

**Community Fire Service Expectations: A Building Block for Strategic
Planning**

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CERTIFICATION STATEMENT

I hereby certify that the following statements are true:

1. This paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

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ABSTRACT

The purpose of this research project is to explore service expectations among the public, elected officials and Liberty Township Firefighters. Liberty Township is a rapidly growing residential area of 19,000. The population growth rate continues at a rate of 6.05% annually. As a result, service expectations for the Liberty Township Fire Department (LTFD) are not known and specifically detailed. These service expectations need to be researched and defined.

Using historic and descriptive research methodologies, questions studied would research the expectations of the general public, elected officials and the Liberty Township Fire Department. Do service expectations of these three constituencies match? Is it acceptable for the LTFD solely to determine needed and required services?

Research procedures include literature review and a survey of service expectations between the public, local elected officials, and LTFD firefighters.

Interpretations have resulted in internal revisions concerning firefighter indoctrination to the public and elected officials' service expectations. The findings are to be further studied to assist with the determination of which services the Liberty Township Fire Department should provide.

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INTRODUCTION

Statement of the Problem

Today's fire department is a far more complex organization and no longer resembles the horse-drawn or steamer powered fire departments of yesteryear. Then the fire department provided the single role of fire suppression. Today this is but one role assigned to fire safety services.

The parties that share in the decision making process of the Liberty Township Fire Department (LTFD) include the external customer or public, the internal customer or fire department personnel and the elected officials. Each group of this community triad can affect those decisions that ultimately determine the appropriate level of services to be provided by the fire department. The effects can range from how an individual may vote on a fire department tax levy to how the firefighter treats a resident experiencing a crisis.

The problem is determining the customers service expectations for the Liberty Township Fire Department.

The growth of the community has caused an increase in the service demands. As fire services increase professional standards, certifications and continuing education hours, the Liberty Township Fire Department has to evaluate and prioritize multiple service expectations. These expectations may require a corresponding increase in funding or staff. Additional assignments because of Homeland Security in a post 9/11 global environment require further accountability in how the fire department prioritizes assignments.

The Liberty Township Fire Department is a small, career fire department. Currently there is no definitive strategic plan for the continued growth of the fire department. There is also no corresponding understanding of what the public perceives or expects in the way of services.

Purpose of the Study

The purpose of this study has two parts. First is to define the expectations of the above noted three core constituencies. The second is to gain insight concerning the relationships between these constituents and provide input toward the development of a new strategic plan for future growth of the fire department.

Research Method

This research project utilized historical and descriptive research methods to evaluate the requirements of the community.

Research Questions

The research questions that this study will investigate will include:

1. What are the service expectations of the public residing in Liberty Township?
2. Do the firefighters understand what the fire department role is in the community? Do the service expectations of the LTFD firefighters match the service expectations of the community?
3. Are the community and its elected officials content with the LTFD supplying them with what the fire department thinks or feels are the services that they want?

BACKGROUND AND SIGNIFICANCE

In 49 years the Liberty Township Fire Department (LTFD) has evolved from an all volunteer fire department providing Delaware County's first advanced life support emergency medical service, to an all career fire department. Current services provided include fire suppression, HAZMAT, advanced life support emergency medical services (ALS EMS), fire prevention and fire investigation. Recently added has been Homeland Defense and Bio-Terrorism response.

The LTFD operates in Liberty Township, Delaware County, Ohio. This area has witnessed a population growth of 143% in the past 14 years and remains 16th in terms of community growth in the continental United States (U.S. Census Bureau, Census 2000). This is a trend that is projected to continue into the foreseeable future. Where once there was one public elementary school, there is now one private school grades K-12, three elementary, one public middle school and a public high school.

The southern half of Liberty Township has a build out population of 74%. The northern half has a build out population of 40%. There remains a possible 26% growth for the south and 60% for the north (Delaware County Regional Planning Commission, 2004, October).

Between 1990 and 2003 the response statistics for the LTFD show an increase of 218% in fire and emergency medical calls.

Historically the Liberty Township Fire Department keeps up with community growth by reviewing response statistics, new construction patterns, and examination of growth patterns by maintaining relationships with other government agencies. An expanding tax base has provided funding to hire staff, purchase equipment and erect a second fire station.

The fire department has a tradition of personal service to the local community, based upon local needs. Now, the fire service is advertised as the nation's first line of defense and is being asked to operate in a global atmosphere. Yet 75% of the time is spent providing the basics: EMS and fire suppression, and the rest taken up by fire prevention and other local issues.

Written correspondences from the public indicate a favorable experience after utilizing fire departments services. However, informal comments directed to staff from the general public would indicate a lack of knowledge concerning the types of services provided by the LTFD. Many express a lack of knowing which fire department is their emergency service provider.

These are strictly intuitive observations by the author, but do provide a sense for what the external customer may or may not expect in the way of services provided by the LTFD. The speculation can be inferred that as the number of people and structures continue to grow in Liberty Township, the LTFD will face an increased loss of identity unless steps are taken to insure it is recognized and positively perceived by the public.

This means an assessment of current and future service expectations. It would mean a focus on what educational and marketing efforts may benefit the LTFD. These findings will be integrated into the development of a formal strategic plan for future operations.

LITERATURE REVIEW

Community Expectations

Services are needed to ensure adequate fire protection and life safety, and are driven by the desires of the public. The continued existence of the fire service, as we know it, will hinge on the organizations ability to “meet the wants, needs, and expectations of our society” (United States Fire Administration [USFA], 1998).

Critical to the process is for the organization under study to define its operational environment, then its mission, and finally the level of service to be provided to support the mission definitions (Lawrence, 2001).

Input will be required from all parties involved with the existence of the fire department.

Firefighters: Do their expectations match the communities

Within the fire service community are organizations with diverse needs, even though they may share the same generic missions. This not only includes traditional community fire protection and emergency medical services but further breaks down into even more diverse organizations that provide wild land, interface, marine, industrial, and airport missions (Lawrence, 2001, p. 204).

Historical, early working conditions and pay, typically lower than even common laborers, were poor. Through the 1920's, living quarters were commonly in the “fire barn” and a workweek could be six 24-hour days. This did not lend itself to attracting high quality personnel and the job was viewed as something to do until a better opportunity came along. Increasingly there were those that chose to stay and could see the fire service as a highly skilled and rewarding occupation. Bush (1979, p.25) described the result of having these early career

minded individuals. It was a change in the type of person attracted to the fire service: "One who has a strong desire to make fire protection a career and who is willing to study and work not only to advance personally, but also raise the fire service to a still higher standard." This trend continues to this day as fire service organizations strive to recruit highly motivated individuals which reflect the integrity and values of self-respect for oneself and the community they served.

The objectives of the fire fighting service are to save lives and property from fire. *America Burning*, the Report of the National Commission on Fire Prevention and Control, defines the fire problem in these terms: "It is the duty of every fire department to save lives and reduce injuries and property losses when fires occur." The International Association of Fire Fighters (IAFF) has a slogan, "Fire Fighters Fight Fires and Save Lives" (Getz, 1977). The Liberty Township firefighters are members of the IAFF Local 3754.

The Hudson Institute's *Work Force 2020* (Hudson Institute, 1997) study concerning future trends in labor unions show a steady decline in membership when employers are involved in highly competitive environments. Unions will fair better in the public sector as the tendency is for single source service providers. The labor union has a vested interest in providing firefighters that are able to satisfy the needs of the community. These firefighters can anticipate the benefits from a better work atmosphere and pay when the employer is faced with limited competition (p.42).

Virtually all of the decisions made within the department are a function of the values held by the organization and its leadership (Wallace, 1998, p. 38) and it is the employees who have the greatest impact on the departments' image because they are out there dealing with the customers every day, 24 hours a day (Rhodes, 2001, p. 2).

Are the public and its elected official's content with the fire department providing the services they think they want or need?

In order for the LTFD to understand what it is and what it has meant to the community, it should study its 49 years of existence. This would involve a historical review of the past and examination of expected community changes for the next decade (Lawrence, 2001, p. 206). Even as the needs of the community evolve, the expectation and history of excellent service can continue (Reaves, n.d.).

Monopoly can mean an exclusive ownership through legal privilege, command of supply, or concerted action. (Webster New Collegiate Dictionary) When first observing what a fire department is within a given community, it typically operates in a monopolistic environment in the public sector. Historically this can be traced back to a lowered cost per fire response once the initial capital expense has been made to combat the first fire. It was a method to limit fires in the public sector as fires may spread from structure to structure as communities grew. (Getz, 1977, p. 6)

Lawrence (2001) cites that the fire service tends to determine the community fire protection and safety service needs. An opportunity to involve members of the community can help on several points. Keeping the community involved insures services provided are being marketed; thus enhancing survival and support. The possibility exists of establishing relationships with community members whose expertise may provide cost effective or unique solutions to problems.

Walters (2002) notes that as important as the individual is the elected officials are the true decision makers whose support the fire department must win to survive. Further, "It's not about love; it's about the money" (2002, p.11). Consequently, for a public enterprise to be judged

worthwhile, it must pass a test beyond the mere demonstration that the value of its products exceeds the value of the resources used in producing the results. It must explain why the enterprise should be public rather than private (Moore, 1995, p.43).

During the past 40 years as the fire department services expanded beyond just fire suppression, there has been a corresponding change in how local government is practiced. Often elected officials when asked about a community's fire department comment that "we don't have anything to do with the fire department or that the fire chief or firefighters run their own department" (Ohio Plan, 2004).

During the 1960's, local government took on a professional direction. There developed a separation of political and administrative staff. Local government created professional standards for internal staff and for fire, zoning, and building construction code enforcement. The fire service benefited from this as it took on a professional foundation in training, recruitment and operations.

The 1980's reflected a shift in attitude by citizens as they felt local government had lost contact with the needs and concerns of the community. Local government was accused of being insensitive and arrogant, patronizing the public with a "professional knows best" attitude. Getz (1977, p. 32) states that constructive decision-making by voters and elected officials can be affected by how much information is provided in relation to services provided. If information is given selectively then there exist a potential for distorted or biased decision making by those involved.

When choosing which service expectations to consider, there is a political and budgetary process must be taken into account. Whether the services a being provided by a volunteer, career or private fire company, there will always be a financial consideration. What then is the

perceived value of the services provided? In the fire-fighting service, a central objective is to limit property damage and casualties due to fire. This view seems to dominate other views.

Getz (1977) continues that a perceived value for the fire service is a psychological feeling by the public and fire department when dealing with the concern for the victim. Even in the event of a total loss there is an expressed value felt towards the fire departments services. There is a sense of value even when the fire department is not being used and sitting idle at the station.

PROCEDURES

This research project utilized historical and descriptive research methodology to examine the community, the elected officials and the fire department of Liberty Township. Review of LTFD statistics provide the types of performed responses. These include fire suppression, EMS, public education and service calls.

Literature studied related to the development and operations of fire departments in the public sector.

Public, political and firefighter expectations have been investigated through a polling process utilizing a qualitative survey.

Limitations of the Study

This research did not directly involve members of the business community. Several individuals participating in surveys indicated they were local residents and business owners. As business owners they had encountered the fire department in an official capacity such as during a fire safety inspection.

The original scenario for the citizen survey was to conduct it at a local Memorial Day event. However due to inclement weather, the crowd was limited and quickly dispersed after ceremonies ended. It might be inferred that those who were successfully interviewed were most likely more civic minded and felt it important enough to brave the elements to attend such an event. These individuals may have an increased awareness of public participation responsibilities when determining services provided. Due they truly represent the general public? The research process did not account for this variable.

The time allotted for completion of this project and minimal access to large scale public events limited the author opportunities for further public surveys. This is a factor that narrowed the interpretation of the public's opinion concerning fire department services.

RESULTS

Three qualitative surveys were conducted. Specifically these were for the public, elected officials and LTFD staff. These surveys would provide a gauge for determining if each group felt and conducted itself in a manner consistent with the others.

The following results were of interest.

| | |
|-----------------------------|--|
| Number of Surveys Conducted | |
|-----------------------------|--|

| | |
|------------------------|--|
| Citizen Surveys: | 32 |
| Elected Officials: | 11 mailed, 6 returned |
| Fire Department Staff: | 28 career and part-time staff, total possibility of 36 |

| | |
|---|--|
| Who determines what type and how fire department services are provided – Top Choice | |
|---|--|

| | |
|------------------------|------------|
| Citizen Surveys: | Fire Chief |
| Elected Officials: | Fire Chief |
| Fire Department Staff: | Fire Chief |

| | |
|---|--|
| Who determines what type and how fire department services are provided – By Ranking | |
|---|--|

| | |
|--------------------|--|
| Citizen Surveys: | Fire suppression, EMS, public education, motor vehicle crash, safety inspections |
| Elected Officials: | Fire suppression, EMS, motor vehicle crash rescue, safety inspections, fire prevention |

| | |
|--|--|
| What are the most important services provided by the fire department – Top Three | |
|--|--|

| | |
|------------------------|---|
| Citizen Surveys: | Fire suppression, EMS, public education |
| Elected Officials: | Fire suppression, EMS, motor vehicle crash rescue |
| Fire Department Staff: | Fire suppression, EMS, motor vehicle crash rescue |

| | | |
|---|--|--|
| Rank of strategies the fire department should adopt to advertise services | | |
|---|--|--|

| | <u>Elected Official</u> | <u>FD Staff</u> |
|---|-------------------------|-----------------|
| Promote services through community programs | 3 | 4 |
| Advertise | 1(tie) | 1 |
| Establish positive media relations | 1(tie) | 2 |
| Adopt customer service philosophy | 2 | 3 |

| | |
|---|--|
| Citizen Survey – If the FD needed additional funding for services, would you pay? | |
|---|--|

| | |
|----------|----|
| Yes | 30 |
| No | 0 |
| Not sure | 2 |

| | |
|--|--|
| Elected Official Survey – Have you ever been told what the service expectations are for the community? | |
|--|--|

| | |
|-----|---|
| Yes | 2 |
| No | 4 |

| | |
|--|--|
| Elected Official Survey – Is it important to know what the service expectations are for the community? | |
|--|--|

| | |
|-----|---|
| Yes | 6 |
| No | 0 |

| | |
|---|--|
| Elected Official Survey – Is it important to know what the communities' service expectations are? | |
|---|--|

| | |
|-----|---|
| Yes | 6 |
| No | 0 |

| | |
|--|--|
| FD Staff Survey – Have you ever been told what the service expectations are for the community? | |
|--|--|

| | |
|-----|----|
| Yes | 14 |
| No | 14 |

| | |
|--|--|
| FD Staff Survey – Is it important to know what the service expectations are for the community? | |
|--|--|

| | |
|-----|----|
| Yes | 24 |
| No | 4 |

DISCUSSION

The Fire Service in the United States has been given tremendous exposure as a result of being thrust into the public eye by large-scale media events. Because of the exposure, the general public has come to see the fire service with a new enlightenment and understanding of strengths and weaknesses. Fire department public relations are a cheap, readily available source of information to the community. They can provide valuable feedback of what services or aspects of the fire department the public knows or does not understand (Walters, 2003).

The fire service has often depended on intuition and past practice to justify requests for staffing or other resources (Lawrence, 2001). The LTFD is no different in this respect. The LTFD does take advantage of a resource by hiring individuals with various insights and backgrounds from throughout central Ohio. Each hired has brought values, education and other traditions formed at previous organizations.

To keep pace with society, the fire service must review its current mission and determine that the mission will indeed meet the demands of the next century (USFA, 1998, p. 6). Carter (2003) states that “we must begin to operate in a far more organized manner...like a business” and further comments that if the fire service wishes to be in a position to develop into an organization representative of the community, it must be familiar with risk analysis. With increased growth comes the potential for increasing demands on services. More homes, garden apartments and business’s mean more road traffic and types of building construction. This conclusion is consistent with much of the literature reviewed. It further promotes that the fire department to be in sync with community expectations by actively seeking close relationships between other government agencies such as the building department and public officials.

Within the fire service community are organizations with considerably diverse needs, even though they may all share the same generic missions. Because the preponderance of published works relating to fire company staffing are based on urban needs, they provide little chance for informed decision making for other types of organizations. Therefore the organization under study to develop a service plan will need to define its own operational environment, purpose and level of service to be provided to in order to support the mission statement (Lawrence, 2001, p. 205). The LTFD has a 49-year history of providing service to the community. The local environment has shaped the fire department from a rural volunteer fire department into a suburban, bedroom community fire service. As there is no formal mission statement, an implied directive has always existed between the fire department staff, elected officials and community that the LTFD would provide the best possible service. This accepted level of service has been accomplished by the voters providing continued funding through successful fire levy approvals. The elected officials have promoted a quality work environment by approving the best equipment affordable and by hiring stimulated people. Chief Brunicini (1996, p.25) relates that the “customers trust us as pros to manage the system and expect that we will provide the correct combination of system pieces required for effective operations.”

This conclusion is reflected in the majority (95%) of survey respondents. The individuals knew that a fire department existed, but would rather let the fire department determine the services provided. Though this may be true, future funding for the fire department and pay raises for the staff may very well be tied to individual job and fire department performance. Cooperative efforts between firefighters and management stand to strengthen any suggestions by

the fire department when recommending services and equipment to the elected officials and public.

Elected officials need to be aware of the potential risks within their community when dealing with fire protection. A comprehensive risk management plan dealing with the above issues can only help to reduce liability exposures. This in turn will allow the elected officials to maintain the services they have chosen to provide to the community while at the same time providing the public with a comfortable feeling that they have adequate fire protection (Ohio Plan, 2004).

Successful social policy requires three things. First, there must be a consensus about objectives to be achieved. Second, analysis must be strong enough to estimate the link between a particular policy and the resulting consequences. Third, there must exist a policy steering wheel—something such as a strategic plan that policy makers can manipulate to give someone responsibility to effect these policies (Getz, 1977, p. 141).

Throughout the readings, a common link exists between the fire department, public and elected officials. Each possesses unique attributes that shape the level of services expected. Collectively these can be applied together to create a set of expectations and goals, a strategic plan. This strategic plan will determine how much fire protection the community really wants and how safe the community is willing to be (Wallace, 1998). The survey results suggest that the elected officials and public lack a general of knowledge concerning what specific services can be or are provided by the LTFD.

Of interest was a common result between all three groups surveyed. Each felt it was the fire chief who determined services provided. Here is something to be capitalized on. According

to a 2001 study by Burson & Marsteller titled "CEO Reputation Study", 45% of an organization's reputation is based upon the image of the CEO.

According to Walters (2003, p. 4) the public's image of the fire department can be studied in the following:

1. The public's perception is reality
2. That perception is your image
3. There is power in positive perception

The fire chief has the opportunity to clarify the fire departments image with the public, the elected officials and the firefighters. The potential exist to promote successful relationships between each party with a vested interest. The public tends to favor what it knows. Positive emotional involvement yields a promise of satisfaction. The essence and result of a successful relationship is trust...plain and simple (Brunicini, 1996, p. 106).

RECOMMENDATIONS

The fire organization should reflect community expectations for services. The process to determine service expectations will be an amalgamation of political, economic, legal, and social agendas. The fire service has often depended upon intuition and past practice to justify staffing or equipment purchases. Future decision-making and development of a strategic plan should be based upon the application of empirical evidence in order to justify to all three stakeholders, public, elected officials and fire department staff, the priorities of the fire department.

Future research into the Liberty Township Community should involve other external users/customers. The local school system, churches and business communities were not formally addressed as a part of this research project.

After study of the research materials it should be the consideration of the LTFD or any fire service organization that in order to provide quantifiably measurable information to the public, elected officials or its own staff for decision making, testing criteria can be utilized to provide a formal bases for services provide, rather than decisions derived from prescriptive, nonperformance based standards (Lawrence, 2002, p. 214). This could include staff skills performance to justify additional manpower or tools, research data to justify adoption of a new technology or timed apparatus response in performing water shuttle movement. The literature review suggests that it is no longer acceptable to base how the fire service conducts business solely on premise that “we have always done it that way”!

The limited number of residents surveyed for this research project is far too small a group to provided meaningful, statistically significant data. The opportunity to validate the following conclusions can be performed by conducting further surveys. Focus groups specific to business or residents can be tapped into through the Powell Chamber of Commerce or local subdivision

organizations. As data is collected, the survey questions concerning specific expectations can be further refined.

Results in the survey indicate that the LTFD should continue the practice of participating in local community events utilizing existing resources such as the fire safety trailer and apparatus displays. It could further develop a speaker's bureau to present the fire department to local civic and social organizations. Many of these groups meet regularly in Liberty Township facilities; the speaker would not have to travel far.

Survey results show most individuals, including the elected ones, really do not know what the fire service is all about. Time should be spent building a closer relationship with and educating the elected officials. A strong, coordinated labor/management relationship can jointly educate and lobby the elected officials with needs of the fire service. The elected officials need an understanding of what the fire service is doing overall and not just hear about the fire department when there is a problem. Most firefighters cringe at the thought of involvement with the political process, but it completely controls the occupation. The Ohio Fire Academy program titled *Feel the Heat* is specifically designed to introduce the elected officials to the complexities of the fire service. Experiences include live burn evolutions.

A further recommendation would be to initiate a performance based survey. This can easily be adapted to fire, EMS and fire prevention bureau activities. The fire prevention bureau already practices a variation of this. At the conclusion of routine fire safety inspections for business occupancies, a prepaid post card is left documenting any minor code violations. Once the property owner completes any code corrections, the card is sent in. It has been viewed as a success, saving time on reinspections by staff and identifying those occupancies that may require some form of additional follow-up when the card is not returned. A performance-based survey

can be used, as a gauge in determining how the services were provided and how the individual was treated.

Keep the uniformed staff informed. Though the survey respondents were nearly split as to whether or not the LTFD should consult with the community before determining services, the staff are the one single asset of the fire department that the public sees and respects on a daily bases. These individuals are the informal speakers bureau of the fire department and also can provide valuable feedback from the citizens served. The most effective organizations emphasize information sharing, bottom-up management, shared leadership and collegial organizational structure (Boyd, 2000).

This research has not answered a fundamental question: Does the public really care about what we do? Or are they comfortable with letting the fire department continue to determine services. The survey suggests that there is a general lack of knowledge about specific services provided. Again, due to the limit number of surveys conducted these findings may reflect a minority opinion by the public. Those surveyed do suggest a willingness to accept what fire department services show up and provide a timely, professional response to take care of the problem. The majority of the public respondents felt that they would rather trust the fire department to determine services. This merits future study to confirm these findings.

In conclusion, if the public continues to display a general lack of understanding about the fire service, then the fire service remains a well kept secret; it is the responsibility of the fire service to strive to improve services through well researched and communicated processes. The fire service has often depended upon intuition and past practice to justify staffing or equipment purchases. Future decision-making and development of a strategic plan should be based upon

the application of empirical evidence in order to justify to all three stakeholders, public, elected officials and fire department staff, the priorities of the fire department.

Successful understanding of community expectations and the development of a comprehensive strategic plan demand that the Liberty Township Fire Department not only proceed into the future armed with an understanding of its own past but a willingness to seek outside input and knowledge and to utilize it to evolve and be a responsible partner with the community served.

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APPENDIX 1 – CITIZEN SURVEY FOR FIRE DEPARTMENT EXPECTATIONS

FIRE DEPARTMENT EXPECTATIONS SURVEY

The purpose of this survey is to assess the expectations of the private citizen when attempting to determine the type and number of services expected from the LTFD. These research findings will be included in an applied research project for the Ohio Fire Chiefs Association Executive Fire Officer Program. All answers to this survey will be anonymous.

DIRECTIONS: Please answer each question to the best of your ability or knowledge.

-
1. Filter Question. Do you have any immediate family or close friends that are involved with the fire and EMS services?

YES _____ NO _____

If YES, thank you for your time, but this survey is to assess the knowledge and expectations of the unacquainted individual.

2. Do you live in the City of Powell or Liberty Township?

POWELL _____ LIBERTY TWP. _____

3. Do you know who provides your fire and Emergency Medical Services?

YES _____ NO _____ WHO _____

4. Do you know what services the fire department provides? (Check as many as indicated by surveyed)

Fire Suppression _____ EMS _____ Hazmat _____
 Public Education _____ Homeland Defense _____ Safety Inspections _____
 Water Rescue & Recovery _____ Search, Confined Space & Collapse Rescue _____
 Public Events _____ Plans Review _____
 Motor Vehicle Crash Rescue _____ Other _____

5. What do you think is the most important services provided by the fire department? Choose 3.

Fire Suppression _____ EMS _____ Hazmat _____
 Public Education _____ Homeland Defense _____ Safety Inspections _____
 Water Rescue & Recovery _____ Search, Confined Space & Collapse Rescue _____
 Public Events _____ Plans Review _____
 Motor Vehicle Crash Rescue _____ Other _____

6. Have you ever received services from the Liberty Township Fire Department? IF YES, complete Question 7 and 8. IF NO then proceed to question 9.

YES _____ NO _____

7. What was your reason for receiving services from the Liberty Township Fire Department?

- Fire Suppression _____ EMS _____ Hazmat _____
 Public Education _____ Homeland Defense _____ Safety Inspections _____
 Water Rescue & Recovery _____ Search, Confined Space & Collapse Rescue _____
 Public Events _____ Plans Review _____
 Motor Vehicle Crash Rescue _____ Other _____

8. Based on the following qualities: Professionalism, timely service, courteousness, how would you rate the services that you received?

- Satisfactory _____ Above Average _____ Average _____ Below Average _____
 I won't call again _____

9. Would you rather trust the fire department as professionals to determine and manage the services provided, or would you rather be involved with determining the services provided?

- TRUST _____ INVOLVMENT _____

10. Please choose one of the following items in how fire department services are determined.

- _____ The Chief wants it.
- _____ The Public wants it.
- _____ The Firefighters Union wants it.
- _____ The Politicians want it.
- _____ Current world affairs determine the service need.
- _____ A service need has been identified through research, a legislative mandate, it was something needed to complete an incident, or someone asked or has died as a result of not having it.

11. If the fire department needed additional money to increase the level of community services, would you be willing to pay?

- YES _____ NO _____

COMMENTS OR QUESTIONS BY THE PERSON WHOM IS BEING SURVEYED

THANK YOU for participating in this survey!

If you have any questions regarding this survey or questions regarding the Liberty Township Fire Department, please contact Assistant Chief Tim Jensen.

APPENDIX 2 – STAFF SURVEY FOR FIRE DEPARTMENT EXPECTATIONS

FIRE DEPARTMENT STAFF EXPECTATIONS SURVEY

The purpose of this survey is to assess how important service expectations for the private citizen are to the staff when attempting to determine the type and number of services expected from the LTFD. These research findings will be included in an applied research project for the Ohio Fire Chiefs Association Executive Fire Officer Program. All answers to this survey will be anonymous.

DIRECTIONS: Please answer each question to the best of your ability or knowledge.

-
1. Do you believe it is necessary for the LTFD to consult with the community when determining the services to be provided by the fire department?
 YES _____ NO _____

 2. Please choose which one of the following you feel determines what type and how fire department services are provided.
 - _____ The Chief wants it.
 - _____ The Public wants it.
 - _____ The Firefighters Union wants it.
 - _____ The Politicians want it.
 - _____ Current world affairs determine the need.
 - _____ A service need has been identified through research, a legislative mandate, it was something identified in order to complete an incident, someone asked or has died as a result of not having it.

 3. As a firefighter or officer with the LTFD, have you ever been told what the service expectations are of the community?
 YES _____ NO _____

 4. As a firefighter or officer with the LTFD, is it important to know what the service expectations are of the community?
 YES _____ NO _____

 5. Please rank the following strategies in order of importance for advertising the current services provided by the LTFD.
 - _____ Promote fire department services through community programs (i.e. open houses in the fire stations, speakers bureau, school safety programs, attendance at public events such as block parties or community events).
 - _____ Advertise department services (i.e. refrigerator magnets, brochures, published annual reports, 911 stickers for phones, etc.).
 - _____ Establish a positive relationship with the media.
 - _____ Adopt a customer service philosophy.

6. What do you think are the most important services provided by the fire department? *(Pick 3)*
- Fire Suppression _____ EMS _____ Hazmat _____
- Public Education _____ Homeland Defense _____ Safety Inspections _____
- Water Rescue & Recovery _____ Search, Confined Space & Collapse Rescue _____
- Public Events _____ Plans Review _____
- Motor Vehicle Crash Rescue _____ Other _____
7. How do you think the private citizen has their first experience with the LTFD? Choose 1.
- Fire Suppression _____ EMS _____ Hazmat _____
- Public Education _____ Homeland Defense _____ Safety Inspections _____
- Water Rescue & Recovery _____ Search, Confined Space & Collapse Rescue _____
- Public Events _____ Plans Review _____
- Motor Vehicle Crash Rescue _____ Other _____
8. Based on the following qualities: Professionalism, timely service, courteousness, what do you feel the public who has had an experience with the LTFD considers the level of service received has been?
- Above Average _____ Satisfactory _____ Below Average _____ I won't call again _____

COMMENTS OR QUESTIONS BY THE PERSON WHOM IS BEING SURVEYED

THANK YOU for participating in this survey!

If you have any questions regarding this survey please contact Assistant Chief Tim Jensen.

**APPENDIX 3 – ELECTED OFFICIAL SURVEY FOR FIRE DEPARTMENT
EXPECTATIONS**

FIRE DEPARTMENT EXPECTATIONS SURVEY FOR ELECTED OFFICIALS

The purpose of this survey is to assess how important the service expectations of the elected official is when considering the type and number of services expected from the Liberty Township Fire Department. These research findings will be included in an applied research project for the Ohio Fire Chiefs Association Executive Fire Officer Program. All answers to this survey will be anonymous.

DIRECTIONS: Please answer each question to the best of your ability or knowledge.

-
1. Do you believe it is necessary for the LTFD to consult with the community when determining the services to be provided by the fire department?
 YES _____ NO _____

 2. Please choose which one of the following you feel determines what type and how fire department services are provided.
 - _____ The Chief wants it.
 - _____ The Public wants it.
 - _____ The Firefighters Union wants it.
 - _____ The Politicians want it.
 - _____ Current world affairs determine the need.
 - _____ A service need has been identified through research, a legislative mandate, it was something identified in order to complete an incident, someone asked or has died as a result of not having it.

 3. As an elected official, have you ever been told what the service expectations of the fire department are for the community?
 YES _____ NO _____

 4. As an elected official, is it important to know what the service expectations are for the community?
 YES _____ NO _____

 5. As an elected official, is it important to know what the community's service expectations are?
 YES _____ NO _____

 6. Please rank the following strategies in order of importance for advertising the current services provided by the LTFD.
 - _____ Promote fire department services through community programs (i.e. open houses in the fire stations, speakers bureau, school safety programs, attendance at public events such as block parties or community events).
 - _____ Advertise department services (i.e. refrigerator magnets, brochures, published annual reports, 911 stickers for phones, etc.).
 - _____ Establish a positive relationship with the media.
 - _____ Adopt a customer service philosophy.

7. What do you think are the most important services provided by the fire department? (Pick 3)
- Fire Suppression _____ EMS _____ Hazmat _____
- Public Education _____ Homeland Defense _____ Safety Inspections _____
- Water Rescue & Recovery _____ Search, Confined Space & Collapse Rescue _____
- Public Events _____ Plans Review _____
- Motor Vehicle Crash Rescue _____ Other _____
8. As an elected official, are you aware of potential risks in the community in relationship to fire protection services provided?
- YES _____ NO _____ SOMEWHAT _____
9. How do you expect to be informed of current and future fire department services requirements?
- _____ The Fire Chief.
- _____ The Public.
- _____ The Firefighters Union.
- _____ The Media (TV, Radio, Newspaper, Professional Journals).
10. As an elected official, would you rather trust the fire department as professionals to determine, recommend and manage the services provided, or would you rather be involved with determining and recommending the services provided?
- TRUST _____ INVOLVMENT _____
11. With regards to the fire department services provided or needed, how much do you want to be involved with in the decision of determining the services to be provided?
- _____ Recommend the services needed, I will just sign the check.
- _____ Recommend the services needed, provide detailed information to support the services.
- _____ I will perform my own, independent research on recommend services requested by the fire department.
- _____ I will use a combination of independent research, and fire department provided information in order to make a decision.
- _____ I will impose my desired services base upon personal and public opinion regardless of the input from the fire department.

COMMENTS OR QUESTIONS BY THE PERSON WHOM IS BEING SURVEYED

THANK YOU for participating in this survey!

If you have any questions regarding this survey please contact Assistant Chief Tim Jensen.