

Internal Survey

The South Placer Fire District and AP Triton recently conducted a comprehensive survey to gather insights from its personnel regarding various aspects of their work environment, training programs, leadership, community relations, and overall job satisfaction. The goal of this survey was to identify strengths, weaknesses, and opportunities for improvement within the district, and to ensure that the voices of all employees are heard and valued in shaping the future of the organization.

Question Types

The survey included a variety of question types to capture a broad range of feedback:

- **Multiple-Choice Questions:** These questions allowed respondents to select from predefined options, facilitating the collection of quantitative data on specific topics such as job roles, training satisfaction, and morale.
- **Rating Scales:** Respondents were asked to rate different aspects of their work environment and district services on a scale of 1 to 10, providing a clear measure of satisfaction and performance.
- **Likert Scale Statements:** Statements related to leadership, training, and community relations were included, with respondents indicating their level of agreement on a scale from "Strongly Agree" to "Strongly Disagree."
- **Open-Ended Questions:** These questions provided respondents with the opportunity to express their thoughts, suggestions, and concerns in their own words, offering qualitative insights into areas for improvement and future strategic planning.

Key Findings

The survey revealed several key insights into the current state of the South Placer Fire District:

- **Employee Morale:** A significant portion of respondents rated morale at the district as "Poor," with many citing issues related to leadership and communication as primary concerns.
- **Training and Development:** While there is a strong desire for more comprehensive and varied training programs, respondents indicated that the current training efforts are insufficient and inconsistent across shifts.

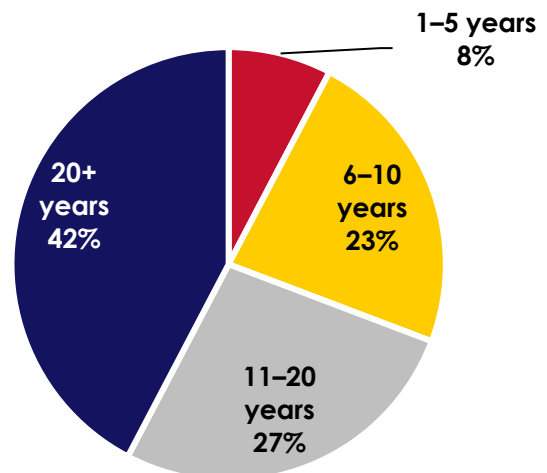
- **Leadership and Trust:** Trust in senior leadership is notably low, with many employees expressing a need for more transparent and honest communication, as well as greater involvement in decision-making processes.
- **Community Relations:** There is a mixed perception of the district's engagement and reputation within the community. While some respondents believe the district is well-respected, others feel more can be done to enhance community relations and public awareness.
- **Strengths and Opportunities:** The line staff and the quality of service provided were frequently mentioned as the district's greatest strengths. Opportunities for improvement included better employee retention strategies, consolidation with neighboring districts, and securing additional funding.

By addressing these findings, the South Placer Fire District can work towards creating a more positive and effective work environment, ultimately enhancing the quality of service provided to the community.

Internal Survey Results

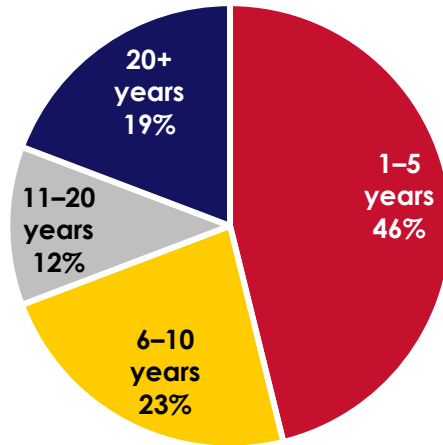
Please identify your total number of years of experience (paid and volunteer) in the fire service:

The survey results indicate the total number of years of experience (paid and volunteer) in the fire service among respondents. Out of the 26 respondents, none have less than one year of experience. A small proportion, 8% (2 respondents), have between 1 to 5 years of experience. A larger group, 23% (6 respondents), have 6 to 10 years of experience. Those with 11 to 20 years of experience constitute 27% (7 respondents) of the total. The largest group, comprising 42% (11 respondents), has over 20 years of experience.

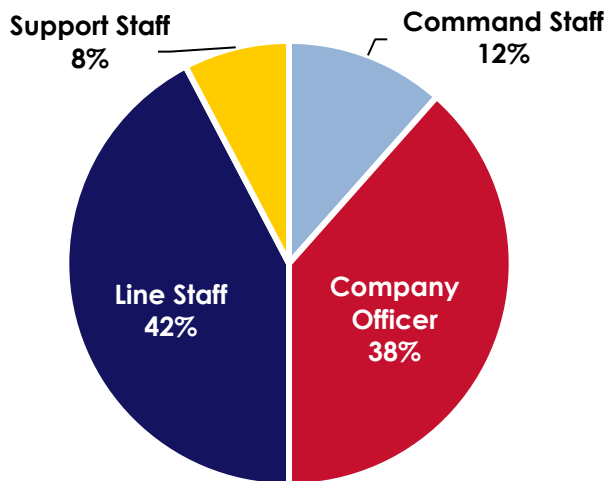


Please identify your total number of years of service with South Placer Fire District:

The survey results reflect the respondents' total number of years of service with the South Placer Fire District. Out of 26 respondents, none have less than one year of service. Nearly half of the respondents, 46% (12 respondents), have 1 to 5 years of service. Another 23% (6 respondents) have served for 6 to 10 years. Those with 11 to 20 years of service account for 12% (3 respondents). The remaining 19% (5 respondents) have more than 20 years of service. There were no skipped responses.



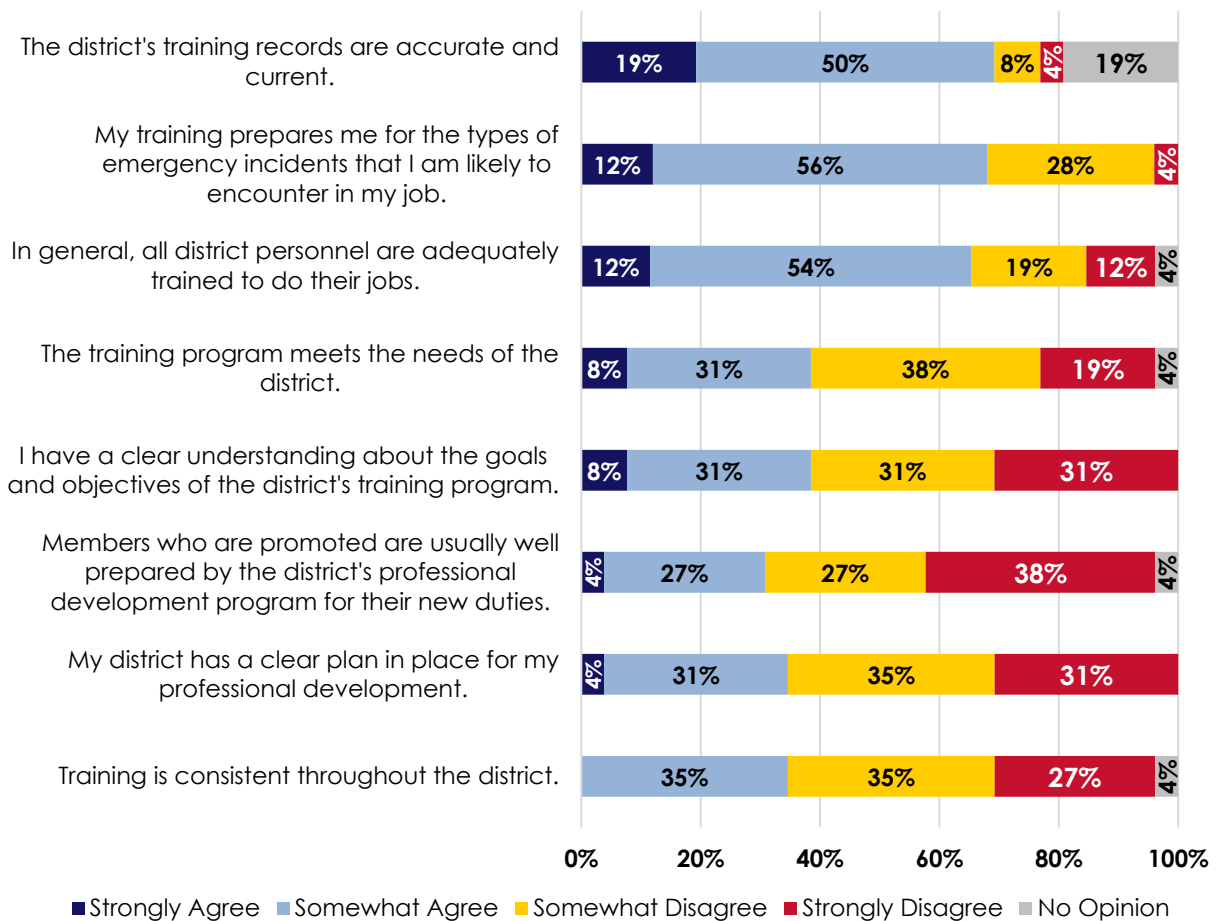
Which one of the following best describes your current position?



The survey results indicate the current positions of the respondents. Among the 26 respondents, 12% (3 respondents) are in Command Staff roles. Company Officers make up 38% (10 respondents) of the total. The largest group, 42% (11 respondents), is composed of Line Staff. Support Staff account for 8% (2 respondents). No respondents skipped the question.

Please identify your level of agreement with each of the following statements about training and professional development opportunities provided by South Placer Fire District:

The survey results reveal mixed perceptions regarding training and professional development opportunities at the South Placer Fire District. Only 35% of respondents agree that training is consistent throughout the district, while 62% disagree, indicating significant concerns. Similarly, only 35% believe the district has a clear plan for their professional development, with 66% expressing dissatisfaction. The preparation of promoted members is another area of concern, with 65% feeling that the district's professional development program does not adequately prepare them for new duties. Additionally, 62% of respondents lack a clear understanding of the district's training goals. Although 66% believe district personnel are adequately trained, and 68% feel prepared for emergency incidents, there is still a notable portion that disagrees. Positively, 69% trust the accuracy of the district's training records. These findings highlight the need for standardized training protocols, clearer communication of training goals, and enhanced professional development programs to address the identified gaps and improve overall satisfaction.



In which subjects or areas would you like to see more training?

The survey results reveal various areas where respondents would like to see more training within the South Placer Fire District. Key areas identified include advanced vehicle extrication, especially for electric and high-end cars, and training on EV fires and train derailments. There is a call for more comprehensive training across all aspects of firefighting beyond the basics, with a focus on leadership, officer development, and succession planning. Respondents also highlighted the need for more live fire training, both at the station and in collaboration with neighboring agencies, and better preparation for promoting members. Additional areas of interest include onboarding new members, multi-company operations, ICS and radio communications, rescue practices, and specialized scenarios such as helicopter rescue and rope rescue refresher courses. Training on emergency medical services (EMS), large-scale incidents, and prevention-led walkthroughs were also mentioned. Overall, the feedback indicates a desire for diverse, advanced, and practical training opportunities that address both common and high-risk emergency situations.

If you could change one thing about the district's training program, what would it be?

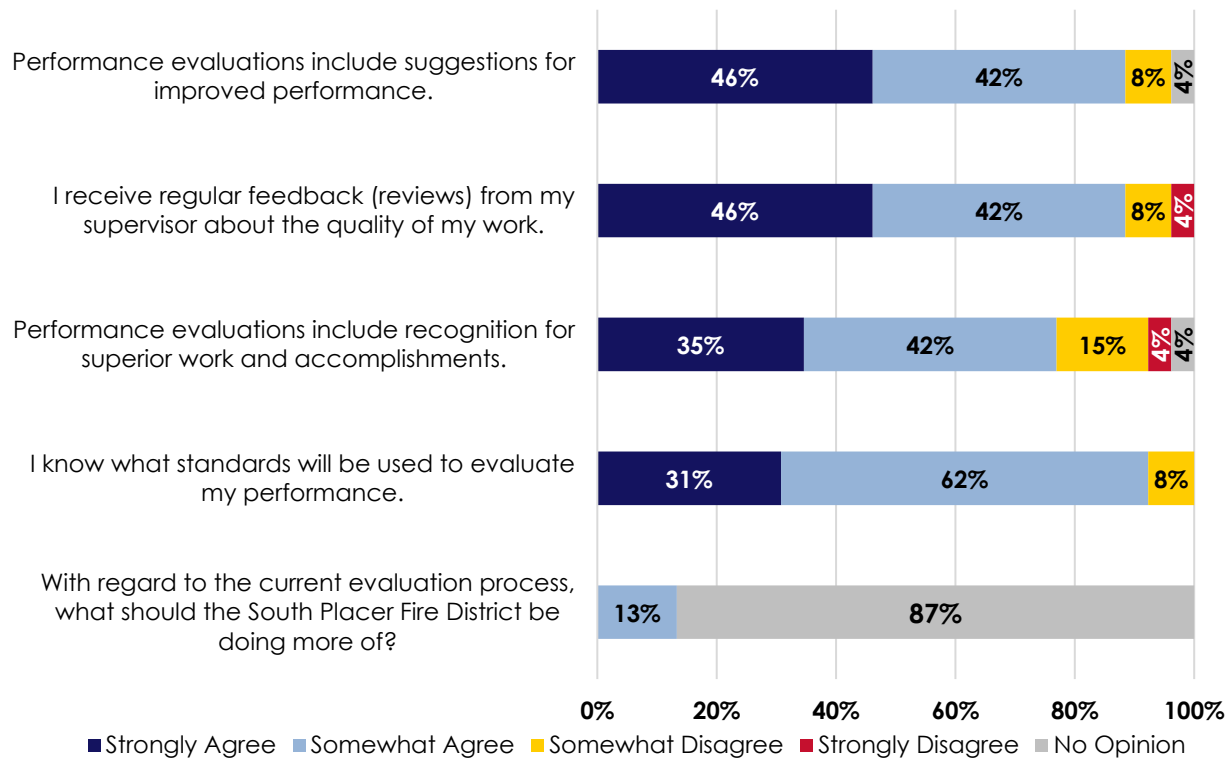
The survey responses indicate several key areas for improvement in the district's training program. Many respondents expressed a desire for more structured and consistent training aligned with typical incident types and consistency across shifts. There is a significant call to revamp leadership within the training department, with multiple suggestions to replace the current training officer and remove the "Training" title from Chief Feeley due to perceived inactivity. Respondents also seek better engagement and communication from the training group with line crews, less reliance on Target Solutions for department training, and more single-company and multi-company training sessions, including those with neighboring districts.

There is frustration over the inability to utilize district funds for beneficial classes, with respondents feeling belittled when seeking approval. This highlights a need for clearer communication and easier access to training funds. Suggestions also include a longer, more in-depth academy, inclusion of support staff in training, and development of comprehensive promotional training programs. Lastly, improvements in training facilities and the introduction of practical evolutions were mentioned. Addressing these concerns can help create a more effective and supportive training environment for all personnel.

Please identify your level of agreement with each of the following statements about performance reviews and evaluations conducted by South Placer Fire District:

The survey results on performance reviews and evaluations conducted by the South Placer Fire District indicate several trends and areas for improvement. A significant majority (87%) of respondents have no opinion on what the district should be doing more of in the current evaluation process, while 13% somewhat agree there should be more action. Regarding performance standards, 93% (31% strongly agree and 62% somewhat agree) understand the standards used to evaluate their performance, although 8% somewhat disagree. Recognition for superior work and accomplishments in evaluations is acknowledged by 77% (35% strongly agree and 42% somewhat agree), but 19% (15% somewhat disagree and 4% strongly disagree) feel it is lacking.

Regular feedback from supervisors about the quality of work is received by 88% (46% strongly agree and 42% somewhat agree), with 12% feeling otherwise (8% somewhat disagree and 4% strongly disagree). Suggestions for improved performance are included in evaluations according to 88% (46% strongly agree and 42% somewhat agree) of respondents, while 8% somewhat disagree, and 4% have no opinion.



These findings suggest that while there is a general understanding and satisfaction with the evaluation standards and feedback processes, there is room for improvement in the recognition of superior work and consistent inclusion of suggestions for improvement. The district might benefit from enhancing the clarity and visibility of its evaluation process and increasing recognition for accomplishments to address the concerns raised.

With regard to the current evaluation process, what should the South Placer Fire District be doing more of?

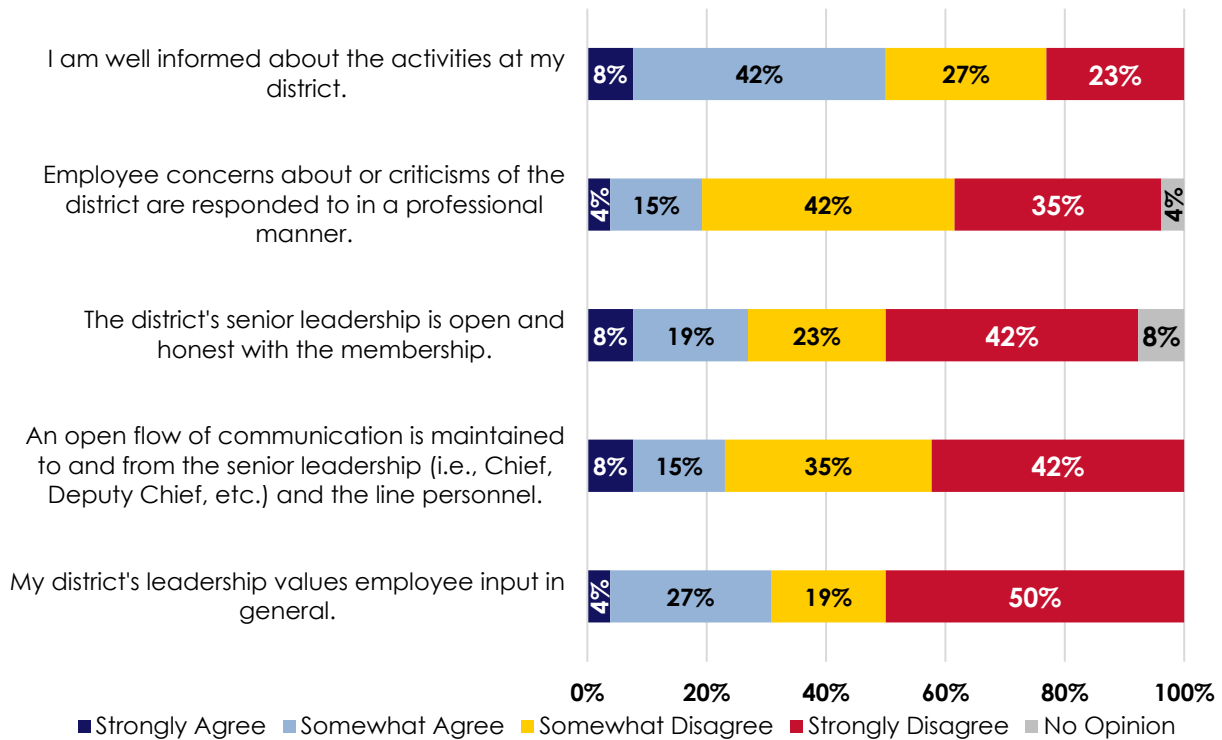
Regarding the current evaluation process at the South Placer Fire District, feedback from the survey suggests limited engagement, with only 4 respondents providing input while 22 skipped the question. One respondent recommended that the administrative office should focus on creating a better working environment and valuing input from line staff rather than dismissing it. The remaining responses indicated no additional suggestions, with one explicitly stating "N/A," another having "No opinion," and one believing the current evaluation process is appropriate. This highlights a need for increased participation and potentially more open communication channels to gather comprehensive feedback on the evaluation process.

Please identify your level of agreement with each of the following statements about communication at South Placer Fire District:

The survey results regarding communication at the South Placer Fire District reveal significant dissatisfaction among respondents. Only 31% (4% strongly agree and 27% somewhat agree) believe that the district's leadership values employee input, while 69% (19% somewhat disagree and 50% strongly disagree) feel otherwise. The open flow of communication between senior leadership and line personnel is also criticized, with just 23% (8% strongly agree and 15% somewhat agree) agreeing it is maintained, and 77% (35% somewhat disagree and 42% strongly disagree) disagreeing.

Similarly, openness and honesty from the district's senior leadership are perceived negatively, with only 27% (8% strongly agree and 19% somewhat agree) in agreement, contrasted with 65% (23% somewhat disagree and 42% strongly disagree) in disagreement. When it comes to addressing employee concerns or criticisms professionally, only 19% (4% strongly agree and 15% somewhat agree) feel this is done adequately, while 77% (42% somewhat disagree and 35% strongly disagree) disagree.

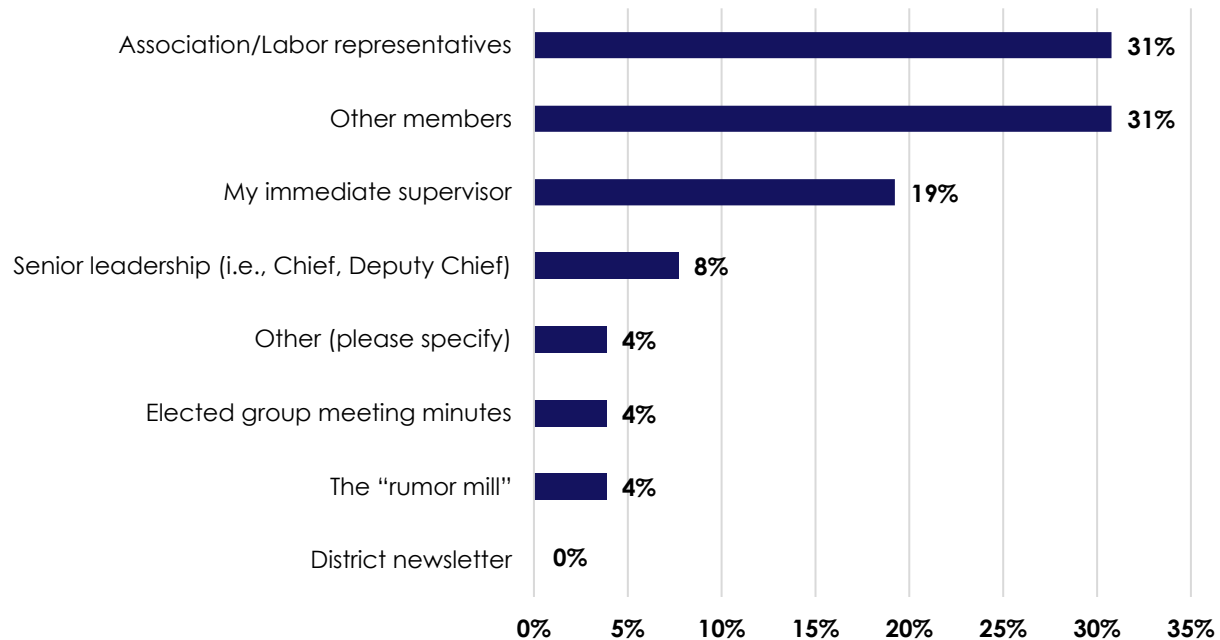
On a more positive note, 50% (8% strongly agree and 42% somewhat agree) of respondents feel well informed about district activities, though 50% (27% somewhat disagree and 23% strongly disagree) do not share this sentiment.



Overall, the results highlight a need for improved communication strategies, greater transparency, and better engagement with employees to address their concerns and ensure they feel valued and informed.

Which one of the following do you most frequently rely on as a source of information about activities at your district?

The survey results indicate that the most frequently relied upon sources of information about activities at the South Placer Fire District are "Other members" and "Association/Labor representatives," each cited by 31% of respondents. Following these, 19% rely on their immediate supervisors, while 8% turn to senior leadership (i.e., Chief, Deputy Chief). Lesser-utilized sources include "The rumor mill," elected group meeting minutes, and other sources, such as their immediate supervisor and Local 522 representatives, each at 4%. Notably, no respondents rely on the district newsletter for information. These findings suggest that informal networks and representative bodies play a significant role in information dissemination within the district, highlighting a potential gap in formal communication channels.



In your opinion, what is the best way to communicate information at South Placer Fire District?

The survey results highlight diverse opinions on the best way to communicate information at the South Placer Fire District. Key suggestions include:

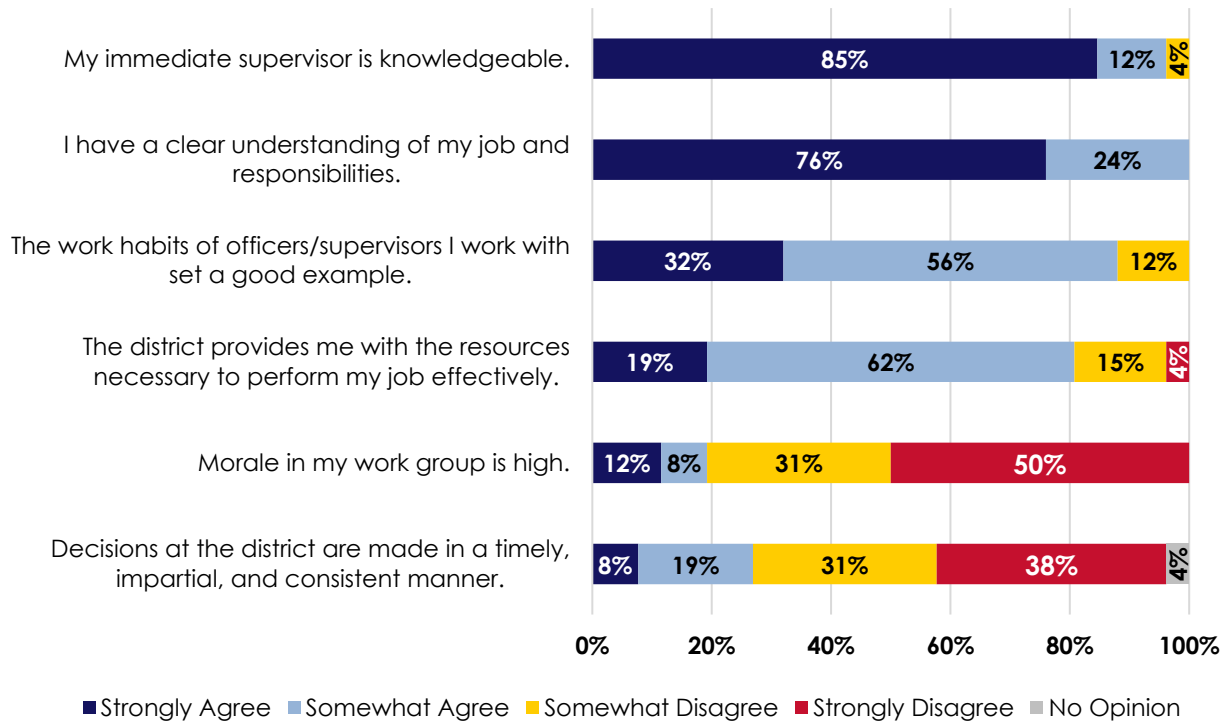
- **Face-to-Face Communication:** Many respondents prefer in-person interactions for clarity and engagement. They emphasize the need for face-to-face meetings and town hall meetings that can be attended or zoomed into by all personnel.
- **Emails:** A significant number of respondents favor email communication, especially for generalized messages and written updates from the Chief. Regular district-wide emails are suggested to keep everyone informed and reduce reliance on rumors.
- **Chain of Command:** Some believe communication should follow the chain of command, ensuring information flows from top management to line personnel.
- **Combination of Methods:** Several respondents advocate for a combination of email and in-person communication, with periodic in-person updates to complement email messages.
- **Open Line of Communication:** There is a call for more open and transparent communication across all levels, with some expressing distrust in the current command staff's communication practices.

- **Use of Technology:** Suggestions include using daily Zoom briefings for shift-specific topics and matters of interest to on-duty personnel.
- **Role of PIO:** One respondent recommends allowing the Public Information Officer (PIO) to perform their duties without micromanagement from superiors.

These responses indicate a need for a more inclusive, transparent, and multifaceted approach to communication within the district to address current dissatisfaction and ensure everyone is well-informed.

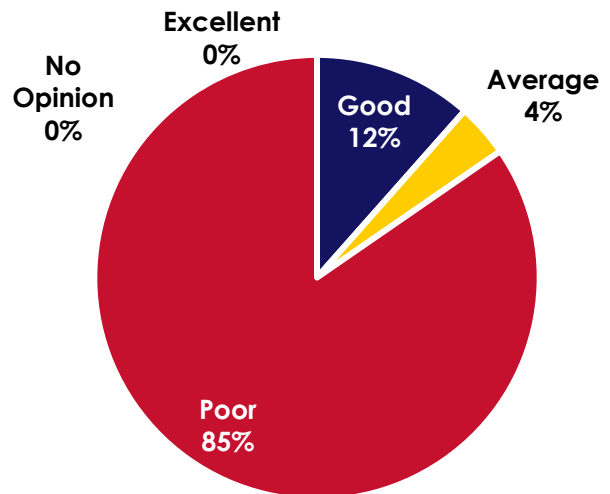
Please identify your level of agreement with each of the following statements about your work environment at South Placer Fire District:

The survey results regarding the work environment at South Placer Fire District highlight both strengths and areas for improvement. On the positive side, a significant majority of respondents agree that their immediate supervisors are knowledgeable (97%) and that they have a clear understanding of their job responsibilities (100%). Additionally, 88% feel that the work habits of their officers and supervisors set a good example. However, there are notable concerns about the decision-making process, with only 27% believing that decisions are made in a timely, impartial, and consistent manner, while 69% disagree. Morale is also an issue, with only 20% of respondents indicating high morale in their work group, contrasted by 81% who disagree. While 81% agree that the district provides the necessary resources to perform their jobs effectively, 19% feel that resources are insufficient. Addressing these concerns by improving decision-making transparency, boosting morale through team-building and recognition programs, and ensuring adequate resources can help create a more positive and supportive work environment.



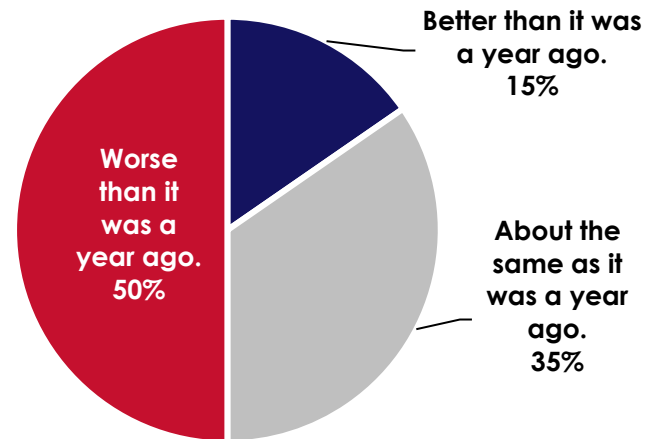
How would you rate morale at the district?

The survey results on morale at the South Placer Fire District indicate a significant issue, with 85% of respondents rating morale as poor. Only 12% rated it as good, and 4% considered it average. Notably, no respondents rated morale as excellent or had no opinion. This overwhelming perception of poor morale suggests an urgent need for initiatives aimed at improving the work environment, enhancing communication, and addressing underlying issues that contribute to low morale among the district's personnel.



Complete the following statement: Overall, employee morale at South Placer Fire District is:

The survey results regarding overall employee morale at the South Placer Fire District reveal that half of the respondents (50%) believe that morale is worse than it was a year ago. Thirty-five percent feel that morale is about the same as it was a year ago, while only 15% think that morale has improved. This suggests a general decline or stagnation in employee morale over the past year, indicating a need for targeted efforts to address and improve the work environment and overall satisfaction among district personnel.



What suggestions do you have for improving employee morale at the district?

The survey results provide numerous suggestions for improving employee morale at the South Placer Fire District. Key recommendations include:

- **Leadership Changes:** Many respondents call for new administration and leadership that values and listens to its members, noting that current leadership is seen as arrogant and deceptive, leading to a loss of trust and valuable employees.
- **Improved Communication:** There is a strong emphasis on establishing clear, open, and honest communication between administration and line staff. Suggestions include more face-to-face interactions, monthly newsletters, and reducing micromanagement.
- **Increased Pay and Resources:** Respondents suggest increasing pay, implementing three-person engine companies, and reinstating the truck company to improve working conditions and employee retention.
- **Recognition and Positivity:** Emphasizing positivity, gratitude, and recognition for the workforce is seen as crucial. Simple gestures like allowing union apparel and longer academies for new members can boost morale.
- **Collaboration and Input:** Respondents urge the administration to listen to and collaborate with employees, incorporating their input into decision-making processes to avoid feeling ignored or micromanaged.

- **Training and Development:** Increasing diverse and specialized training opportunities is highlighted to keep employees engaged and reduce stagnation.
- **Cultural Change:** Addressing cultural issues, such as negativity from senior members and fostering a more community-focused approach, is suggested.
- **Policy Revisions:** Revisiting policies that restrict crew activities and addressing operational issues like the role of ambulances in the fire service are also recommended.

Overall, the feedback underscores the need for leadership that is more responsive and respectful towards its employees, better communication, enhanced resources, recognition, and opportunities for professional growth to improve morale within the district.

In your opinion, what should the district's senior leadership be doing more of?

The survey results indicate several key areas where respondents believe senior leadership at the South Placer Fire District should focus more attention:

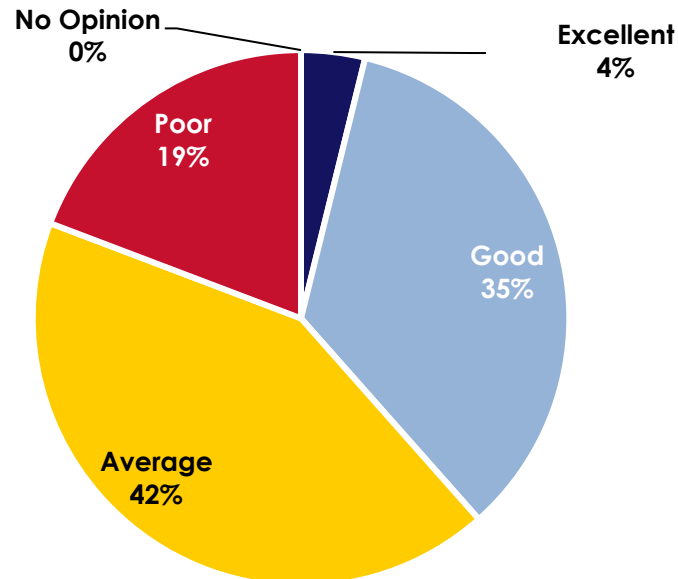
- **Honest Communication:** Respondents emphasize the need for truthful and transparent communication from senior leadership, particularly regarding the department's financial stability and future plans.
- **Listening to Employees:** Many suggest that leadership should listen to the workforce's concerns and root problems rather than being defensive or ignoring them. Valuing input and acknowledging employee strengths are seen as crucial.
- **Reducing Micromanagement:** There is a strong call for reducing micromanagement, especially by allowing Battalion Chiefs to perform their roles without excessive oversight from senior leadership.
- **Focus on Core Responsibilities:** Respondents believe senior leadership should concentrate on their core responsibilities, such as finding funding, improving hiring, recruiting, and retention strategies, and exploring consolidation options and district mergers.
- **Building Relationships:** Improving the relationship between administration and line staff by reducing hostility, promoting teamwork, and collaborating more effectively is seen as vital.
- **Operational Efficiency:** Suggestions include avoiding unnecessary additions to administrative positions and focusing on efficient use of resources.

- **Setting Clear Goals:** Leadership should clearly communicate the department's goals, plans, and direction to all personnel, ensuring everyone is informed and aligned with the department's objectives.

By addressing these areas, senior leadership can foster a more positive and productive work environment, ultimately improving morale and operational efficiency within the district.

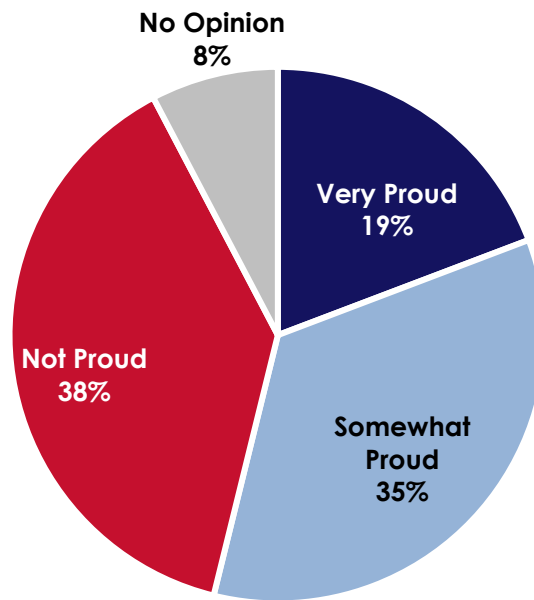
How would you rate your overall personal work environment at the district?

The survey results on the overall personal work environment at the South Placer Fire District indicate a range of experiences among respondents. Thirty-five percent rate their work environment as good, while 42% consider it average. A smaller portion, 19%, rate it as poor, and only 4% rate it as excellent. No respondents had no opinion on the matter. These results suggest that while a majority of respondents find their work environment to be at least satisfactory, there is a significant portion who feel that improvements are needed to enhance their work conditions. Addressing the concerns of those who rated the environment as poor could help in moving more respondents into the good or excellent categories.



How proud are you to tell other people that you are a member of South Placer Fire District?

The survey results on the pride of being a member of the South Placer Fire District show varied sentiments among respondents. Nineteen percent of respondents feel very proud, and 35% are somewhat proud to tell others about their membership. However, a notable 38% of respondents are not proud, and 8% have no opinion. This distribution indicates that while a portion of the workforce feels positively about their association with the district, a significant percentage does not share this sentiment. Improving internal factors that affect pride, such as morale, communication, and leadership practices, could help enhance overall pride among members.

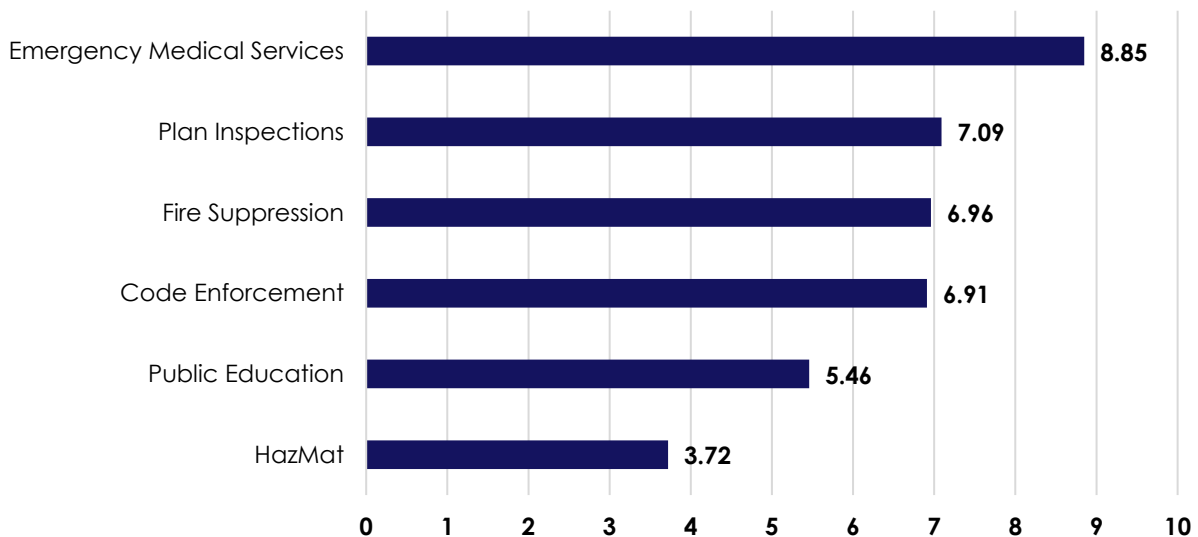


On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you rate the following external services and programs provided to the public by the district?

The survey results for rating the external services and programs provided by the South Placer Fire District on a scale of 1 to 10, where 1 is poor and 10 is excellent, show varying levels of satisfaction:

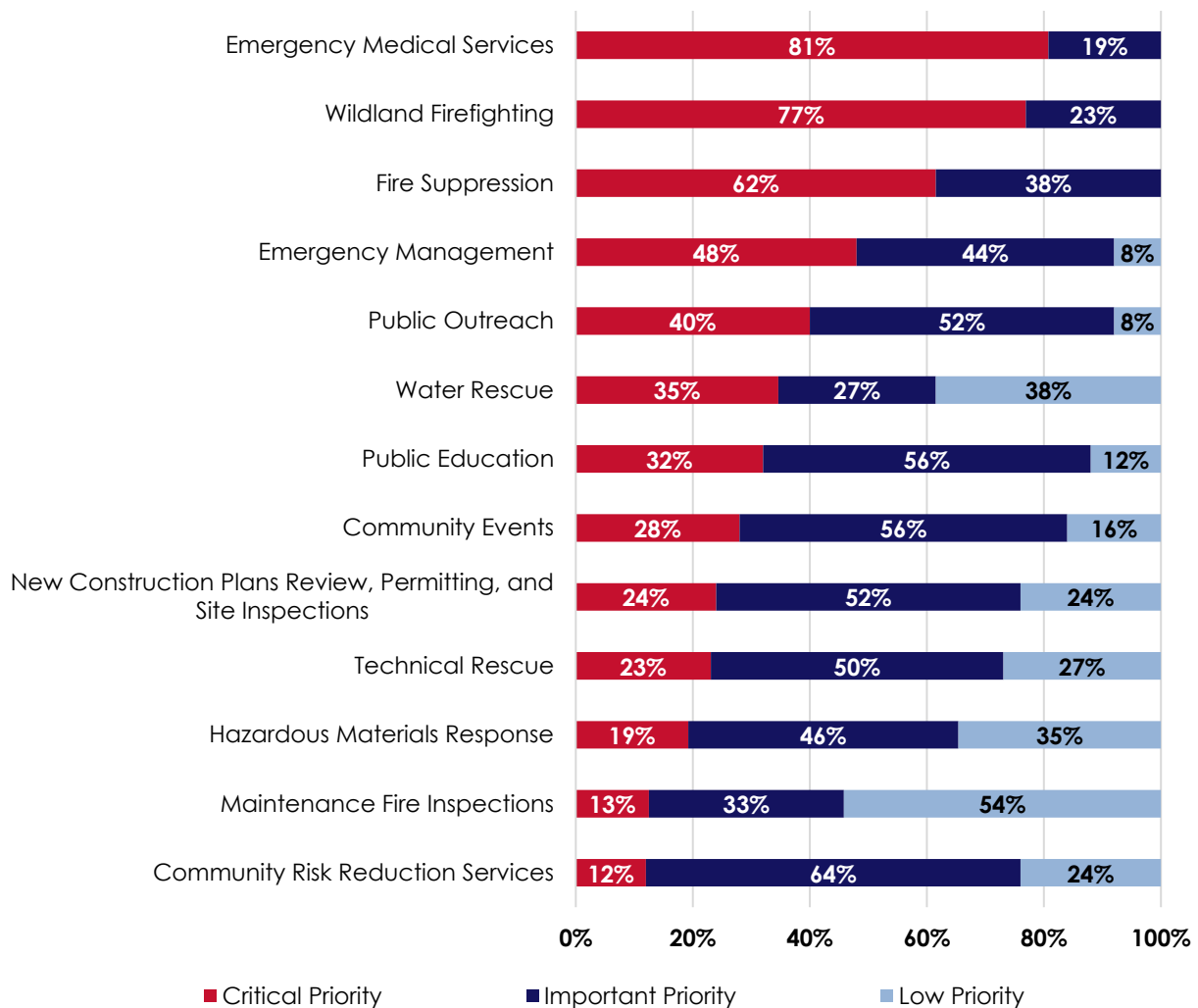
- **Emergency Medical Services:** This service received the highest rating with a weighted average of 8.85, indicating strong approval from respondents.
- **Plan Inspections:** With a weighted average of 7.09, this service is also viewed positively.
- **Fire Suppression:** This service received a weighted average of 6.96, reflecting a generally positive perception.
- **Code Enforcement:** This service had a weighted average rating of 6.91, indicating moderate satisfaction.
- **Public Education:** This service received a more moderate rating with a weighted average of 5.46.
- **HazMat:** This service received the lowest rating with a weighted average of 3.72, suggesting significant room for improvement.

Overall, the results highlight that Emergency Medical Services are highly regarded, while there are concerns and opportunities for improvement in HazMat services and Public Education. The other services received generally positive feedback, indicating satisfactory performance in those areas.



Please rate the following services using a scale of critical priority, important priority, or a low priority for South Placer Fire District to offer.

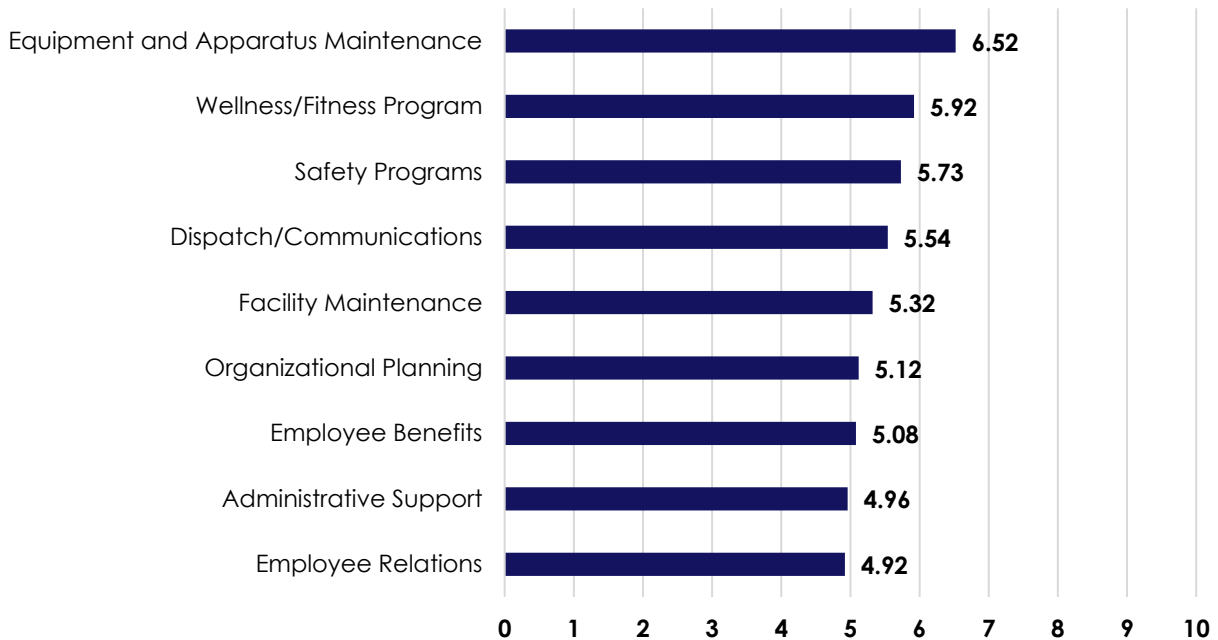
The survey results indicate that its members prioritize Emergency Medical Services (81%), Wildland Firefighting (77%), and Fire Suppression (62%) as critical services for the South Placer Fire District. Emergency Management (48%), Public Outreach (40%), and Water Rescue (35%) also rank highly as critical priorities. Public Education (32%), Community Events (28%), and New Construction Plans Review, Permitting, and Site Inspections (24%) are seen as moderately critical. Services like Technical Rescue (23%) and Hazardous Materials Response (19%) are also considered important but not as critical. Community Risk Reduction Services (12%) and Maintenance Fire Inspections (13%) are deemed less critical, with Maintenance Fire Inspections notably receiving the highest percentage (54%) of low priority ratings. Overall, the results suggest a strong emphasis on emergency response and firefighting capabilities, while preventive and inspection services are seen as less urgent.



On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you rate the following internal services and processes provided by the district?

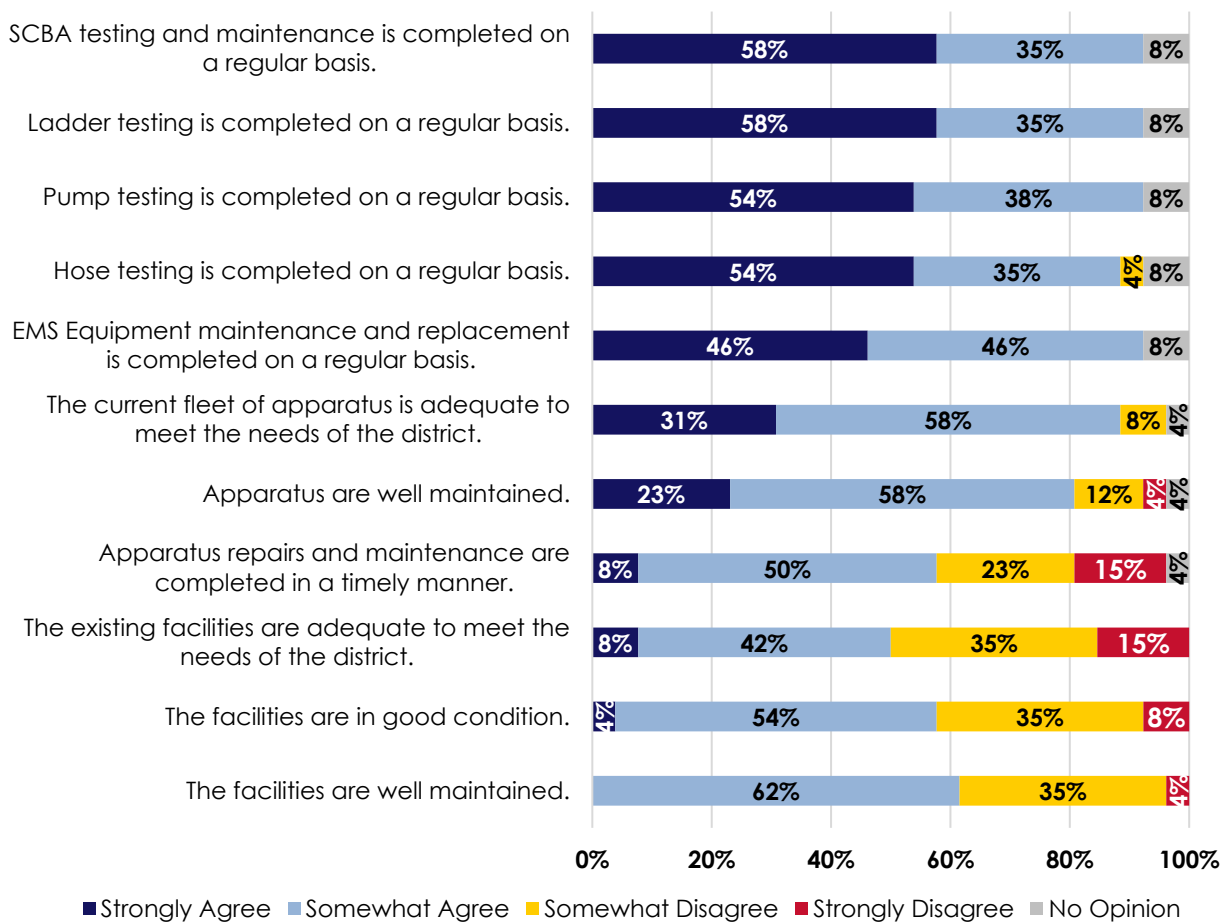
The survey results on internal services and processes at the South Placer Fire District show varying levels of satisfaction. Equipment and Apparatus Maintenance received the highest rating with a weighted average of 6.52, indicating it is the most well-regarded service. The Wellness/Fitness Program followed with a weighted average of 5.92, and Safety Programs received a 5.73. Dispatch/Communications scored 5.54, and Facility Maintenance received a 5.32, both reflecting moderate satisfaction.

Organizational Planning had a weighted average of 5.12, and Employee Benefits scored slightly lower at 5.08. Administrative Support was rated at 4.96, while Employee Relations received the lowest rating with a weighted average of 4.92. These results suggest that while certain areas like Equipment Maintenance are viewed positively, there are notable concerns in areas such as Employee Relations and Administrative Support, indicating potential areas for improvement.



Please identify your level of agreement with each of the following statements about the district's facilities and apparatus:

The survey results indicate a generally positive view of the South Placer Fire District's facilities and apparatus, with notable areas for improvement. A majority of respondents agree that the facilities are well maintained (62%) and in good condition (54%), though a significant portion somewhat disagrees (35% and 35%, respectively). While 50% believe the existing facilities meet the district's needs, 50% disagree to some extent. Apparatus maintenance receives positive feedback, with 58% agreeing they are well maintained, but timely repairs are a concern for 38% of respondents. The current fleet's adequacy is affirmed by 89% of participants. High satisfaction is noted in EMS equipment maintenance and regular testing of hoses, pumps, ladders, and SCBA, with agreement levels between 89% and 93%. These results suggest satisfaction with equipment and testing protocols, but highlight the need for improved facility conditions and timely apparatus repairs.



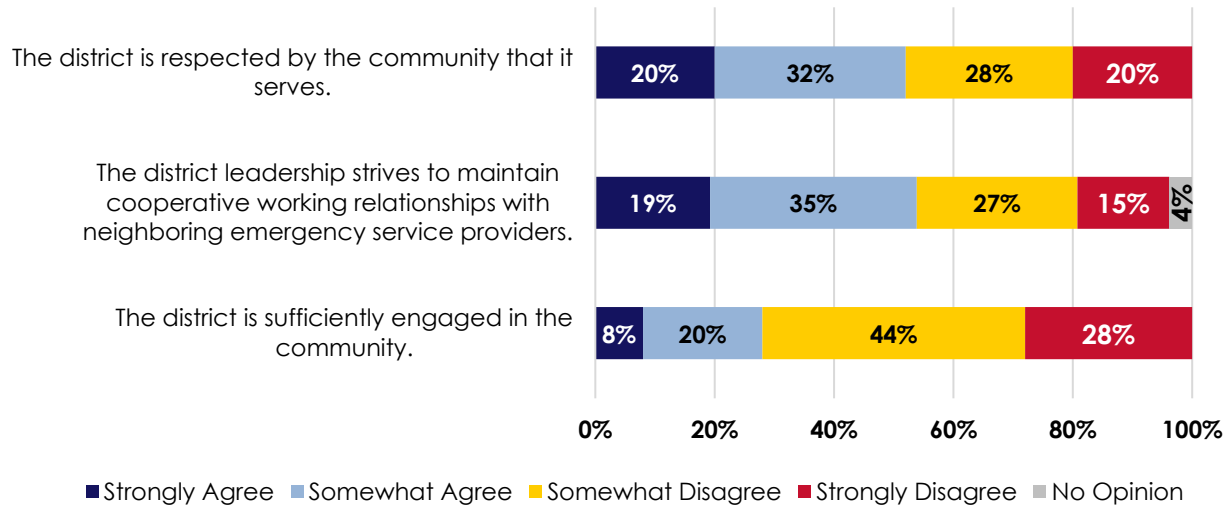
If you could change only one thing about the work environment at South Placer Fire District, what would it be?

The survey responses suggest several key areas for improving the work environment at the South Placer Fire District. A prominent theme is the need for better leadership and administration, with calls for different leadership at the top, new upper management, and a more positive, team-oriented approach. Transparency and communication between administration and line personnel are emphasized, with respondents urging the administration to listen and build honest, open relationships. Respect and morale are also highlighted as critical areas for improvement.

Practical suggestions include updating old stations, reducing out-of-pocket medical costs, loosening strict regulations on line personnel, and focusing less on data-driven approaches. Enhancing the relationship between senior leadership and labor, encouraging a supportive and goal-oriented work culture, and considering a merger are also mentioned as potential improvements. Overall, the feedback indicates a desire for a more respectful, communicative, and supportive work environment.

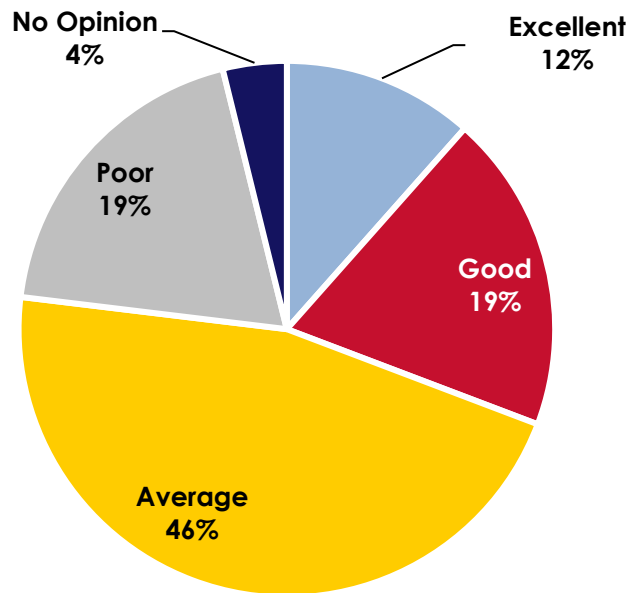
Please identify your level of agreement with each of the following statements as they relate to the district's community relations:

The survey results reveal concerns about the South Placer Fire District's community relations. Only 28% of respondents believe the district is sufficiently engaged in the community, while a significant 72% disagree to some extent. Similarly, while 54% acknowledge efforts by district leadership to maintain cooperative relationships with neighboring emergency service providers, 42% disagree, indicating room for improvement. The district's respect within the community is also divided, with 52% agreeing that the district is respected, while 48% disagree. These findings suggest a need for the district to enhance its community engagement and strengthen relationships with both the community and neighboring service providers to improve its overall reputation and effectiveness.



In your opinion, what is the community's overall image of South Placer Fire District?

The survey results regarding the community's overall image of the South Placer Fire District indicate a mixed perception. While 12% of respondents believe the community views the district as excellent and 19% consider it good, a significant 46% rate it as average. Additionally, 19% perceive the community's image of the district as poor, and 4% have no opinion. These findings suggest that while there are positive views, a considerable portion of the community sees the district as merely average or poor, highlighting an opportunity for the district to improve its public image and community engagement efforts.



In your opinion, what is the district's single greatest strength?

The survey responses overwhelmingly indicate that the South Placer Fire District's greatest strength lies in its employees, particularly the line staff. Respondents highlight the dedication, professionalism, and excellent service provided by the men and women who work for the district. The line personnel are praised for their friendly, professional, and helpful nature, as well as their ability to deliver exceptional service despite financial constraints and resource limitations. Additionally, the district's EMS services and customer service are noted as significant strengths. The culture of providing good service to the community and maintaining beautiful equipment also contribute to the district's positive image. Overall, the commitment and quality of the district's line staff are seen as its most valuable assets.

In your opinion, what is the district's single greatest weakness?

The survey responses identify several critical weaknesses within the South Placer Fire District. The most prominent issues revolve around leadership and communication. Many respondents cite poor leadership, a lack of vision for the future, and inadequate communication between administration and line personnel as significant problems. Trust and respect from the top down are also major concerns, as is the district's ability to value and retain its employees. Compensation, overhead costs, and the inability to raise tax funding are highlighted as financial challenges. Additionally, there is a perceived lack of public education and community awareness regarding the district's struggles. Issues such as ego conflicts, a lack of lifelong commitment from firefighters, and insufficient participation in outside training with local agencies are also mentioned. Overall, the responses point to a need for improved leadership, better communication, and a stronger focus on employee retention and development.

In your opinion, what single greatest opportunity should the district take advantage of in the future?

The survey responses suggest several key opportunities for the South Placer Fire District to pursue in the future. The most frequently mentioned opportunity is consolidation or merging with neighboring departments, such as Rocklin, Roseville, Metro, Penryn, Newcastle, Auburn, Placerhills, and Foresthill. This is seen as a way to create a financially stable and attractive department that retains employees and has greater potential.

Additionally, respondents emphasize the need to build a positive workplace and improve morale from the top down. Other suggestions include reassessing the district's needs, enhancing social media and public education presence, seeking new upper management, and pursuing grants for more personnel and facility improvements. Implementing a tax measure and leveraging the willingness and desire of members to work for more funding are also highlighted. Overall, these responses indicate a strong preference for consolidation and internal improvements to enhance the district's stability and attractiveness.

In your opinion, what is the single most significant challenge that the district faces in the future?

The survey results highlight the most significant challenge facing the South Placer Fire District as being financial stability and funding. Many respondents emphasize the importance of securing long-term funding to ensure the district can provide competitive salaries and benefits, retain qualified employees, and stay solvent. Other related concerns include the need for successful tax measures and the district's current budget issues. Employee retention is another major challenge, with respondents noting the importance of maintaining tenured employees and creating a healthy work culture to support succession planning. Additionally, the district's public image and its ability to gain community support for additional funding are seen as critical issues. Overall, the responses underscore the need for improved financial security and strategic planning to address funding and retention challenges.

If you were in charge, what would you include in your strategic plan for the next 3–5 years?

If tasked with creating a strategic plan for the next 3-5 years, respondents emphasize the need for positive working relationships within the district and transparent communication with the community about financial situations and future goals. Key strategic focuses include securing sustainable funding, exploring mergers or consolidations with other districts, and improving employee retention through competitive pay and benefits. There is a call for enhancing the relationship between leadership and line personnel by reducing micromanagement and fostering open, non-confrontational communication. Priorities also include reopening closed stations, upgrading existing facilities, and ensuring that staffing levels meet safety and operational needs. Additionally, respondents stress the importance of focusing on quality over quantity in service provision and exploring alternative funding sources to ensure the district's long-term viability and effectiveness.

Please use the space below to tell us your suggestions or final thoughts for improving South Placer Fire District.

Respondents provided a range of suggestions and final thoughts for improving the South Placer Fire District. Many emphasized the need for transparency and a positive workplace culture, with leadership earning the respect of line personnel through open communication and respect. Trust issues were highlighted, with calls for new leadership and concerns that opinions in the survey might be ignored. Several responses pointed to the need for better funding, whether through mergers, tax measures, or improved public image. There were also suggestions for fostering a better relationship between administration and employees, emphasizing the importance of employee retention and reducing micromanagement. Overall, there is a desire to transform South Placer Fire District into a more supportive and sustainable working environment, with a focus on long-term solutions and collaboration.