

RIVERVIEW FIRE & RESCUE
STRATEGIC PLAN
2018-2023





A GREAT PLACE TO...

TOWNOFRIVERVIEW.CA

Riverview Fire & Rescue
Town of Riverview
650 Pinewood Road
Riverview, NB, E1B 5M7

DISCOVER • HIKE • LIVE • EXPLORE

Executive Summary	3
-------------------	---

Part 1 Organization Overview	4
-------------------------------------	----------

Mission Statement and Core Values	5
History of Riverview Fire and Rescue	6
Organizational Chart - Riverview Fire and Rescue	7
Response Zones	8
Services Provided	9
Emergency Response Numbers	10
Financial Data – Operational Budget	11
Financial Data - Capital Budget	12
Training – Training Overview	13
Training – Career Firefighter/Paramedics	14
Training – Volunteer Firefighters	14
Fire Prevention and Education - Fire Inspections	15
Fire Prevention and Education - Fire Education Events	15
Fire Prevention and Education - Fire Investigations	16

Part 2 Strategic Planning Process	17
--	-----------

Planning Process	18
Stakeholders	19
S.W.O.T. Analysis	20

Part 3 Goals and Strategies	22
------------------------------------	-----------

Goal #1 RFR will promote a culture of respect, accountability, professionalism and teamwork within the organization.	23
Goal #2 RFR will build upon and enhance the relationship between the department and the community.	23
Goal #3 RFR is committed to maintaining and enhancing our operational effectiveness to ensure the safety of our community.	24
Goal #4 RFR is devoted to creating a comprehensive employee development program.	24
Acknowledgements	25
Appendixes	26
RFR Survey Results	27
RFR Survey Results: Public Survey Results	28
RFR Survey Results: Town Employees Survey Results	30

EXECUTIVE SUMMARY

This Riverview Fire and Rescue Strategic Plan summarizes the department's key goals and objectives for the next five years, 2018-2023. This plan represents our pledge to good stewardship of the department's resources funded by the residents of the Town of Riverview. It sets out recommendations for how our services should change to meet the demands of the future. The goals and objectives contained in this plan will help guide the department in continuing to satisfy the mission statement and providing core services to the community.

We are committed to revisiting our strategic plan every two years to ensure the plan accomplishes what it set out to do and to making adjustments where needed. Our goal is to have a flexible organization that can anticipate and adapt to change.

In this plan we strive to meet and achieve the four strategic themes established in the Town of Riverview Strategic Plan.

- A Safe and Welcoming Community
- Planning for the Future
- Smart and Sustainable Growth
- Fiscal Responsibility and Service Excellence

PART 1

ORGANIZATION OVERVIEW



MISSION STATEMENT

We are dedicated to safely protecting life, property and the environment through education, prevention & emergency response.

ORGANIZATIONAL VALUES

PROFESSIONALISM

As professionals, we perform our duties to the highest standards.

INTEGRITY

We maintain the highest ethical standards.

RESPECT

We acknowledge the ideas, beliefs, and opinions of others.

TEAMWORK

We will work together to achieve a common goal.

PRIDE

We take satisfaction in the achievements of our department.

DEDICATION

We believe in our community, and serve it with honour.

HISTORY OF RIVERVIEW FIRE AND RESCUE



Frank Crawford
First Fire Chief

Riverview Fire and Rescue has its roots in the former Coverdale Fire Department that was organized by the Parish of Coverdale. In 1961 a station was built for the Coverdale Fire Department. It responded to its first call on July 1, 1961.

In 1973 the Villages of Bridgedale, Gunningsville and Riverview Heights were amalgamated into the Town of Riverview. The Coverdale Fire Department became the Riverview Fire Department, reporting now to the Town Council of Riverview.

In 1977, Riverview Fire Department started their ambulance service. This was also the year of the unionization of full time career staff with the International Association of Firefighters.

Local 2549, the Riverview Professional Firefighters Association, reached its first collective agreement with the Town in 1978. Between 1978 and 1990 eight more firefighters were hired, which brought the shifts up to four firefighters each, while minimum staffing remained at three firefighters.

In April 1998, the Riverview Fire Department changed its name to "Riverview Fire and Rescue". The name was changed to reflect the fact that it did not just provide fire services. It also provided ambulance services and rescue services.

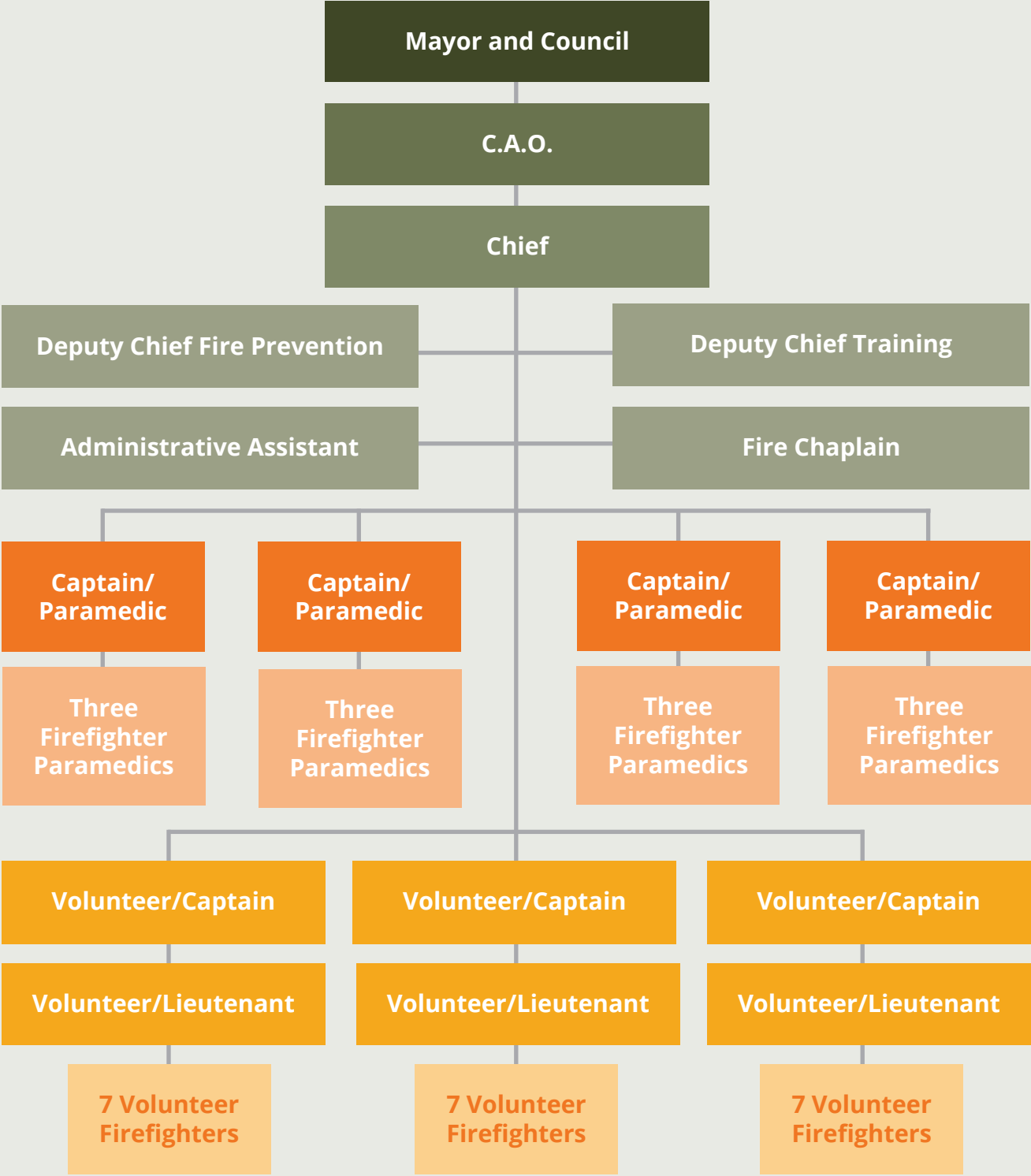
In 2006 Riverview Fire and Rescue moved to its current location on Pinewood Road, which is located to the south of the former station on Coverdale Rd.

With the creation of Ambulance New Brunswick, RFR ceased to operate an ambulance service on July 3, 2007. In its place, Town Council authorized RFR to provide a Medical First Responder Service at a paramedic level. All career firefighters with RFR currently maintain a license with the Paramedic Association of New Brunswick.

A third Chief Officer position was added in 2012, with a Deputy Chief of Training. In part, the need for a third management position reflects the diversity of service provided by a relatively small fire department.



2017 ORGANIZATIONAL CHART



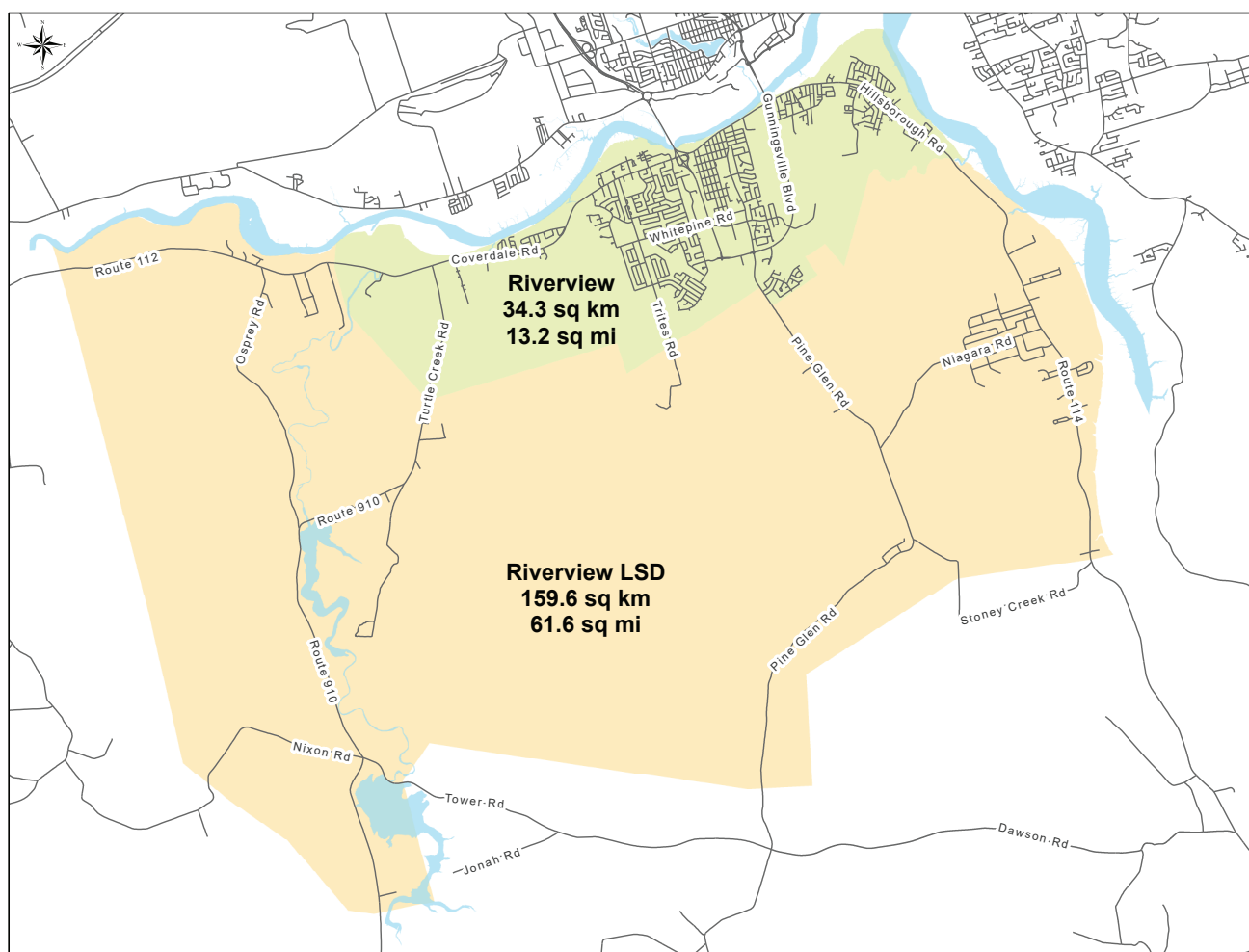
RESPONSE ZONES

Riverview Fire and Rescue provides fire and emergency services to the Town of Riverview which has a population of almost 20,000 residents. We also have a contract with the Province of New Brunswick to provide these services to the Local Service District (LSD) of Coverdale. This LSD outskirts Riverview to the south and southwest and has a population of about 4,400 residents.

Our combined response zone covers 193.9 sq km (74.8 sq mls) with a population of nearly 24,000 residents.

Riverview Fire and Rescue has a history of being one of the most proactive Fire Departments in New Brunswick in providing comprehensive emergency response services, as well as Fire Prevention and Life Safety education.

The department provides not only fire prevention, fire suppression and medical first response, but several technical rescue disciplines.



SERVICES PROVIDED

Some of the services that we provide include but are not limited to are identified below:

Fire Suppression

- Structural fire suppression
- Wildland fire suppression

HAZMAT

- Spill Response at the HAZMAT Operations Level

Medical First Response

- Medical First Response at a Primary Care Paramedic level for career staff.
- Medical First Response at a First Responder level for volunteer members.

Technical Rescue

- Auto Extrication
- Swift Water Rescue and Boat Operations
- Ice Rescue.
- Confined Space Rescue.
- Off Road Rescue (ATV equipped with trailers for casualty evacuation).

Fire Prevention

- Inspections of public and commercial occupancies.
- Approval of Fire Safety Plans.
- Fire investigations
- Fire education

Mutual Aid Support

- Moncton & Dieppe
- Albert County

EMERGENCY RESPONSE NUMBERS

Non-medical emergency calls	2012	2013	2014	2015	2016
Structure fires	4	13	11	10	16
Fires (i.e. chimney, electrical, etc.)	11	13	15	13	10
False alarms (malicious)	0	1	4	1	0
Alarms (no fire - residential or commercial)	69	86	90	86	59
Vehicle collisions, water/tech rescue	59	50	59	72	80
Public hazards (spills, gas leaks, etc.)	28	43	42	41	58
Public assistance, Miscellaneous	12	15	36	41	18
Vehicle fires	4	4	5	6	4
Grass/brush fires	40	23	25	20	36
Mutual aid provided	5	6	8	3	8
Total of non-medical emergency calls	232	254	295	293	289

Medical emergency calls	2012	2013	2014	2015	2016
Medical First Responder calls	1,007	700	737	701	667
Total of medical emergency calls	1,007	700	737	701	667

TOTAL NUMBER OF EMERGENCY CALLS	1,239	954	1,032	994	956
--	--------------	------------	--------------	------------	------------

RIVERVIEW FIRE AND RESCUE FINANCIAL DATA

OPERATIONAL BUDGET

This budget provides a true reflection on where the operational funding is used. It is organized by wages, training, fire prevention & education, water bill and general costs associated with day-to-day operations.

Operating budget	2012	2013	2014	2015	2016
Total Town of Riverview operating budget actuals	\$23,753,738	\$25,133,871	\$25,935,395	\$27,027,498	\$27,347,525
Total Riverview Fire & Rescue operating budget actuals	\$2,732,243	\$2,763,075	\$2,835,244	\$3,345,533	\$3,172,995
Riverview Fire & Rescue operating budget percentage	11.5%	11%	10.9%	12.4%	11.6%

The percentages above are comparable with our neighboring departments in the Greater Moncton Region.

GREATER MONCTON REGION

2016 FIRE DEPARTMENT OPERATING BUDGET %

Moncton	10.2%	\$14,064,131 (approximately)
Dieppe	10.5%	\$5,275,000 (approximately)
Riverview	11.6%	\$3,172,995

BREAKDOWN OF

RIVERVIEW FIRE & RESCUE OPERATING BUDGET

Operating budget	2012	2013	2014	2015	2016
Operating Budget "Actuals"	\$2,732,243	\$ 2,763,074	\$2,835,243	\$3,345,533	\$3,172,995
Wages & Benefits	\$1,970,455	\$2,030,703	\$2,058,409	\$2,561,788*	\$2,393,945
Training**	\$75,595	\$71,644	\$81,111	\$84,764	\$79,327
Fire Prevention	\$9,996	\$8,611	\$8,938	\$10,118	\$10,839
Town Water***	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Operations	\$376,197	\$352,116	\$386,785	\$388,863	\$388,884

*Additional funding required to pay out back-pay, resulting from contract settlement.

**This includes training overtime cost as well.

***This line item is funding which the town sets aside for entire-town water use. This is not a result of direct water use from the Fire Department on its own.

CAPITAL BUDGET

The capital budget outlines the department's recent expenses for assets and related programs, such as new vehicles, communication upgrades, and purchase of other high valued equipment needed to ensure that our residents have a well-equipped and modern fire and rescue service.

Capital budget	2012	2013	2014	2015*	2016*
Total Town Capital Budget	\$4,042,411	\$3,508,590	\$3,649,819	10,064,361	13,547,606
Fire Dept Capital Budget	\$45,862	\$57,871	\$57,790	\$629,677*	\$69,331
Percentage	1.1 %	1.6 %	1.6 %	6.3 %	0.5%

**The large budget increase in the Capital Budget for this year reflects the additional funding required to help build the new Town of Riverview Operations Centre.*

POTENTIAL FUTURE CAPITAL EXPENDITURES

(NEXT 10 YEARS)

- Replacement of outdated Self Contained Breathing Apparatus
- Replacement of Rescue Truck
- Replacement of Engine/Tanker
- Purchase of new Trunk Mobile Radio System
- Fire response computers in the emergency vehicles.



TRAINING OVERVIEW

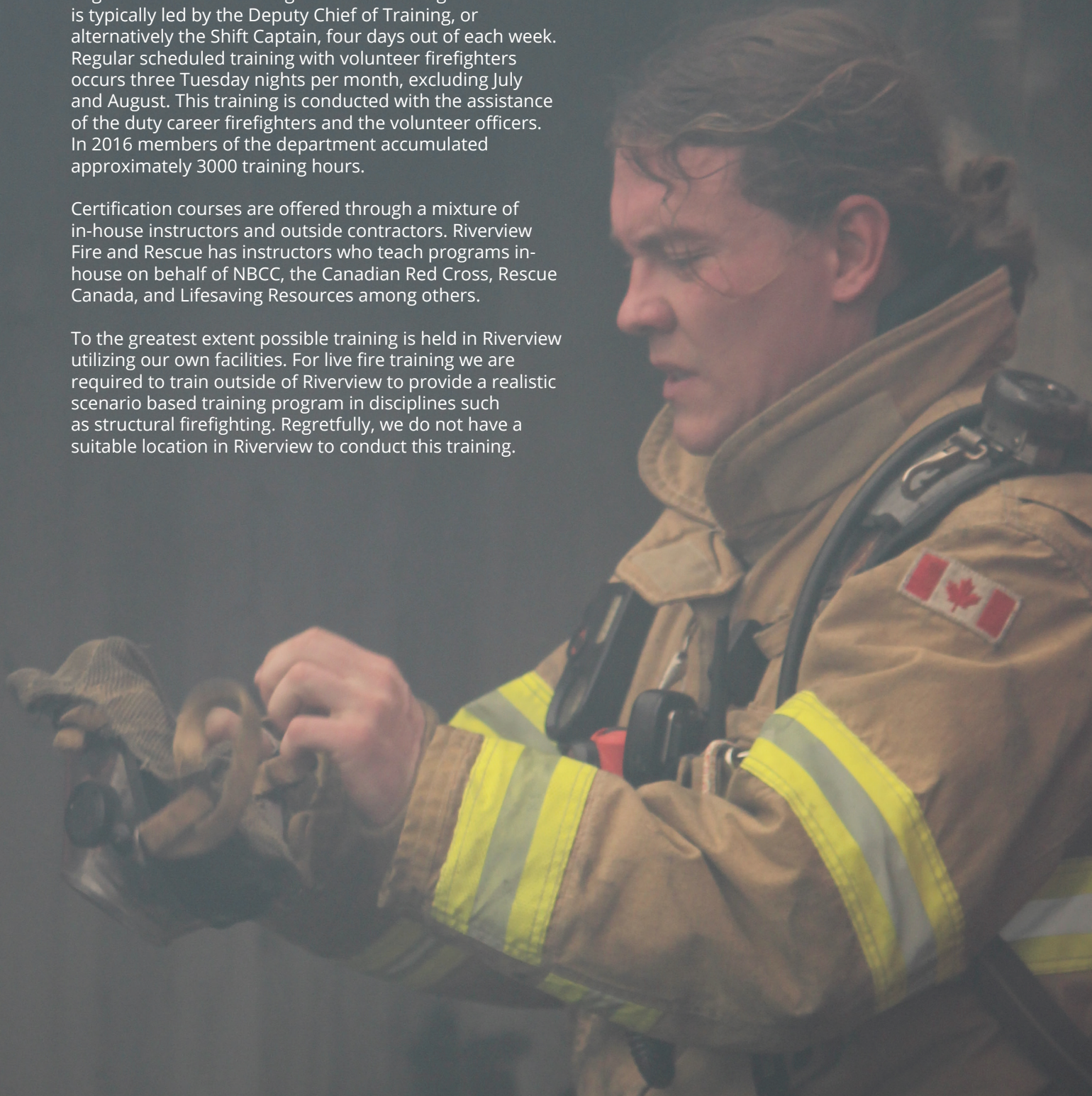
Training at Riverview Fire and Rescue is done in support of fire department operations, and in the interest of firefighter safety. It is a department wide effort to train our members.

In providing a broad array of services to the community, training is likewise diverse, ranging from structural firefighting, to technical rescue, to emergency medical services. Training is overseen by the Deputy Chief of Training, a position created in 2012.

Regular scheduled training with career firefighters is typically led by the Deputy Chief of Training, or alternatively the Shift Captain, four days out of each week. Regular scheduled training with volunteer firefighters occurs three Tuesday nights per month, excluding July and August. This training is conducted with the assistance of the duty career firefighters and the volunteer officers. In 2016 members of the department accumulated approximately 3000 training hours.

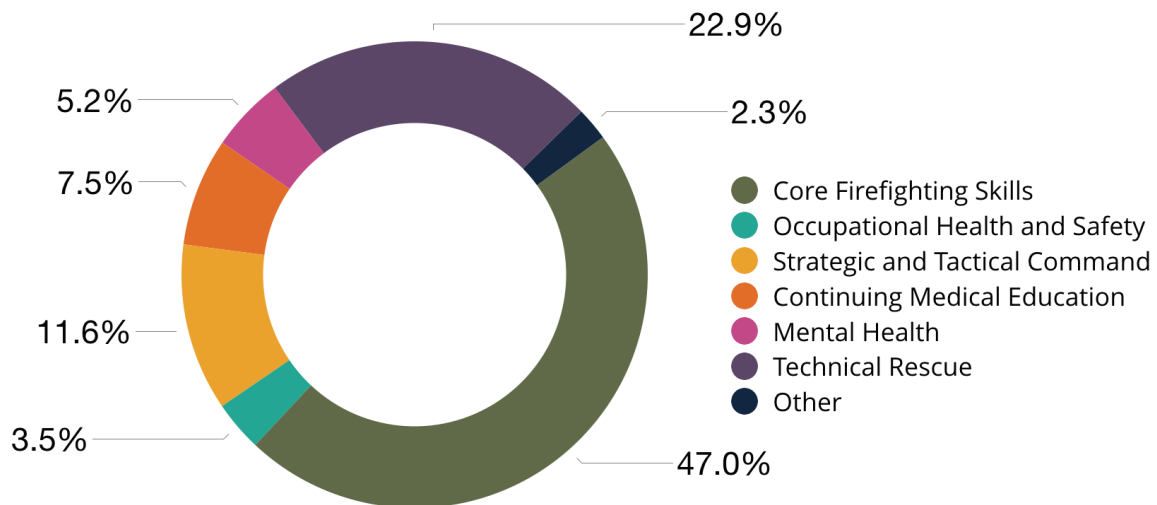
Certification courses are offered through a mixture of in-house instructors and outside contractors. Riverview Fire and Rescue has instructors who teach programs in-house on behalf of NBCC, the Canadian Red Cross, Rescue Canada, and Lifesaving Resources among others.

To the greatest extent possible training is held in Riverview utilizing our own facilities. For live fire training we are required to train outside of Riverview to provide a realistic scenario based training program in disciplines such as structural firefighting. Regretfully, we do not have a suitable location in Riverview to conduct this training.

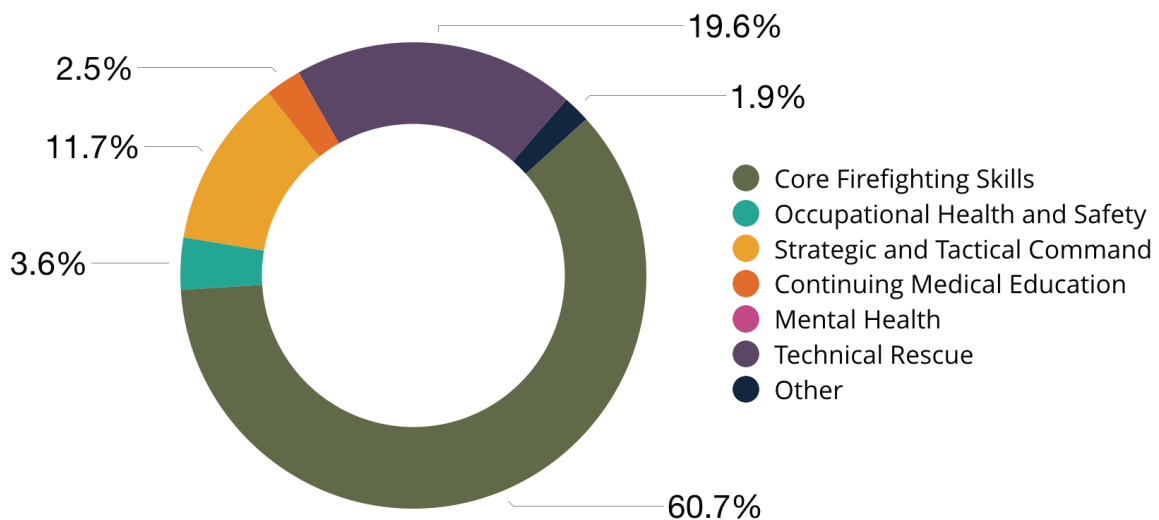


CAREER FIREFIGHTER AND PARAMEDIC TRAINING

2016

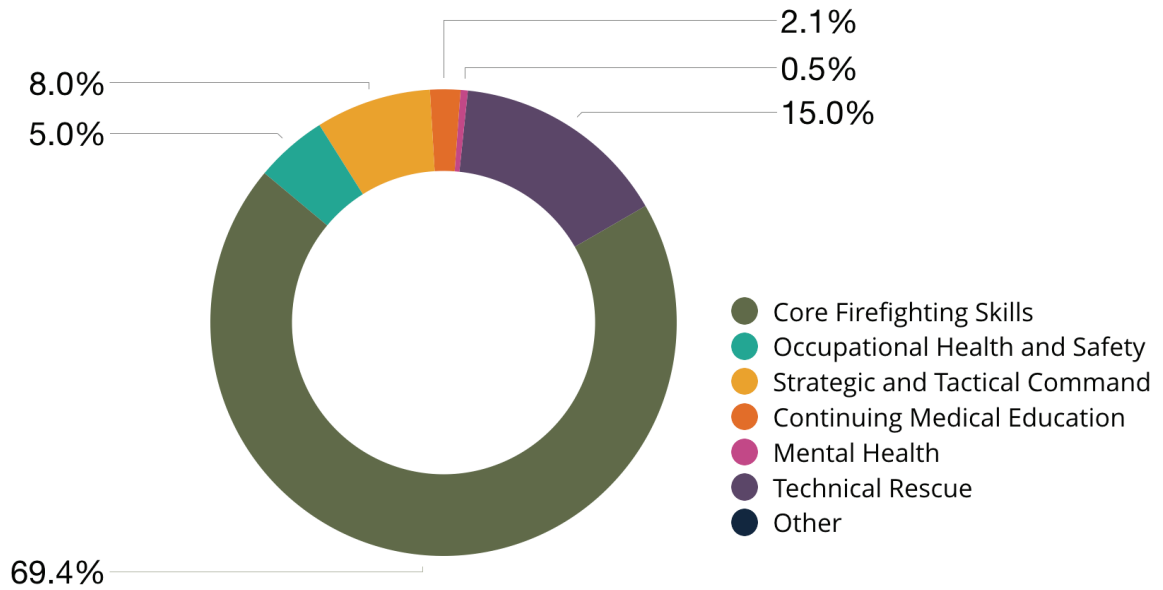


2015

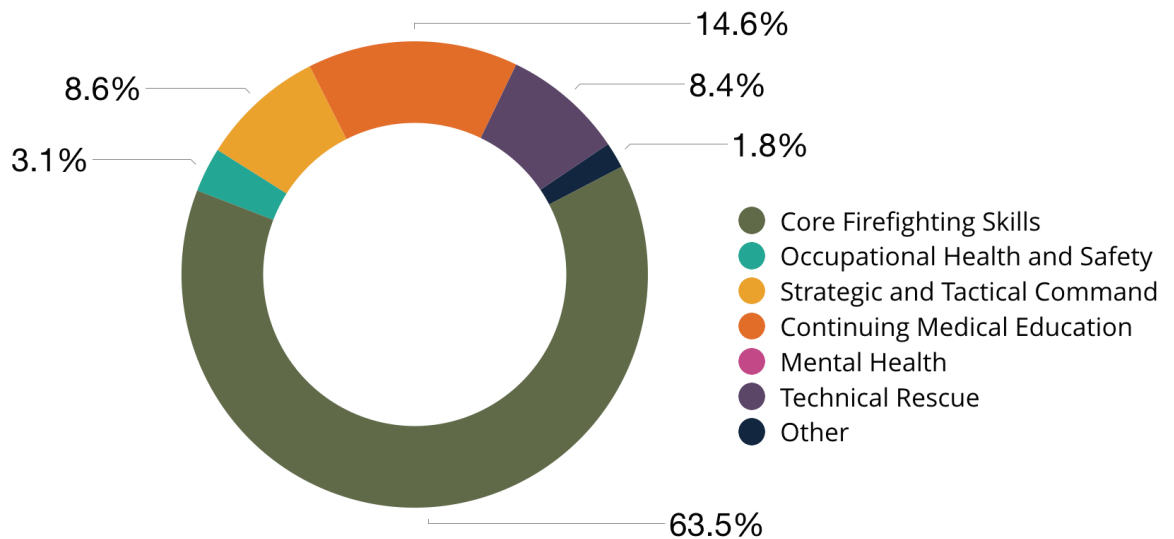


VOLUNTEER FIREFIGHTER TRAINING

2016



2015



FIRE PREVENTION AND EDUCATION

Category	2012	2013	2014	2015	2016	TOTAL
Annual License <i>Day Care facilities, etc.</i>	0	14	39	55	51	159
Multi-Unit Residential <i>Apartment Buildings with more than 4 units</i>	0	2	48	81	40	171
Food/Beverage <i>Restaurants and Liquor Licensed businesses</i>	0	3	36	17	21	77
Assembly <i>Churches, halls, clubs, etc.</i>	2	1	8	14	21	46
Business/Mercantile <i>Offices and Mercantile businesses</i>	3	4	13	13	33	66
Industrial <i>Gas Stations, Repair shops, etc</i>	0	0	7	1	4	12
TOTAL	5	24	151	181	170	531

FIRE EDUCATION EVENTS

Number of residents Riverview Fire and Rescue staff greeted during each event.

Category	2012	2013	2014	2015	2016	TOTAL
In Station Tours	131	70	95	100	80	476
Daycare program	0	0	60	80	50	190
Kindergarten/ Grade 1 program	0	0	300	400	340	1040
Grade 3 & 4 program	0	0	60	300	300	660
Smoke Alarm Campaign	0	0	0	412	112	524
TOTAL	131	70	515	1292	882	2890

FIRE INVESTIGATIONS

Riverview Fire and Rescue investigates all fires that we respond to in our jurisdiction. Minor fires may be investigated by the Duty Captain and/or the Duty Chief Officer.

Larger and more serious fires which has a great deal of damage and results in injuries/death are investigated by the Duty Chief Officer.

The Duty Chief Officer may be provided assistance from:

1. Another Riverview Fire and Rescue Chief Officer;
2. The New Brunswick Fire Marshal's Office;
3. R.C.M.P.
4. Insurance Investigators;
5. Technical Specialists (Gas Inspector, Electrical Inspector, etc.)
6. Other agencies as required.

Fires that may be as a result of a criminal act will be jointly investigated by a Riverview Fire and Rescue Chief Officer, the NB Fire Marshal's Office and the R.C.M.P.

PART 2

STRATEGIC PLANNING PROCESS



PLANNING PROCESS

The process to formulate a strategic plan for Riverview Fire and Rescue began in 2016 with six internal assessment sessions held with career firefighters, volunteer firefighters and the Chief Officers. These sessions followed the “SWOT” format, documenting the department’s strengths and weaknesses, as well as assessing opportunities and threats to the organization.

This was followed in early 2017 by the formation of a strategic planning committee, composed of eight members from RFR (Two Chief Officers, three Career Firefighters and three Volunteer Firefighters). One of the first actions taken by the committee was to formulate external stakeholder surveys. One of these surveys was directed to Town of Riverview employees, while a second was directed to members of the public. The Town of Riverview Communication Coordinator was enlisted to administer the surveys in an online format.

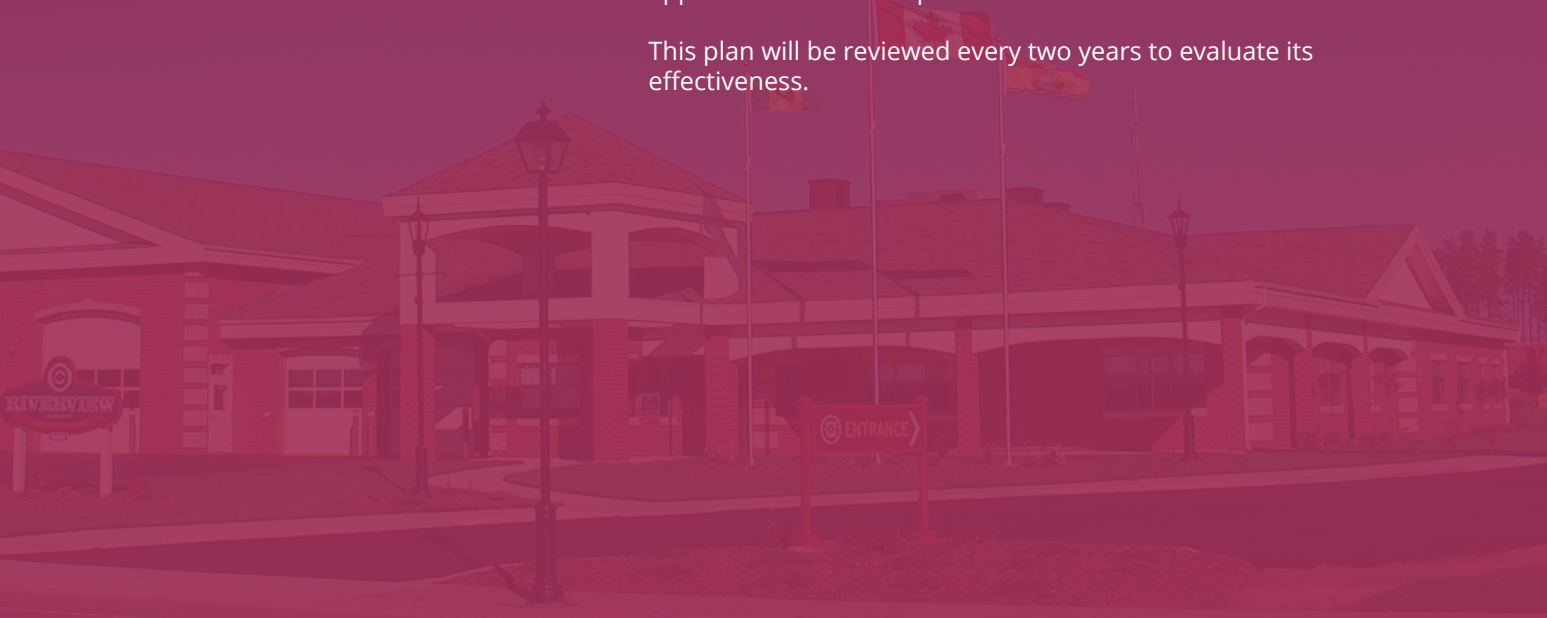
In addition to the above noted information sources, the committee also reviewed the department’s history, call volume statistics, the “Town of Riverview Strategic Plan” and strategic plans from other fire departments.

With this information in hand, the committee devised a “Mission Statement” and four long term organizational goals and the strategies to achieve them.

The committee acknowledges that the formation of a Strategic Plan is just one step in the overall strategic management process. More detailed annual operating plans will need to be developed that outline objectives which will serve the goals and strategies contained herein.

The plan has been reviewed by the Strategic Planning Committee and Senior Management and will be implemented for the period of 2018-2021. Appropriate changes and recommendations were applied to this current plan.

This plan will be reviewed every two years to evaluate its effectiveness.



STAKEHOLDERS



The identification of stakeholders is critical to the strategic planning process as it identifies who has an interest in the organization, and therefore who may support, or conversely oppose the actions of the organization. During this stage we identified three key groups of stakeholders. They were: Riverview Fire & Rescue Employees, Town Employees and the Residents.

The data was collected by the following means;

- a. Fire Department Employees: The Deputy Chief of Training met with all four Career Firefighter/Paramedic shifts, Chief Officers and with the Volunteer Firefighters. He facilitated an S.W.O.T. analysis session with each group. After these sessions were completed, he consolidated the information and presented it to the Strategic Planning Committee. Key elements from these sessions have been included in this Strategic Plan.
- b. Town Employees: An online survey was sent to Town Employees asking that they rate the fire services in regards to services and inter-departmental relationship.
- c. Residents: An online survey was sent to Town Employees asking that they rate the fire services in regards to services that we provide to the community.

The general results of the survey indicated the following:

- i. That 91.9% of the residents were either satisfied or very satisfied with the fire protection services in Riverview.
- ii. That 89.8% of the town employees were either satisfied or very satisfied with the fire protection services in Riverview.

The full survey with results have been attached to the appendix section.

S.W.O.T.

A total of six SWOT sessions were held within Riverview Fire and Rescue over the course of the spring and fall of 2016. One session was conducted with each of the four career crews, one with the volunteer members, and one with the senior management team. The table below provides the result of the six sessions.

STRENGTHS	<ul style="list-style-type: none"> ● Modern facility ● Department is well equipped ● Highly trained firefighters, with a high level of technical rescue skills ● Strong fire prevention and training programs ● Updated fire tactics program
WEAKNESSES	<ul style="list-style-type: none"> ● Weak internal organizational communications ● Not enough combined career and volunteer training ● Unclear command structure (not all firefighters are clear on the chain-of-command structure as it applies between career and volunteer firefighters.) ● Some personnel lack “ownership” in the organization. Phrased by others as a “lack of engagement” in the organization ● Single source of funding for the organization. (Town budget only – economic challenges may hamper the Town’s ability to maintain the current standard of financing) ● Instances of “lack of respect” in work relationships ● On scene radio communication problems
OPPORTUNITIES	<ul style="list-style-type: none"> ● Growth of the community (population and residential tax base, and room for continued growth) ● Additional opportunities for community engagement are available ● Live fire training facility needed in the region
THREATS	<ul style="list-style-type: none"> ● Regionalization of the fire service & Amalgamation of the municipalities <ul style="list-style-type: none"> - Potential reduction in current operational services: Paramedic status, Confined Space Rescue, Swift Water Rescue, etc. - Potential reduction of Fire Inspection Level and Fire Education Programs, etc. - Seniority superseding merit for Training selection.

DISCUSSION

In general, the membership of Riverview Fire and Rescue are very proud of their department. They recognize they are very fortunate to have received support from the municipality in being provided with a modern facility, a well maintained fleet of apparatus and the tools required to do the job. The membership is aware that Riverview Fire and Rescue has a broad scope of operational capability, which means a high level of service to the community, that many other municipalities do not have.

There is a general consensus that the Fire Prevention and Training programs are generally working well. Other strategic strengths that were noted include:

- a. a strong vehicle maintenance program
- b. the diversity of our membership (multiple trades and diverse backgrounds)
- c. a strong strategic command system is in place (Blue Card)

In terms of workplace culture it was felt there is currently openness to change, and an improving safety culture. Operationally, several weakness were identified:

- a. Lack of clarity around the command structure as it applies to the joint operations between the volunteer and career firefighters.
- b. The issue of on-scene radio communication problems.
- c. In training, the most common issues include the on-going maintenance of technical rescue skills, and a need for more integrated training between career and volunteer firefighters.

Although Riverview Fire and Rescue is a composite department, there were few specific concerns of volunteer-career firefighter relationships. There were, however, multiple groups that identified “lack of respect” in some working relationships. This is not specific to any one segment of the organization, but there does appear to be a “generational” component. There is also a general feeling that many members do not have the same sense of pride and engagement in the organization. As a result, much of the additional activities (such as fire prevention week, etc.) are being completed by a few firefighters instead of the majority.



PART 3

GOALS AND STRATEGIES



Goal 1 RFR will promote a culture of respect, accountability, professionalism and teamwork within the organization.		
STRATEGIES		TARGET DATE
1	Members of the fire department will formulate a group charter, which identifies the expected behavior and attitude of all members within the organization.	June 2018
2	Joint training between career and volunteer firefighters will be reinforced, including regular volunteer training nights.	January 2018
3	Bi-annual department wide staff meetings. Target date, spring of 2018.	April 2018
4	Regular department-wide informal/social events (once or twice a year) for members and their families to come together as a group.	October 2018

Goal 2 RFR will build upon and enhance the relationship between the department and the community.		
STRATEGIES		TARGET DATE
1	Develop a communications plan highlighting the department's structure, services provided, statistics, etc.	December 2018
2	Begin the production and release of short video segments through social media related to fire department operations, training and fire prevention activities.	October 2018
3	Continue to work within the schools, daycare centers and community groups in regards to fire prevention education.	July 2018
4	RFR will actively support and increase participation in town's community events.	July 2018

Goal 3 RFR is committed to maintaining and enhancing our operational effectiveness to ensure the safety of our community.		
STRATEGIES		TARGET DATE
1	Construct a training facility either within our organization or in conjunction with other local fire departments to permit hands on training, which includes live-fire and technical rescue facilities.	December 2022
2	Get all members to a certified to a minimum of "Awareness" level in all technical rescue services the department offers.	May 2019
3	Create a comprehensive pre-planning system which would include thing such as unit deployment, and vehicle placement on scene.	May 2019
4	Create comprehensive training programs, which focus on everything from basic training, to enhanced training for special rescue disciplines.	November 2019
5	Once a month voluntary training day for volunteer firefighters throughout the summer break.	July 2018
6	Upgrade the fire department technology to include vehicle computers, updated software, and improved radio communications.	September 2020
7	RFR will increase our response capability to respond to wild land-urban interface fires.	May 2019

Goal 4 RFR is devoted to creating a comprehensive employee development program.		
STRATEGIES		TARGET DATE
1	Develop a comprehensive training model for all members based on individual goals and future plans. Target date, fall of 2018.	December 2018
2	Develop a comprehensive health, wellness and fitness program for all members. Target date, fall of 2020.	October 2018
3	RFR will review and update all job descriptions to clearly define each position, and to set expectations for recruitment and promotion. Target date, spring of 2019.	July 2018
4	RFR will ensure personnel possess the required core competencies, obtained and maintained through ongoing training, education and certification. Target date, fall of 2018.	July 2018

THE NEXT STEPS

Development of a strategic plan is one phase of the larger strategic management process. Strategic management is a comprehensive and ongoing management process that involves research, planning, resource allocation, implementation of strategies, and ongoing review of the goals and strategies set forth within the strategic plan.

RFR commits to reconvening a Strategic Planning Committee every two years to revisit our organizational goals, and discuss implementation successes and challenges. The Chief is committed to developing annual operational road map which will be used to fulfill our stated strategies. This road map will include a “Dashboard” to be used to determine who is responsible to achieve the specific strategies and what resources they will need.

An annual report will be provided to the Town of Riverview Chief Administration Officer outlining the progress of the Strategic Plan.

Data Gathering and Review	<ul style="list-style-type: none">● Stakeholder Interviews● Outreach meetings● Surveys & Data Review
Revision of Mission Development of Goal Strategies and Action Steps	<ul style="list-style-type: none">● Mission, Vision, Values● SWOT analysis● Goals and Strategies session
Development and Review of Draft Plan	<ul style="list-style-type: none">● Draft Strategic Plan● Review by Stakeholders
Plan Execution and Evaluation	<ul style="list-style-type: none">● Implement Plan● Review regularly



ACKNOWLEDGEMENTS

Riverview Fire and Rescue would like to acknowledge the following people for providing assistance and support in the production of this Strategic Plan:

1. Riverview Fire and Rescue Strategic Plan Committee
2. Riverview Fire and Rescue Staff, including:
 - a. Chief Fire Officers and Admin Staff,
 - b. Career firefighters; and
 - c. Volunteer firefighters
3. Town of Riverview Communications Coordinator
4. Town of Riverview employees who participated in the online survey.
5. Residents of Town of Riverview who participated in the online survey.

APPENDIXES

RIVERVIEW FIRE AND RESCUE SURVEY RESULTS – MARCH 2017

Reference: Surveys conducted March 2017 on behalf of Riverview Fire and Rescue

Riverview Fire and Rescue has committed to write a Fire Department Strategic Plan in 2017 to help determine a path for the future for our fire and emergency services. As part of the process we have formed a committee involving Career firefighters, Volunteer firefighters and Management to collect the data and to write the plan.

In March of 2017, Deputy Robin True and the Town's Communication Coordinator Meghan Walsh worked together to develop a series of questions to help determine the Town's employees and residents awareness and satisfaction of our department. This survey was sent out via the Town's website and through Facebook. We had 213 response from the residents and 39 responses from Town employees.

A couple of the key factors were noted:

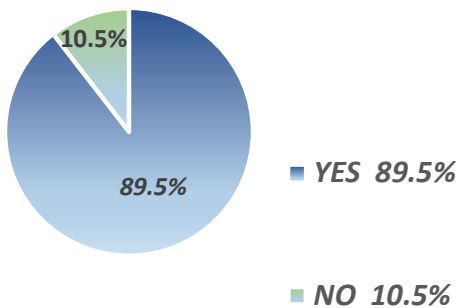
1. Satisfaction of the fire protection of Riverview.
 - a. Town Residents: 91.9% satisfied or very satisfied
 - b. Town Employees: 89.8% satisfied or very satisfied
2. Value for Tax Dollars
 - a. Town Residents: 89% agree or strongly agree

The weaknesses identified in these surveys will determine what additional resources and public awareness campaigns are needed to build on. We will also strive to maintain the areas of strengths identified in these survey as well.

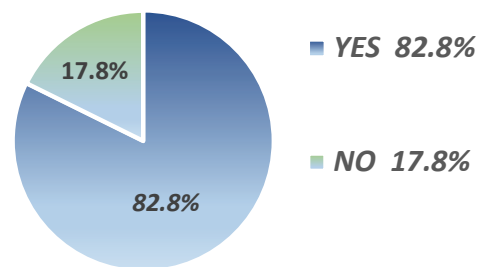
RIVERVIEW FIRE AND RESCUE SURVEY RESULTS – MARCH 2017

PUBLIC SURVEY RESULTS

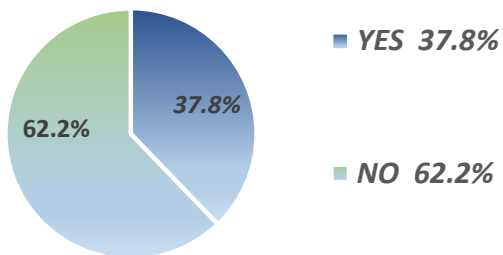
Are you aware that Riverview Fire and Rescue provides Medical First Responder service (at a Paramedic level) to the public for medical emergencies?



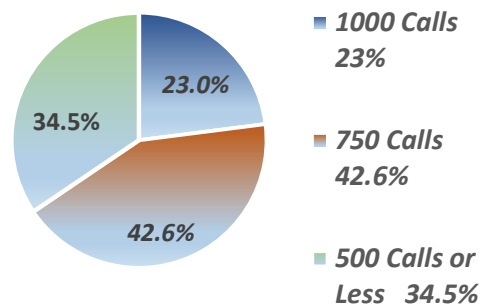
Are you aware that Riverview Fire and Rescue provides Technical Rescue service? E.g. Swift Water and Confined Space rescue



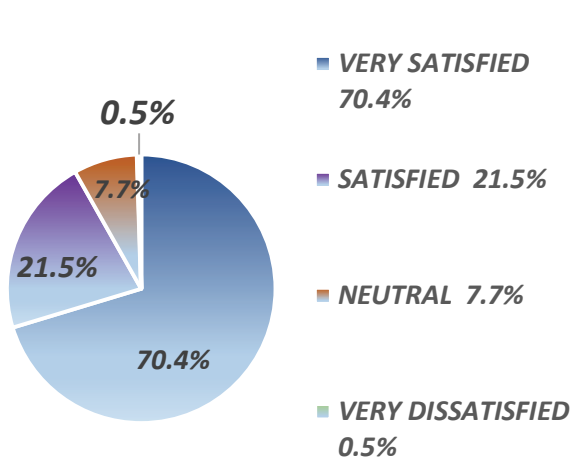
Are you aware that Riverview Fire and Rescue has conducted door-to-door smoke detector campaigns over the past several years?



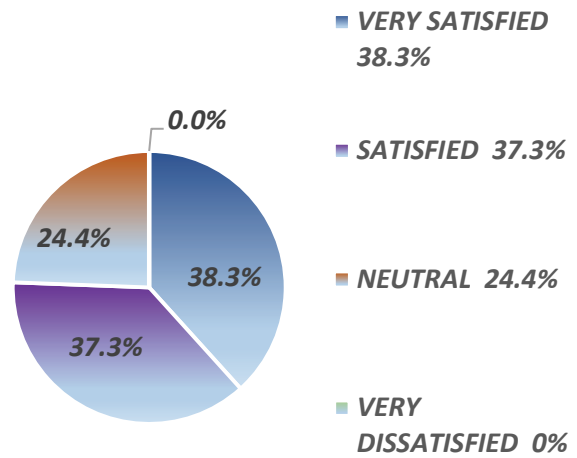
How many calls per year, on average, does Riverview Fire and Rescue respond to?



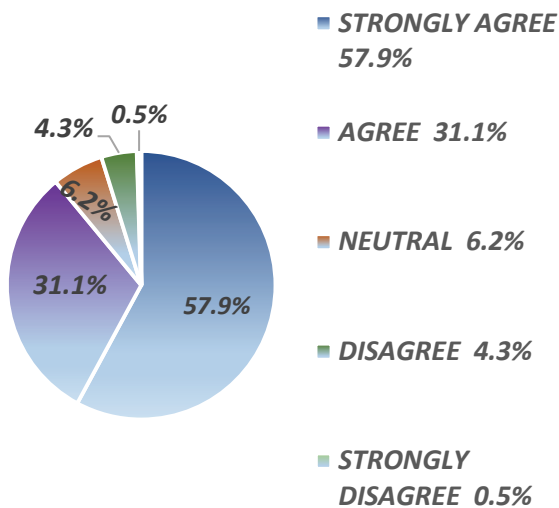
Please rate your satisfaction with Fire Protection service in Riverview.



Please rate your satisfaction with Riverview Fire and Rescue's Public Education and Community Outreach.



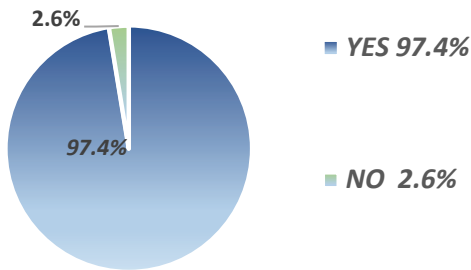
In my opinion, Riverview Fire and Rescue provides good value for my tax dollars.



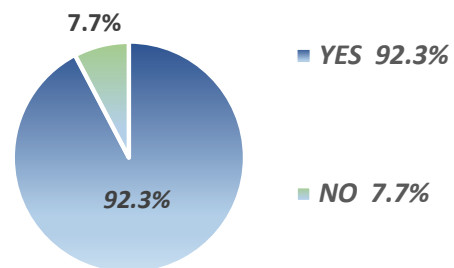
RIVERVIEW FIRE & RESCUE PUBLIC SURVEY RESULTS MARCH 2017

TOWN EMPLOYEE SURVEY RESULTS

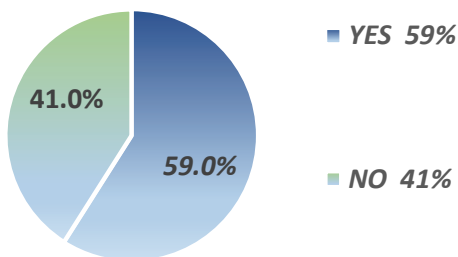
Are you aware that Riverview Fire and Rescue provides Medical First Responder service (at a Paramedic level) to the public for medical emergencies?



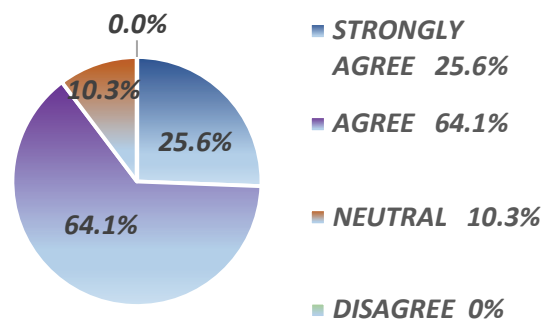
Are you aware that Riverview Fire and Rescue provides Technical Rescue service? E.g. Swift Water and Confined Space rescue



Are you aware that Riverview Fire and Rescue has conducted door-to-door smoke detector campaigns over the past several years?

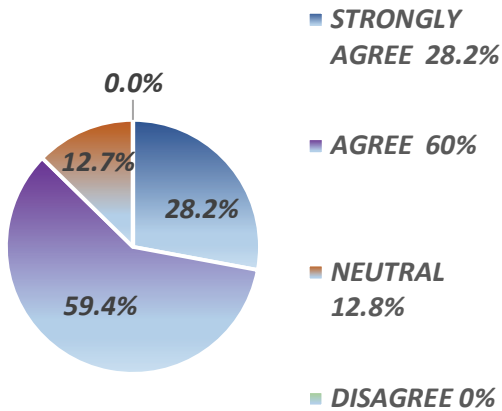


Members of Riverview Fire and Rescue have a positive and productive working relationship with my department.

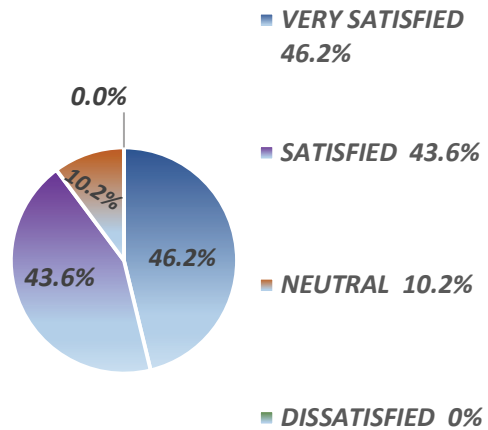


RIVERVIEW FIRE & RESCUE TOWN EMPLOYEE SURVEY RESULTS MARCH 2017

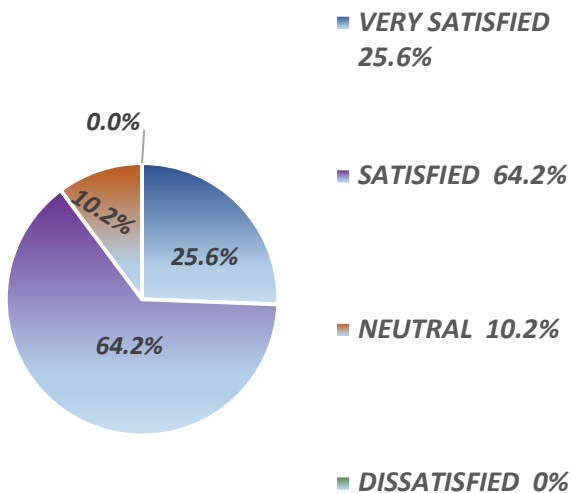
When a request is made of Riverview Fire and Rescue by my department, they respond in a timely manner.



Please rate your satisfaction with fire protection service in Riverview.



Please rate your satisfaction with Riverview Fire and Rescue's public education and community outreach.



RIVERVIEW FIRE & RESCUE TOWN EMPLOYEE SURVEY RESULTS MARCH 2017

