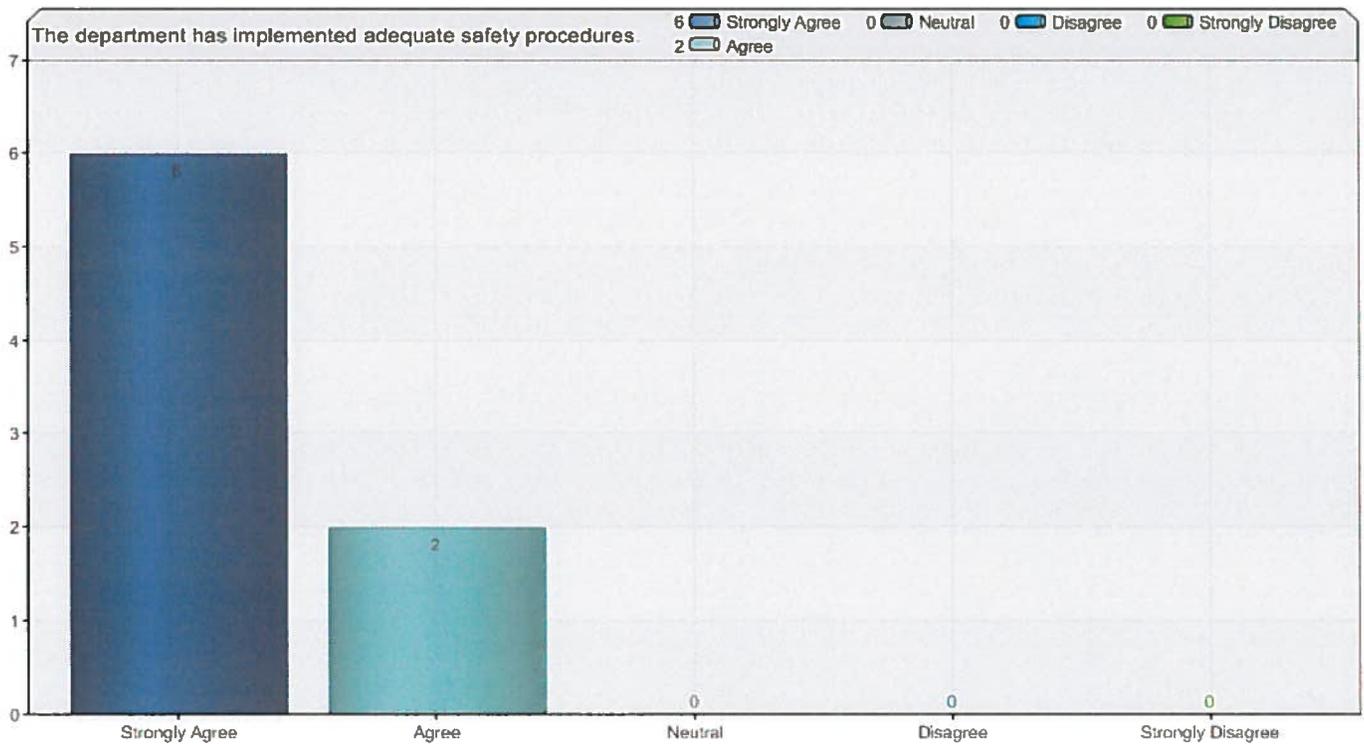
**34. The Incident Command System (ICS) is used effectively by the department.**

	Responses	Percent
Strongly Agree:	3	37.5%
Agree:	5	62.5%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	1	12.5%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



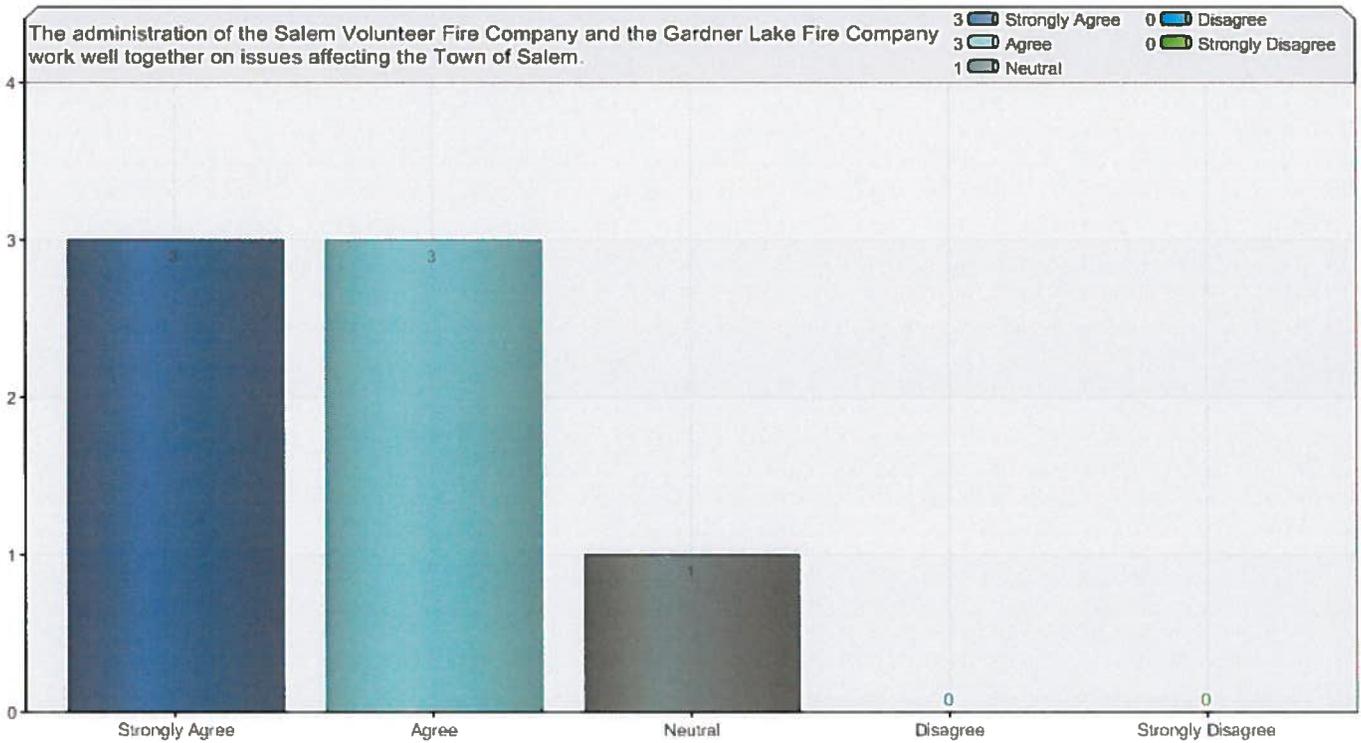
**35. The department has implemented adequate safety procedures.**

	Responses	Percent
Strongly Agree:	6	75%
Agree:	2	25%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



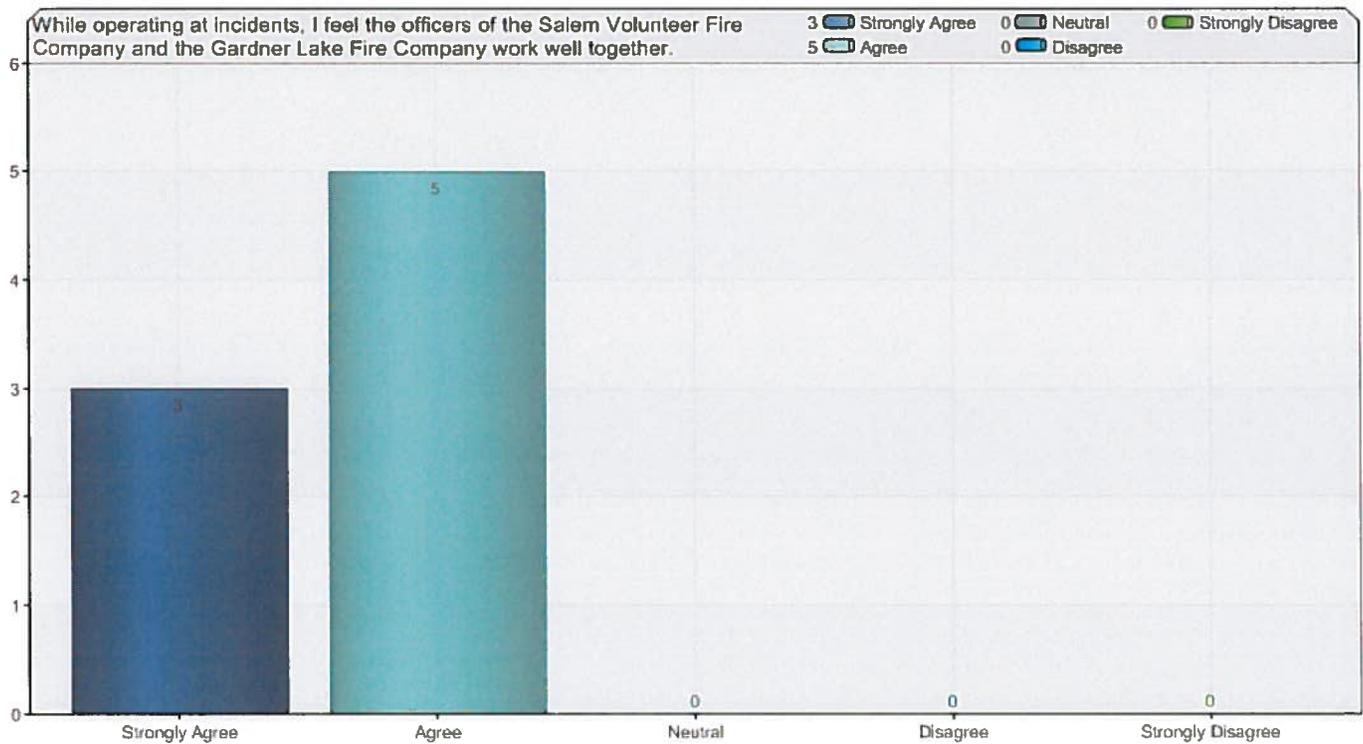
**36. The administration of the Salem Volunteer Fire Company and the Gardner Lake Fire Company work well together on issues affecting the Town of Salem.**

	Responses	Percent
Strongly Agree:	3	42.86%
Agree:	3	42.86%
Neutral:	1	14.29%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		7 87.5%
Total who skipped this question:		1 12.5%
Total:		8 100%



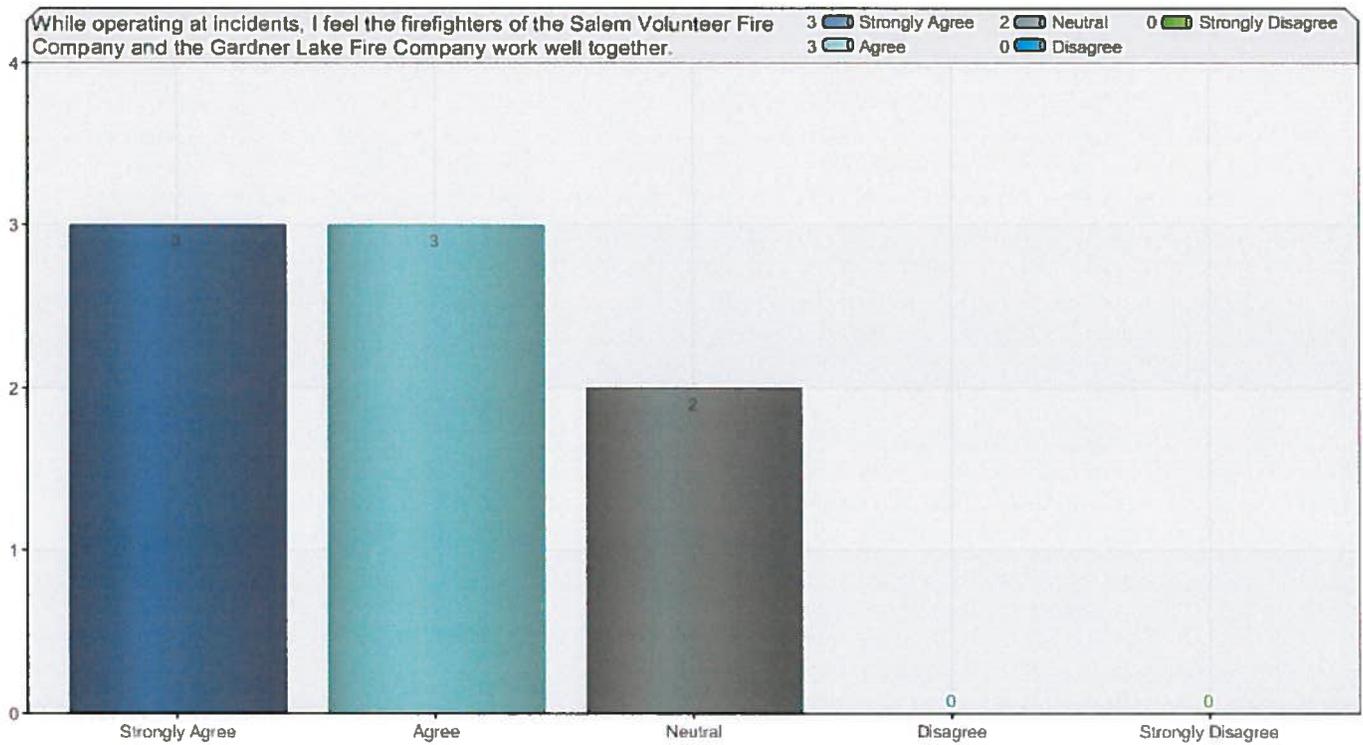
**37. While operating at incidents, I feel the officers of the Salem Volunteer Fire Company and the Gardner Lake Fire Company work well together.**

	Responses	Percent
Strongly Agree:	3	37.5%
Agree:	5	62.5%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



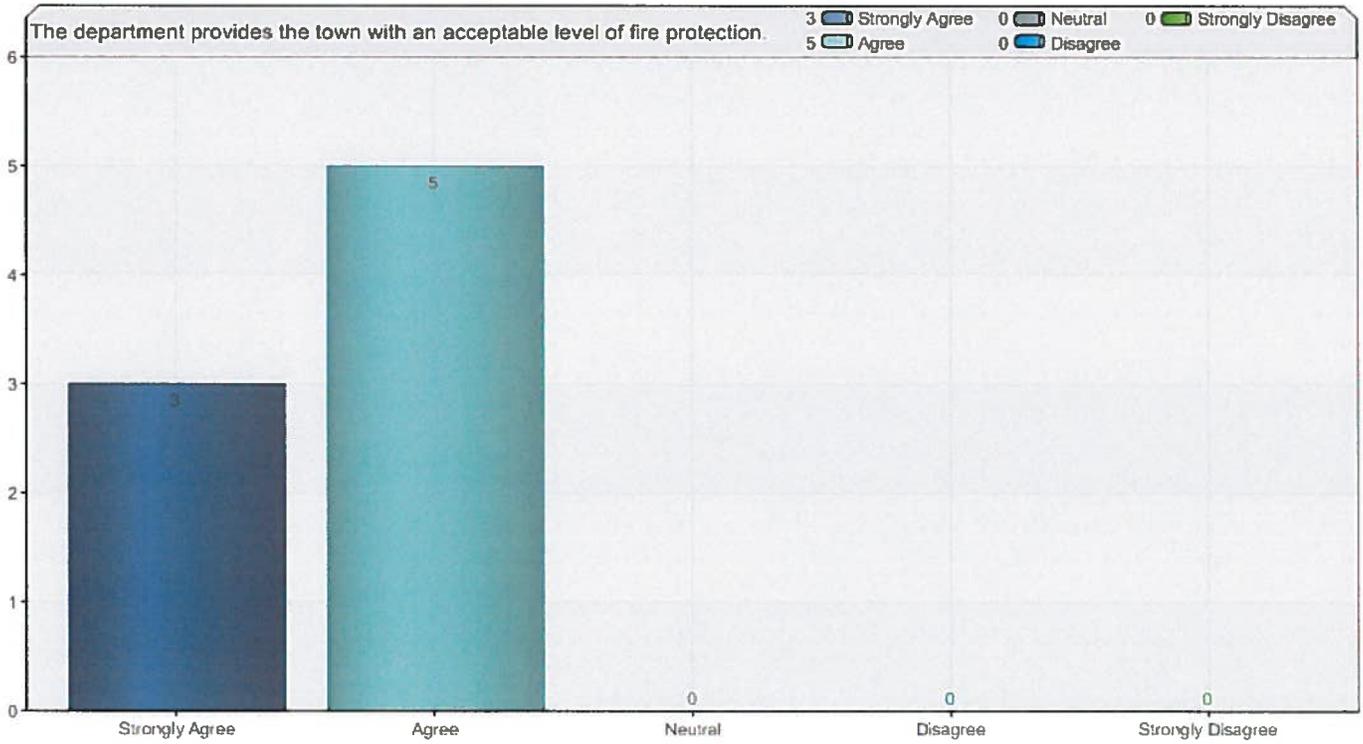
**38. While operating at incidents, I feel the firefighters of the Salem Volunteer Fire Company and the Gardner Lake Fire Company work well together.**

	Responses	Percent
Strongly Agree: 	3	37.5%
Agree: 	3	37.5%
Neutral: 	2	25%
Disagree: 	0	0%
Strongly Disagree: 	0	0%
Additional Comments: 	0	0%
<b>Total Responded to this question:</b>	<b>8</b>	<b>100%</b>
<b>Total who skipped this question:</b>	<b>0</b>	<b>0%</b>
<b>Total:</b>	<b>8</b>	<b>100%</b>



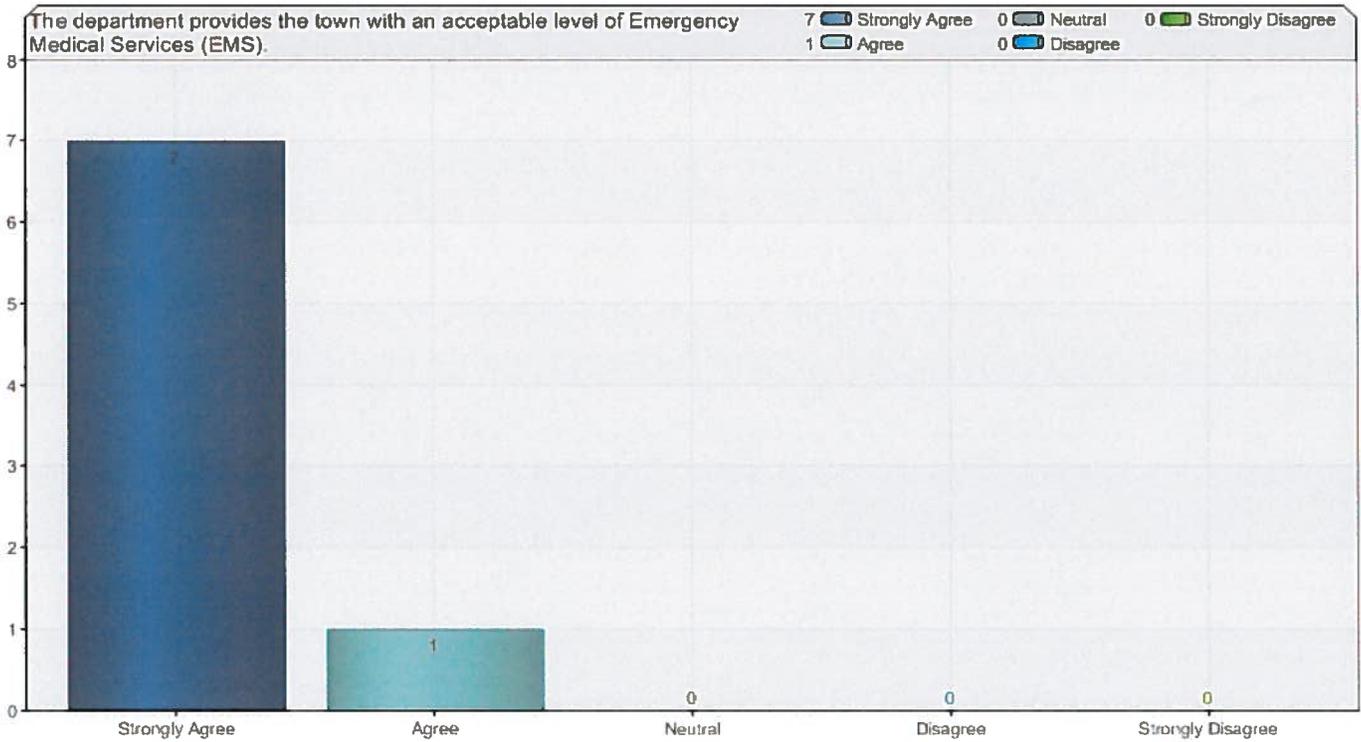
**39. The department provides the town with an acceptable level of fire protection.**

	Responses	Percent
Strongly Agree:	3	37.5%
Agree:	5	62.5%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



**40. The department provides the town with an acceptable level of Emergency Medical Services (EMS).**

	Responses	Percent
Strongly Agree:	7	87.5%
Agree:	1	12.5%
Neutral:	0	0%
Disagree:	0	0%
Strongly Disagree:	0	0%
Additional Comments:	0	0%
Total Responded to this question:		8 100%
Total who skipped this question:		0 0%
Total:		8 100%



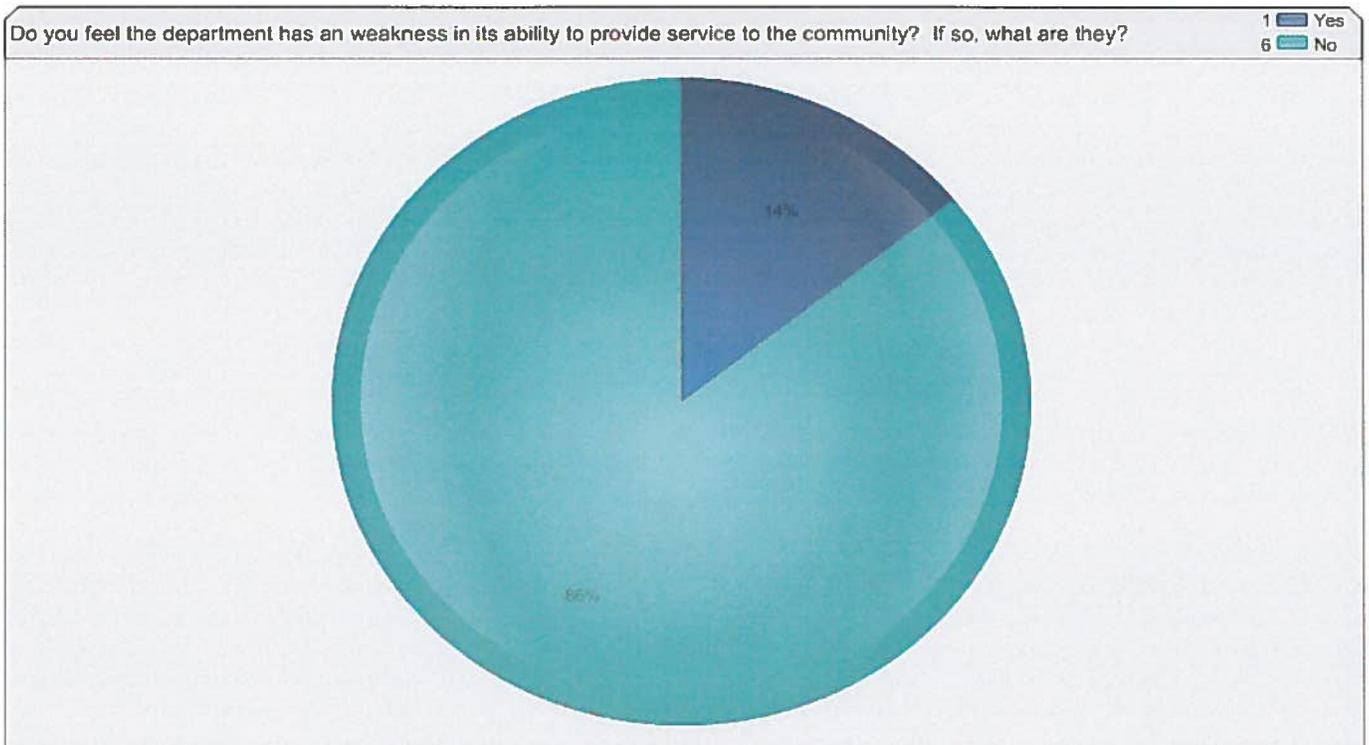
41. In your opinion, what are the THREE most significant challenges facing the Gardner Lake Volunteer Fire Company in the next five (5) to ten (10) years?

	Responses	Percent
1.: 	7	100%
2.: 	6	85.71%
3.: 	6	85.71%
Total Responded to this question:	7	87.5%
Total who skipped this question:	1	12.5%
Total:	8	100%

Graph/Chart function not relevant for this question type.

42. Do you feel the department has an weakness in its ability to provide service to the community? If so, what are they?

	Responses	Percent
Yes: 	1	14.29%
No: 	6	85.71%
Additional Comments: 	1	14.29%
Total Responded to this question:	7	87.5%
Total who skipped this question:	1	12.5%
Total:	8	100%



**43. Please identify THREE things that you feel the department does very well.**

	Responses	Percent
1.: 	6	100%
2.: 	6	100%
3.: 	5	83.33%
Total Responded to this question:	6	75%
Total who skipped this question:	2	25%
Total:	8	100%

**Graph/Chart function not relevant for this question type.**

**44. Please identify THREE things that the department could do better.**

	Responses	Percent
1.: 	6	100%
2.: 	3	50%
3.: 	2	33.33%
Total Responded to this question:	6	75%
Total who skipped this question:	2	25%
Total:	8	100%

**Graph/Chart function not relevant for this question type.**

**45. If you could change something about the Gardner Lake Volunteer Fire Company, what would it be?**

	Responses	Percent
Responses: 	3	100%
Total Responded to this question:	3	37.5%
Total who skipped this question:	5	62.5%
Total:	8	100%

**Graph/Chart function not relevant for this question type.**

46. Sometimes the smallest changes can have a profound positive impact. Can you name a few little things that could be done for little or no money that would, in your opinion, improve the Gardner Lake Volunteer Fire Company?

	Responses	Percent
1.: 	3	100%
2.: 	2	66.67%
3.: 	2	66.67%
4.: 	2	66.67%
5.: 	2	66.67%
Total Responded to this question:	3	37.5%
Total who skipped this question:	5	62.5%
Total:	8	100%

Graph/Chart function not relevant for this question type.

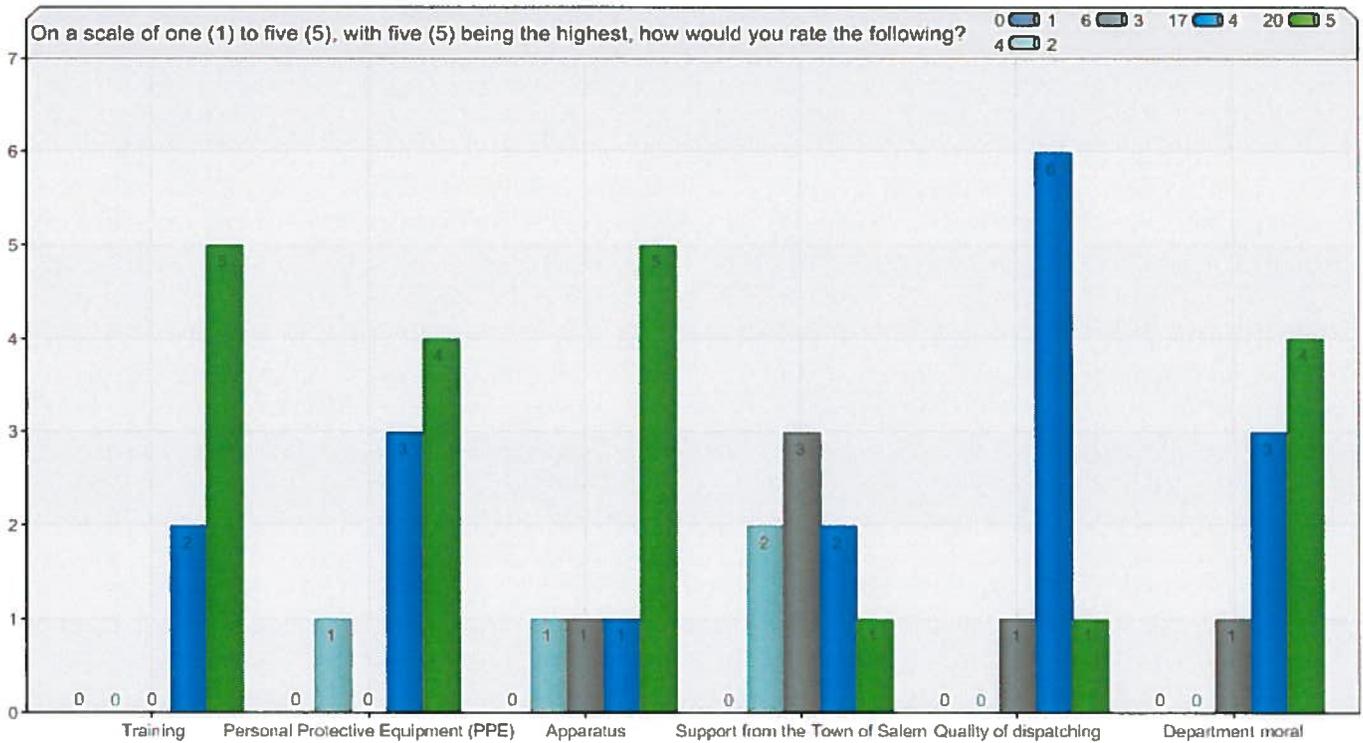
47. On a scale of one (1) to five (5), with five (5) being the highest, how would you rate the following?

	1	2	3	4	5	Total
Training:	0(0%)	0(0%)	0(0%)	2(28.57%)	5(71.43%)	7
Personal Protective Equipment (PPE):	0(0%)	1(12.5%)	0(0%)	3(37.5%)	4(50%)	8
Apparatus:	0(0%)	1(12.5%)	1(12.5%)	1(12.5%)	5(62.5%)	8
Support from the Town of Salem:	0(0%)	2(25%)	3(37.5%)	2(25%)	1(12.5%)	8
Quality of dispatching:	0(0%)	0(0%)	1(12.5%)	6(75%)	1(12.5%)	8
Department moral:	0(0%)	0(0%)	1(12.5%)	3(37.5%)	4(50%)	8

Total Responded to this question: 8 100%

Total who skipped this question: 0 0%

Total: 8 100%



# ***APPENDIX D***

## ***Example Job Description Fire Chief***



Municipal  
Resources  
Inc.

<b>Franklin County Fire Chiefs Standard Operating Guideline</b>		
<b>Effective Date:</b> January 1, 2015	SOG Category & Identification Number: <b>Command - 001</b>	Revision:
SOG Title: <b>Assumption Transfer, Designation and the Responsibilities of Command</b>		
Approved by:	Re-evaluation Date: <b>January 1, 2018</b>	Number of Pages: <b>5</b>

**PURPOSE:**

To specifically identify who will be in charge at the scene of an emergency and to insure that unity of command is maintained at all emergency scenes.

To fix responsibility for command on a certain individual through a standard identification system.

To ensure that a strong, direct and visible command is established as early as possible in fire department operations.

To provide a system for the orderly transfer of command at emergency scenes.

To outline the responsibilities of an Incident Commander.

To comply with the mandated use of the National Incident Management System (NIMS).

**SCOPE:**

This procedure will apply to all department members and will be used at all emergencies to which Franklin County Fire Departments respond. Specifically the use of NIMS will be the foundation for operations involving multiple unit and multiple community responses.

In order to clarify terms in this procedure the following definitions have been included:

COMBATIVE COMMAND - An option available to the first arriving officer or senior firefighter who is initially in command of the emergency. Officer will take an active role while carrying out required tactical operations. Decision based upon officer's evaluation of incident needs and resources available. Such officer should be prepared to give synopsis of actions and conditions over portable radio upon arrival of chief officer and the establishment of formal command.

FORMAL COMMAND - An option available to the first arriving officer and required of all officers assuming command after the first arriving officer or senior firefighter. The Officer or senior firefighter takes a command position which is fixed and on the outside of the incident. The Officer or senior firefighter will not involve himself/herself in tactical operations at the scene.

COMMAND RESPONSIBILITIES

- Take an effective command position
- Assess incident priorities
- Determine strategic goal(s) and tactical operations to support
- Develop or approve and implement the action plan
- Develop command structure appropriate for the incident (divisions, groups, branches, etc.)
- Assign appropriate divisions, groups, and command staff as required
- Assess resource needs
- Order, deploy, reinforce, relieve and release resources
- Coordinate all emergency activities
- Serve as ultimate incident safety officer
- Coordinate activities of outside agencies
- Authorize information releases to the media
- Transfer command when incident is de-escalating
- Terminate command
- Complete and submit NFIRS fire reports

\*Multi-company response - if first arriving officer sends companies back before arrival of a higher-ranking officer on the assignment, the first arriving officer will be responsible for the report. If command is transferred to the chief officer on the assignment, Chief Officer or senior firefighter will be responsible for the fire report.

**Note: Command is responsible for transitioning from Sim 1 to a rgulr channel to facilitate appropriate on scene communications and reduce SIm 1 radio traffic.**

## **PROCEDURES:**

### SINGLE COMPANY RESPONSE:

Whenever a single company responds to an incident, the crewmember of the responding company will be in command of the incident and will assume full authority and responsibility for all actions conducted at the scene until command is properly transferred.

When operating at the scene the radio designation of the command officer will be the call number of the apparatus. Example: Deerfield Engine 3 to Shellburne Control please contact Western Massachusetts Electric Company (WEMCO) and have them respond to the scene.

If after arrival at the scene, the officer requests additional fire department apparatus and personnel, the procedures for the assumption of command as outlined in multi-company response will be followed.

### MULTI-COMPANY RESPONSE - ASSUMPTION OF COMMAND

Whenever multiple companies are dispatched to an incident the first arriving officer will automatically assume command. The assumption of command will occur in the following way:

Officer will announce arrival on the scene and report information based upon size-up, observed conditions and fireground actions that will be taken.

If the officer is assuming the combative command role no radio communication designating command is required. The officer will use the call numbers of the company in all radio transmissions.

For Example: "Shelburne Control from Deerfield Engine 3 (wait response from Shelburne Control) Deerfield Engine 3 is on the scene at 228 Main Street and I have a two story wood residential dwelling with fire showing from two windows on the first floor. Engine 3 will be stretching a line through the front door. Ladder 2 ventilate on side C of the building". "Engine 3 is assuming combative command".

In this example, Engine 3 officer is in command and taking a combative command role.

If the first arriving officer is assuming a formal command role, the officer will announce this over the radio by designating himself as command and naming command. All formal command will be designated using the street that the incident is on.

For Example: "Shelburne Control from Deerfield Engine 3 (wait response from Shelburne Control) Deerfield Engine 3 is on the scene at 228 Main Street and I have a two story wood residential dwelling with fire showing from two windows on the first floor. Engine 3 is Main Command".

In this example, Engine 3 officer is in command and taking a formal command role.

The first arriving officer at the emergency shall have the authority to terminate the response of any additional responding units if after appropriate assessment the officer determines that the resources on the assignment will not be needed. The chief officer on the initial assignment, at his discretion, shall have the authority to continue on the response. All other units are to follow the instruction of the first arriving officer.

### TRANSFER OF COMMAND

Command will automatically be transferred from the first arriving officer to the first ~~to~~ the senior-ranking officer assigned to the incident.

Once command is transferred from the first arriving officer, command will be Formal and will be designated by the street that the incident is on.

For Example: Using the incident on Main Street and there is an officer in charge on the assignment: "Deerfield Engine 3 is Elm Command".

Once formal command has been established, all radio communications to or from the incident commander will be made using the term (Street name) Command

Once formal command has been established, all command transfers will be made using **face to face** communications.

For Example: As Deerfield C-1 responds to the incident on Main Street. "C-1 will be arriving on Main Street". Command may be transferred to the Chief, after the following procedure is completed:

Officer contacts present Incident Commander using **face to face** communications

Incident Commander being relieved will provide a briefing which includes:

1. Situation Status
2. Deployment and assignment of resources
3. Tactical Needs

The officer assuming command will then assign the relieved officer to a position or function as required.

As command is transferred, the officer who is taking command will announce the transfer over the radio. For Example: Deerfield C-1 assumes command from Engine 3 on Main Street, the Deputy Chief will say " C-1 is now Main Street Command".

Any requests or notifications to Main Street Command will now be answered by the Chief instead of Engine 3.

When the incident is no longer escalating and command officers will be leaving the incident, command will be transferred back to the initial officer on the assignment or the senior officer on the assignment. Command will be transferred by a **face to face** notification and notification of the transfer will be made via the radio.

When an incident that required a formal command is over, the incident commander will terminate command and return on the appropriate signal.

For example: The incident on Main Street is over and command will be returning all companies. Shelburne Control from Main Street Command, (wait for a

response from Shelburne Control) Main Street Command is terminated, Engine 3 and Engine 4 will be continuing to pick-up, E-5 will remain at the scene.

# ***APPENDIX E***

## ***Example Standard Operating Guideline Command***



**Municipal  
Resources  
Inc.**

# Town of Truro, Massachusetts

**POSITION: Chief**

**DEPARTMENT: Fire**

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## **OVERVIEW OF POSITION**

The Fire Chief is responsible to oversee and direct the Truro's Fire and Rescue Department in order to provide for comprehensive management and delivery of fire suppression and prevention, and emergency medical services to our citizens and visitors. It must be the primary focus of the Fire Chief to ensure the efficient, effective and proper delivery of these services to the community. The Fire Chief is appointed by the Board of Selectmen in accordance with Massachusetts General Law chapter 48, section 42A.

## **KNOWLEDGE, SKILLS AND ABILITIES REQUIRED**

Required knowledge and skill is significant and gained through substantial training and progressive career growth. Knowledge of the principles, concepts and methodology of a professional or administrative occupation supplemented by skill gained through job experience to permit independent performance or supplemented by expanded professional knowledge gained through relevant study or experience which has provided skill in carrying out assignments, operations and procedures. In addition to practical knowledge of standard procedures, practical knowledge of technical methods to perform assignments that involve use of specialized, complicated techniques; knowledge of modern fire and emergency medical practices, techniques, and methods; knowledge of certain federal and state laws, and local ordinances that impact the administration of a municipal fire department; knowledge of the standard operating procedures of the Department; knowledge of and familiarity with the geography and buildings of the Town. Skill in the use and care of fire and emergency equipment. Ability to analyze situations quickly and objectively and to determine proper courses of action; ability to use a personal computer and the internet; ability to speak and write effectively; ability to work under physically and emotionally stressful situations; ability to develop and maintain effective working relationships with employees, Town officials and the public.

Must maintain a valid Massachusetts driver's license without record of suspension or revocation in any state. Ability to meet Departmental physical standards. Must have and continue to maintain a National Registered EMT. Shall have obtained certification from the National Board on Fire Service Professional Qualifications to the level of Fire Officer Level III or higher. Preference will be given to candidates that have completed either the Executive Fire Officer Program at the National Fire Academy or the Massachusetts Chief Fire Officer Management Program.

## **SUPERVISION RECEIVED**

Works under the policy direction of the Truro Board of Selectmen and the daily supervision of it's Town Administrator. Duties are performed independently and appropriate judgment must be exercised in dealing with emergencies, establishing priorities and determining appropriate courses of action. Performance is reviewed through conferences, reports, and observations of efficiency and is formally evaluated periodically by the Board of Selectmen with input from the Town Administrator. At this level, the employee, having developed expertise in the line of work, is responsible for planning and carrying out the assignment; resolving most of the conflicts which arise; coordinating the work with others as necessary, and interpreting policy on own initiative in terms of established objectives. In most assignments, the Chief also determines the approach to be taken and the methodology to be used. The Fire Chief is expected to communicate with the town administrator on a frequent basis keeping him informed of progress, potentially controversial matters, or far-reaching implications. Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, or effectiveness in meeting requirements or expected results.

## **SUPERVISION EXERCISED**

Has full operational authority and responsibility in providing for the safe and effective delivery of firefighting, rescue and emergency services for the town of Truro. Directly and regularly supervises all members of the Truro fire department in both emergency and nonemergency situations. It utilizes the appropriate elements of the national incident management system to supervise any emergency response. The Fire Chief is fully accountable for the effective and efficient management of work to achieve goals and objectives.

Errors in judgment and supervision could result in endangered public safety, loss of life or severe property damage. Errors in either technical application recognize firefighting, rescue or emergency medical care procedures or interpretation of related data, could result in damage to property, endanger public safety, have financial and or legal implications, and cause adverse public relations.

## **EXAMPLES OF ESSENTIAL DUTIES**

*The essential functions or duties listed below are intended only as illustration of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if work is similar, related, or a logical assignment to the position.*

1. Serves as the department's with chief executive officer and has primary responsibility for providing leadership and direction to the organization, providing managerial control of the budget.
2. Plans, coordinates, supervises and evaluates Fire and EMS operations.
3. Establishes policies and procedures for the effective management of the fire department. Regularly reviews and maintains existing policies to be in accordance with all applicable federal, state, and local laws, and further, it accordance with fire service and emergency medical service best practices.
4. Plans and implements a variety of Fire and EMS services and programs for the community in order to meet the expectation of its citizens.
5. Plans, prepares and properly administers the annual budget for Truro Fire department.
6. Responds to alarms and may direct activities at the scene of major emergencies.
7. Supervises the inspection of buildings and other properties for fire hazards and enforces fire prevention ordinances.
8. Directs the operation of departmental in-service training activities.
9. Controls the expenditure of departmental appropriations.
10. Handles grievances, maintains Departmental discipline and the conduct and general behavior of assigned personnel.
11. Prepares and submits periodic reports to the Board of Selectmen regarding the Departments' activities and prepares a variety of other reports as appropriate including the annual report of activities.
12. Plans departmental operation with respect to equipment, apparatus, and personnel; supervises the implementation of such plans.
13. Assigns personnel and equipment to such duties and uses as the service requires; evaluates the need for and recommends the purchase of new equipment and supplies.
14. Meets with elected or appointed officials, other Fire/EMS officials, community and business representatives and the public on all aspects of the Departments' activities.

15. Attends conferences and meetings to keep abreast of current trends in the field; represents the Town Fire/EMS Departments in a variety of local, county, state and other meetings.
16. Performs the a variety of daily duties that can range from administrative function to the direct delivery of firefighting and/or emergency medical services.
17. Serves as a member of various employee committees.

Performs other related duties as required.

### **EDUCATIONAL REQUIREMENTS**

Generally, an employee filling this position at entry level should have a Bachelors Degree in Management, Public Administration, Fire Science or a related field of study. Specialized training and certifications in fire department administration and operation are also required.

At a minimum the Fire Chief shall maintain a valid Massachusetts driver's license without record of suspension or revocation in any state. Ability to meet Departmental physical standards. Must have and continue to maintain a National Registered EMT. Shall have obtained certification from the National Board on Fire Service Professional Qualifications to the level of Fire Officer Level III or higher. Preference will be given to candidates that have completed either the Executive Fire Officer Program at the National Fire Academy or the Massachusetts Chief Fire Officer Management Program.

### **LEVEL OF EXPERIENCE REQUIRED**

Generally, a candidate for this position should have at least ten years of experience of a progressively responsible nature in firefighting and prevention, and emergency medical services. Specifically, it is preferable that the candidate has previously performed the services in a supervisory capacity (rank of Lieutenant or higher) for a minimum of three years.

### **ENVIRONMENT**

Has frequent contact with the general public, often during stressful or emotional situations. As such the Fire Chief must possess effective verbal and written communication skills, as well as the ability to communicate effectively in directing the work of subordinate fire officers and firefighters.

The work environment involves high risks with exposure to potentially dangerous situations or unusual environmental stress, which require a range of safety and other precautions (e.g. working under extreme outdoor weather condition or similar situations

where conditions cannot be controlled).

The Fire Chief is required to work evenings and weekends and for extended periods of time, which can extend beyond his/her regularly scheduled hours. While off duty the Chief may be required to return to duty in order to respond to emergency situations beyond the scope and ability of normal duty staffing. The Chief may be required to alter his or her regular hours of work if and when emergency situations require.

### **PHYSICAL DEMANDS**

*(The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)*

*This position requires extreme physical exertion with the ability to lift and carry heavy objects while wearing protective clothing and self-contained breathing apparatus; possible exposure to extreme temperature changes, toxins, hazardous materials and contagious diseases. Additional specific requirements include:*

Frequent exposure to inclement weather and/or high personal safety considerations; the work requires considerable and strenuous physical exertion such as lifting heavy objects over 50 pounds, crouching or crawling in restricted areas, and frequent climbing of tall ladders.

The nature of the position requires the employee to be in, and maintain, sound physical condition, and attendance at annual re-certification training program(s) is required. Work is performed in a variety of environmental conditions, including heat, cold, wet, slippery, noisy, etc. Employee may be exposed to toxic fumes, chemicals, and substances, fuels, and fluids, as well as grotesque sights and smells associated with major trauma. Tasks performed in some emergencies may involve risks classified by Center for Disease Control as Category I, Category II, and Category III. Work may involve emotional stress and hazards of disability or even death.

For communicating with others, talking is required; for taking instructions from others, hearing is required; and for doing the job effectively and correctly, sight is required.

**External and internal applicants, as well as position incumbents who become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case by case basis.**