Recruitment and Retention Strategic Plan

of the

Firemen's Association of the State of Pennsylvania

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OVERVIEW

VFIS Education, Training and Consulting (ETC) was contracted by the Firemen's Association of the State of Pennsylvania (FASP) to develop a "Strategic Plan for Recruitment and Retention" for its Fire and Emergency Medical Service Community. VFIS ETC was the contractor for a similar nationwide initiative for the National Volunteer Fire Council (NVFC) and the United States Fire Administration (USFA) in 2006.

The objective of the project can be summarized by defining the expected project deliverable. The final submitted strategic plan to recruit and retain fire and emergency medical personnel within the state of Pennsylvania will include initiatives to accomplish the following:

- Preserve the volunteer component of the fire service.
- Provide recommendations for retaining and recruiting volunteer members.
- Halt the decline of volunteers within the state and improve the retention rates (department specific and regionally).
- Educate the community and the firefighters to realize that they are at risk and that recruiting and retaining firefighters would benefit the fire service.
- Increase the number of certified, trained and competent emergency responders within the state and define the benefit to the fire department and the community.
- Support each community in developing a needs assessment for the organization, providing training resources to conduct the needs assessment in the individual departments.
- Ensure that the plan will recruit members of racial and ethnic minority groups and women.
- Reference local, regional and state-wide approaches to the problem.
- Discuss any current benefits that are available.
- Reference any legislation to provide incentives to continue membership.
- Provide material to the individual departments to customize the program to meet their needs.

Ephrata Volunteer Fire Company uses billboards along highways as a recruitment tool

The project was funded by a SAFER (Staffing for Adequate Fire and Emergency Response) grant.

An extensive data gathering initiative was undertaken to obtain project input from all aspects of the state's related groups including:

- FASP Executive Leadership Team
- FASP Committees
- Fire Chiefs, Presidents, and Officers of Pennsylvania Fire/EMS Agencies
- County Associations
- Fire Police
- Auxiliaries
- Elected Officials
- Business Community
- Other Interested Individuals and Organizations

The information received is captured within this document. It was quickly determined that the Pennsylvania status regarding emergency service recruitment and retention was not dissimilar to the nationwide situation.

Recruitment and retention of volunteers have become major concerns of the volunteer emergency response community in America. The numbers tell the story. Only a decade ago, there were over one million volunteer firefighters nationwide. These numbers dropped to 800,000, fluctuating up and down. For some time, the United States Fire Administration has had a document available (Recruiting and Retaining Volunteer Emergency Service Personnel) regarding recruitment and retention of volunteer firefighters that provides excellent general guidance. However, as time goes by, you must change how you approach recruiting and retaining members based on local conditions.[1]

The nationwide research resulted in four key "findings statements" that must be understand before approaching the issues of recruitment and retention.

1. Recruitment and retention are LOCAL problems.
    - The needs, leadership and challenges are all local.
2. Recruitment is MARKETING, and you must market **ALL** THE TIME.
    - A needs assessment is critical to making sure you invest your time appropriately.
3. You need to know what your members want as benefits before you choose INCENTIVES.[2]
4. Effective LEADERSHIP is critical to success.

[1] Jenaway, William F., "Recruitment and Retention for 21st Century Emergency Services; VFIS News, Vol. 7, No.2., 2007, Page 1.
[2]Jenaway, William F., "Recruitment and Retention for 21st Century Emergency Services; VFIS News, Vol. 7, No.2., 2007, Page 1.

The same issues were found to be true in Pennsylvania!

LEADERSHIP emerged as a prominent issue as to why volunteers stay or leave. Leadership was characterized as an art, a science, and a style. Good leadership adds a third dimension and involves going beyond doing things the way they've always been done. This study found that effective leaders look beyond the numbers and set the direction for the organization. They integrate doing business with the whys, whats, wheres, hows and whens; establishing a long-term vision and working toward that vision.

The national (USFA) project and resulting text also featured research conducted by the Public Safety and Environmental Protection Institute of Philadelphia-based St. Joseph's University, part of its Graduate Program in Public Safety. The research better defined the reasons fewer people volunteer their time to organizations such as volunteer emergency service agencies. The following list identifies why members are leaving:

- poor leadership
- a lack of time
- too much time involved with fundraising
- health and medical problems
- family responsibility
- volunteering no longer being relevant to the members
- relocation
- other interests
- competing demands (work, family, school, sports, etc.)
- a problematic organization
- the fact that no one asked them to stay[3]
- personality conflicts

Again the same issues were found to be true in Pennsylvania!

Retention issues are not only individual, they can be by group, and may be local issues. While volunteer emergency responders typically join to help others, over time new factors enter into why they stay. In fact, today benefits play a significant role in why and how long members stay. Research from St. Joseph's University found the following types (noted below) of retention programs worked; however, what worked in one community did not necessarily work in a neighboring community, reinforcing that recruitment and retention are local issues.

Again, you will need to poll local personnel to determine reasons members no longer volunteer.

Some of the techniques used successfully as "benefits" include:

- a simple thank you
- direct monetary incentives, e.g., pay per call, length of service awards, and retirement programs
- indirect monetary incentives, such as free or discounted passes to local functions, events, and activities, meals, gift certificates, trips, conventions, paid event participation
- recognition, e.g., news articles, uniforms, and awards

[3] Ibid, page 2.

In addition, you should have to poll members who have left your Emergency Service Organization (ESO) to determine their true reasons for leaving.

What makes people stay involved? Much of the ability to retain people centers on motivating members through a shared VISION. Our research found that this is facilitated effectively in many cases when the emergency service organization can:

- accommodate individual needs,
- provide rewards and recognition,
- provide adequate supervision and leadership, and
- challenge members

All of these key points require **LEADERSHIP**.[4]

Time was spent with Pennsylvania Fire and Emergency Medical Service (EMS) Personnel to discuss the types of initiatives being undertaken and the successes and failures of their program. A committee can coordinate ideas, philosophy, and activities to achieve critical goals. A tighter link needs to be established to assure that the goals, objectives, activities, funding, follow-up, results and benchmarks are coordinated, being monitored and appropriately planned for and acted on. This plan can integrate spending for specific initiatives and recommends closer coordination of the FASP and a Recruitment and Retention Committee. In fact, given the potential working relationships of Pennsylvania's fire service agencies, it would appear there is an excellent opportunity to tie local needs for recruitment and retention to county needs to support from the committee, as directed by the FASP.

In most cases leaders demonstrated confidence, satisfaction and support to Pennsylvania's fire and EMS organizations. In discussing not only recruitment and retention general support issues, there were key points identified which relate to both leadership and planning. The fundamental support continues and will continue to exist for the system. However, there were business practices identified by leaders and elected officials that drive their decision-making and must be present in the decision making, request-making, and support system of the fire and EMS community. It was found that these mirror general best practices and will require leadership to implement. They are not difficult to integrate into current activities. Leadership which emphasizes change with changing cultures, short and long range planning, benchmarking for improvements, justification for expenditures and activities not just a "want", understanding diversity and its impact on fire and EMS systems and changing antiquated company rules and regulations to meet changing needs were all cited as KEY LEADERSHIP AND CHANGE FACTORS FACING PENNSYLVANIA'S FIRE SERVICE, to be successful in the future. There was also a general concern about the efficient leadership and management of the conversion from all volunteer to combination services. Questions arose regarding how this would be handled and what new skills, knowledge and human resource practices are necessary for success. These issues again are not unique to Pennsylvania, but do emphasize a need and expectation for enhanced leadership training and skills.

Detailed in subsequent sections of this report are the study results and prescriptions for initiatives that may be useful in supporting the recruitment and retention of emergency responders in Pennsylvania. There is no state-wide recruitment and retention committee or initiative in place. The lack of a

[4] Jenaway, William F., "Recruitment and Retention for 21st Century Emergency Services; VFIS News, Vol. 7, No.2., 2007, Page 2.

"champion" or group of champions limits both opportunity and planning for success in recruiting and retaining members.

Project deliverables and timeline for the project were:

- Inquiry forms due back by 12/31/12
- Develop baselines by 3/31/13
- Create conceptual approach by 4/31/13
- Design programs by 5/31/13
- Present project results at Annual Conference – 9/13
- Release Strategic Plan Draft by 9/30/13

Changeable message boards can be used to provide recruitment messages on a regular basis, as part of an overall recruitment and retention plan.

RELEVANT RESEARCH

Over the last decade, extensive relevant research has been conducted within Pennsylvania and throughout the United States. There are five relevant projects summarized in this section of the report, as it was determined that these were most relevant and worth a better understanding before acting on the situation(s) at hand.

NFA Research Project

A 2003 National Fire Academy Research Paper completed as part of the requirements for the Executive Fire Office program was authored by Mark Sweeney of the Brookline, Delaware County, Fire Company. The focal point was both positive and negative motivation of volunteers and the relationship to recruitment and retention. In his research, Sweeney expanded his "region" of assessment to all of Southeastern Pennsylvania.

The study was undertaken as a perception developed that member motivation was declining and attendance was dwindling at emergency responses and training. These indeed are classic signs found throughout Pennsylvania that interest is waning and both recruitment and retention will be challenging. The belief of the research project was that an improvement in motivation would improve the performance quality of the organization and enhance retention.

Eighteen fire departments in Southeastern Pennsylvania were surveyed during Sweeney's project. In summarizing and analyzing the data, Sweeney identified and validated key factors that affect the motivation of volunteer fire and EMS personnel and as a result, defined how to enhance the recruitment and retention of these critical safety infrastructure components of a community.

Maintaining Motivated Firefighters (Sweeney 2003) cited the following key finding which influence retention and motivation of members:

1. Create an environment where people feel they are doing something of value, in a valid organization.
2. Create an environment where people are appreciated.
3. Recognize and praise good work.
4. Build a team that works and acts as a team.
5. Provide feedback, mentor and grow the team.
6. Understand what causes motivation and participation to wane:
    - Work commitments
    - Family commitments
    - Illness or injury
    - Organizational requirements (training/fundraising)
7. Generation X members may well respond differently to motivational efforts than baby-boomers do. The two groups think differently, learn differently and have different expectations.

Suffice it to say Sweeney's research suggests that motivation techniques need to be applied with sensitivity to the corporate or social environment and any other factors peculiar to the individual or group. In essence, see the big picture before taking action. MORE IMPORTANTLY, IN 2003, IT WAS ALREADY RECOGNIZED THAT LEADERSHIP PLAYS A KEY ROLE IN RECRUITMENT AND RETENTION SUCCESS.
Respondent's to Sweeney's research noted the following:

1. Members under five (5) years of experience expect higher involvement of motivation.
2. Key motivational programs include:

Program	Rank* Overall
Award Dinners	1
Logo Wear	3
Financial	4
LOSAP	4
Social Activities	2
Educational Programs	7
Insurance	6
Citations	7

*1 is most desired

3. Factors that affect motivation:

Activity	Rank* Overall
Lack of Incidents	5
Poor Leadership	6
Time Demands	3
Increasing Automatic Fire Alarms's	1
Increased Non-emergencies	2
Promotional Opportunities	4

*1 is worst

IT SHOULD BE NOTED THAT EFFECTIVE LEADERSHIP WOULD EVALUATE AND ACT ON ALL OF THESE ACTIVITIES

4. Questions 2 and 3 were analyzed by age brackets. Age brackets were:
   - 0 – 5 years
   - 5 – 10 years
   - 10 – 15 years
   - 15 – 20 years
   - 20 – 25 years
   - 25 – 30 years
   - 30+ years

In the case of this survey the limited numbers of response showed no significance variance.

HOWEVER, THE RESEARCH DID ILLUSTRATE IN 2003 THAT KNOWING WHAT MEMBERS VALUE WILL SERVE WELL IN MOTIVATING THEM TO RETAIN STATUS IN THE ORGANIZATION.

Senate Resolution 60 Report

As directed by the Senate Resolution 60 (2003), the members of the Commission have developed a comprehensive set of issues requiring legislation to provide direct and indirect assistance for the purpose of improving the delivery of emergency services in the Commonwealth of Pennsylvania.

Upon a review of over twenty-five prior reports and studies, the Commission was intent on focusing on the issues of funding emergency services, assuring of personnel to respond to incidents (recruitment and retention), assuring legislative/political integration into the process, and the delivery of service; being honest and direct regarding the issues, problems, and resolutions to the problems affecting the fire and emergency medical services delivery system in the Commonwealth.

The Commission has developed twenty-three (23) recommendations identifying the issue, problem, and resolution, for action to now be taken by the General Assembly to manage the fire and emergency medical service delivery in the future. Pennsylvania has an amazing group of volunteers who dedicate their time, skills, and efforts to protect their communities. Similarly, the career fire and emergency medical services invest their efforts into making the state safe. The safety infrastructure they support is critical to a community where people want to work, leisure, visit, and worship. It is incumbent upon the General Assembly and local political officia1s to assure the safety of those who visit, live in, or work in their community. These recommendations are designed to enhance the current system.

The 25-member Commission assembled by Senate Resolution 60 has provided invaluable insight into the issues, problems and resolutions. Each member of the Commission expresses their personal thank you, not only for the opportunity to serve on this Commission, but to have the opportunity to develop a strategic blueprint for constructive change and enhancement of our fire and emergency medical system. On November 18, 2004, the Commissioners voted unanimously to complete this document and present it to the General Assembly.

The remedies proposed in this report are multi-faceted but, when collectively viewed, we believe they are necessary to strengthen, maintain and in some instances salvage our fire and EMS organizations for the protection of our citizens. Our emergency service providers are in a state of emergency. They need the state's leadership now in partnership with our municipalities to meet the many challenges they confront today and which will only worsen if not addressed. It is the unanimous position of the members of this commission that these recommendations should be made a priority in the next session of the General Assembly. **It is estimated that the minimum investment these recommendations would require would be about $20 million, which is less than 1/10 of 1 percent of the estimated savings in labor costs alone, our volunteer fire and emergency medical service providers save the community.**

Recommendations and their statistics include:

- Tax credits (only implemented for one year then retracted)
- Business tax credit for supporting volunteer fire/EMS (no action)
- Service Longevity Program (no state-wide action)
- Educational benefits (several proposals, no positive reaction/action)
- Provide health care benefits opportunity (no action)
- Act 84 reform (no action)

USFA Text

In 2007, FEMA provided a grant to the National Volunteer Fire Council to revise the USFA text "Recruiting and Retaining Emergency Service Personnel". The work effort conducted by VFIS-ETC, involved a nationwide review of practices, both successful and unsuccessful on recruiting and retaining members of the emergency services. Specifically, the study objectives were to:

- Understand how to find volunteers
- Understand how to keep your people
- Understand what motivates them to stay
- Understand the impact of leadership

Three key points and an over-riding issue were the findings:

1. Recruitment and Retention is a local problem. The leadership, needs, challenges and solutions are all local.
2. Recruitment is MARKETING. When do you market? ALL THE TIME
3. Benefit programs require you to know what the members want, before it becomes an incentive.
4. Research tells us that POOR LEADERSHIP is the most common reason for members leaving the fire service, other than "no time to serve".

The research did identify what works in emergency service organization to recruit members:

- Training Programs for Emergency Service Organizations
    - Building Blocks (VFIS Training Program on Community Outreach)
    - Fire Corps
    - Leadership
    - Junior Firefighting
- Media Use Products
    - PSA's (TV and radio)
    - Websites
    - Facebook pages
- Print Use Projects
    - Newspaper ads/magazine ads
    - Posters
    - Billboards
    - Handouts/solicitation stuffers

- Other Items
    - Benefits (e.g. physicals, insurance, payments)
    - Training for life skills, training for a career
    - Funeral Benefits
    - Word of mouth

To retain members:

- Financial Incentives
    - Pay per call
    - Length of service awards programs/retirement programs
    - Health care
    - Tax credit
    - Tuition reimbursement
    - Scholarships
    - Life insurance
    - Accident/disability insurance
    - Low interest loans
    - Housing assistance
    - Social network
    - Legislation
    - Reduced Department of Motor Vehicles fees
- Non-financial Incentives
    - Uniforms
    - Logo wear
    - Banquets
    - Picnics
    - Social functions
    - Free use of agency facilities
    - Award events
    - Community day's events
    - Child care during training activities, fundraising activities, and responses

In essence the research found that these were local solutions handled by local organizations. The USFA report offered extensive examples and tools for local use.

University of Pittsburgh Institute of Politics, Public Safety and Emergency Preparedness

A 2011 research project by this group established the following:

Guide to Best Practices in Volunteer Firefighter Recruitment and Retention

Facts

- The ranks of volunteer firefighters have declined from 300,000 in the 1970s to 70,000 in the 1990s and Pennsylvania State Fire Commissioner Edward A. Mann estimates that there are currently about 50,000 volunteers across the state.
- There are 2,400 fire departments spread across the state's 67 counties. Recent state legislation made municipal governments completely responsible for the provision of fire protection and emergency medical services.
- A study conducted by the Pennsylvania Fire and Emergency Services Institute (PFESI) in 2001 found that volunteer fire service companies yielded about $6 billion in avoided costs to local governments. Figures from Independent Sector, a coalition of non-profit organizations, suggest that the hourly value of a Pennsylvania volunteer firefighter is $20.51.
- Volunteer fire service programs receive approximately $150 million a year through the Pennsylvania Volunteer Firefighter Relief Association Program and the Volunteer Ambulance Service Grant Program.

Myths and Misconceptions

- Many taxpayers believe that the local services tax funds fire departments. While some of the tax revenues are used by municipal governments to fund emergency services, volunteer fire departments do not receive any portion of the tax revenue.
- One common misconception about fire service programs is that stringent state training requirements were largely responsible for the difficulties such companies face in recruiting and retaining firefighters. Pennsylvania does not require any level of training for state firefighters.
- Some people have stated that elected officials may not realize the dire financial circumstances facing many volunteer fire departments and that municipalities would have to hire career departments if they lost their volunteer companies.

Complaints and Concerns

- Mann claimed that the two main reasons why volunteer firefighters quit the company were due to firehouse politics and onerous fundraising requirements. Many firefighters stated their dissatisfaction with the time they spent hosting bingo games and chicken barbecues. Exit surveys in Montgomery County, Pa., revealed that many volunteers were leaving due to frustration with bureaucratic red tape, such as the four-month process to replace a lost glove.

Innovative Solutions

Retention

Can Be Implemented Without Legislation

- Fire departments can issue exit surveys to determine why people are leaving the volunteer fire service. In Montgomery County, Pa., the department reduced its bureaucratic red tape after surveys demonstrated it was commonly cited as a reason for leaving.

Recruitment

Can Be Implemented Without Legislation

- Hampden Township shortened their application to one page and personally followed up with prospects via email and phone within two hours of receiving the application. They also granted temporary memberships after a background check through the police department.
- Hampden Township also developed a citizen's fire academy. The program aimed to train eight Firefighter One certified volunteer firefighters by the end of the four-year grant period and create a long-term recruitment program. The academy consisted of four sessions that taught the basics of firefighting and was advertised to the public. The academy had an overall budget of $3,000 and was financed by a SAFER grant. In 2009, six members enrolled in the academy, yielding four active firefighting members. In 2010, the academy attracted 11 members. Academy enrollees included a township commissioner, a state government employee and a state representative.
- John M. Buckman III, Branch Chief of Indiana Firefighter Training stressed the importance of marketing volunteer departments to the younger millennial generation currently in their twenties. The millennial generation is more diverse and tech-savvy than those of the past. Chief Buckman advised departments to cater to millennials to attract and retain such individuals. He claimed that millennials value recognition for their efforts, limited bureaucracy, and friendly work environments.

Requires Legislation

- Elected officials can create incentives that benefit volunteers from each age group. They can offer tuition breaks for younger volunteers, student loan forgiveness for middle-aged volunteers, and length-of-service awards or retiree stipends for older firefighters.
- Elected officials could expand the FireVEST Scholarship Program across the state and to other universities. FireVEST was created by Allegheny County Executive Dan Onorato in partnership with the Allegheny County Fire Academy and the Community College of Allegheny County (CCAC) and the program launched in 2009. FireVEST is a scholarship for a 65-credit associate's degree and includes tuition, fees, and books for any volunteer fireman. Firefighters can enroll in any of CCAC's 140 programs. Recipients commit to five years of volunteer fire service. Must meet minimum GPA of 2.00. The Region 13 Task Force is looking to build upon FireVEST and offer education opportunities at state universities to graduates of the FireVEST program. FireVEST scholars represent 60 different companies in Allegheny County and 14 different academic programs at CCAC and 60% of students currently enrolled in the FireVEST program have grade-point-averages above 3.0.

Retention and Recruitment

Can Be Implemented Without Legislation

- Departments can implement measures to reduce unnecessary runs such as calls for downed power lines and reduce the number of volunteers who are expected to respond to such calls by utilizing selective paging.
- Departments can improve their recruitment and retention efforts by issuing climate surveys of current volunteers in addition to exit surveys, since tracking down those who left the service is often difficult. Using climate surveys allows departments to be proactive in retaining volunteers.
- Eight volunteer fire departments in the Highlands School District in Allegheny County created the Highlands Emergency Services Alliance to provide EMS and firefighting training to high school students during school hours. The program covers the required essentials of Fire Fighting and Emergency Response certification hours. The program has existed for two years and enrolled 21 students in the first year and currently enrolls 22 students. Many enrollees in the program serve as junior firefighters in their local volunteer fire department.

Requires Legislation

- Only five or six recommendations outlined in the report issued in accordance with Senate Resolution 60 have been addressed by the state legislature. The implementation of additional recommendations will help volunteer fire departments in their retention and recruitment efforts.
- Elected officials could pass legislation offering tax and insurance incentives to volunteer firefighters. They can offer incentives for local income tax breaks, forgiveness of local fire tax, reinstating state income tax breaks, extending municipal group medical insurance rates to firefighters, increasing state grant programs from $25 million to $35 million, and allowing local matches for Length of Service Award Programs.
- Elected officials in Albemarle County in Virginia have funded incentives and cost recovery for volunteers so that they don't have to spend out-of-pocket to volunteer for their community.

Training

Can Be Implemented Without Legislation

- Departments can provide online training options to lessen the time and financial costs of training.
- Virginia's Montgomery County developed a county-wide system that featured a regionalized Volunteer basic Orientation Program to teach new firefighters the basics, such as CPR, blood borne pathogens, and how to put on gear in a class ran by a third-party nonprofit.
- Parkview Volunteer Fire Department in O'Hara Township has a points-based incentive system. Volunteers are awarded points for certain tasks, such as training, work detail and EMS shifts and at the end of the year members are given gift cards. The system is allowed by law and has been cost-effective for the department, costing Parkview roughly $4,500.
- Fire chiefs should take a realistic inventory of the department's capabilities and determine which necessary skills they should focus upon. They should also tailor their training programs to the needs of their department and community.

Require Legislation

- Legislators could raise the tax on foreign fire insurance by half a percentage point from 2% to provide free training for volunteers. 73% of respondents in a recent poll conducted by PFESI and Penn State University positively responded to such a proposal.
- In Albemarle County, Virginia, the county funds volunteer leadership and management programs that supplement the technical skills required by the National Fire Protection Association.

Community Relations

Can Be Implemented Without Legislation

- Departments can do a better job of reaching local elected officials. There is often a lack of effective communication between volunteer fire departments and the government. Local elected officials often dislike funding volunteer fire departments because they feel as if they are blackmailed into paying for them.
- Departments can reach out to community for non-firefighting jobs. They can employ volunteers and third parties to perform tasks such as conducting financial reports and fundraising.
- William Rossey, Tarentum Borough Manager and volunteer firefighter found positive responses to the department after he gave council members a tour of the fire department and information about the apparatus.
- Departments should work towards building the trust of powerful neighborhood groups.
- State Senator Solobay gave an example of how a mayor who intended to cut funding to the fire service changed his mind after being invited to ride along with the firefighters and learn about the department.
- Lititz Fire Company provided a fire department pager to elected officials for 30 days to give them an opportunity to see the time commitment required by volunteers.

Requires Legislation

- Legislators could create a state-funded regional network of support staff to aid fire departments with information technology, administration, accounting, and other time-consuming projects.
- Legislators could restructure the Volunteer Loan Assistance Program. The numbers are somewhat antiquated in terms of what departments can borrow from the state (about 2 percent). Most volunteer fire departments are good credit risks. In addition it takes too long to process documents.

Center For Rural Pennsylvania

In the spring of 2012, the Center for Rural Pennsylvania and the Pennsylvania Fire and Emergency Services Institute (PFESI) conducted a mail survey of Pennsylvania fire chiefs to identify firefighter recruitment and retention patterns.

The Center compared the results of the survey to a similar survey of fire chiefs it conducted in 2001. The current survey found that:

- 52 percent of responder companies had a net increase in firefighters;
- The top two firefighter recruitment methods used by fire companies were word of mouth and family & friends; and
- Firefighters leave service because they were moving from their current area, had job commitments, had family commitments, and lost interest in firefighting.

The results also found that fire companies, on average, had 17 fundraising events and responded to 551 fire calls per year.

In 2012, 95 percent of respondents said one or more firefighter joined their company within the past two years. On average, companies gained 5.8 new firefighters.

In 2001, 94 percent of respondents said new firefighters joined their company. The average gain per company was 6.9 firefighters.

In 2001 and 2012, the top two recruitment methods among fire companies were word of mouth and family and friends.

In 2012, 89 percent of respondents used word of mouth and 71 percent used family and friends.

In 2001, 92 percent of respondents used word of mouth and 67 percent used family and friends.

Methods Used by Fire Companies to Recruit New Members, 2001 and 2012

	2001	2012
Word of Mouth	92%	89%
Family/Friends	67%	71%
Open House	29%	32%
Newsletter/Flyer	27%	24%
School/Business Presentation	19%	19%
Fire Police	10%	9%
Social Club	5%	5%
Paid Advertisement	5%	4%
Other Method	4%	12%

Note: Totals do not add up to 100 percent due to multiple responses.

Firefighter Retention
In 2012, 90 percent of respondents said one or more firefighters left their company or became inactive over the past 2 years. On average, 4.8 percent firefighters left these companies.

In 2001, 85 percent of respondents said they lost firefighters over the past 2 years. On average, these companies lost 5.0 firefighters.

Reasons for Leaving
In 2012, respondents identified the following as the top four reasons as to why firefighters left the company: moved away (58 percent), job commitments (52 percent), family commitments (44 percent), and lack of interest (35 percent). The same four reasons topped the list in 2001 as well.

Reasons for Leaving Fire Company or Becoming Inactive Over the Past 2 Years, 2001 and 2012

	2001	2012
Moved Away	63%	58%
Job Commitments	51%	52%
Family Commitments	42%	44%
Lack of Interest	42%	35%
Personality Conflicts	38%	34%
School/College	24%	30%
Disagreement with Leadership	23%	22%
Retirement/Old Age	34%	21%
Expulsion	17%	17%
Disliked Training	12%	13%
Illness/Disability	9%	11%
Other	6%	11%

Note: Totals do not add up to 100 percent due to multiple responses.

SUMMARY

Larger Companies Are More Successful in Recruiting/Retaining Members
In general, the larger the fire company, the more successful it was in recruiting and retaining firefighters. Additionally, larger companies tended to have bigger budgets and responded to more fire calls compared to smaller and mid-sized companies. They also receive larger Act 84 allocation allowing for more recruitment and retention opportunities.

Female Firefighters Are Still in Short Supply
While is not unusual for fire companies to have female firefighters, it is unusual for companies to have more than a handful of female firefighters. The 2012 survey results indicated that while the majority of companies (79 percent) had at least one female firefighter, the average company had less than three female firefighters.

Most Fire Companies Are Able to Recruit Firefighters
The 2012 survey results indicated that more than 95 percent of fire companies recruited one or more firefighters. On average, companies recruited six new firefighters, and the majority of these new recruits were between the ages of 18 and 30 years old. Overall, companies had an average net increase of one new firefighter in 2012.

Too Many Fundraisers Are Negatively Affecting Firefighter Retention

Only one variable was correlated with the number of fundraising events – retention. The number of fundraising events was not correlated with the size of the fire company, the number of firefighters, the number of new firefighters, or the net change in firefighters. So, it appears that the more fundraising events the company sponsored the more firefighters that left the company or became inactive. This finding could suggest that many fundraising events may contribute to the loss of firefighters; but it does not necessarily deter new firefighters from joining.

Little Change in the Numbers of Firefighters

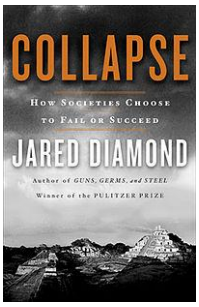
Data from the 2001 survey showed that the average fire company had 18.2 firefighters who regularly responded to calls. In 2012, the average was 16.8 firefighters. The difference between 2001 and 2012 was not statistically significant. While some companies may have seen a decline in the number of firefighters who respond to calls, most have seen little or no change.

Credit: Pennsylvania Firefighters, The Center for Rural Pennsylvania

Millvale Fire Department website indicates new members are always welcome and provides a link to their application.

THE IMPACT OF CULTURE ON RECRUITING

During the research for this project, two texts were found to be extremely valuable. Collapse, by Dr. Jared Diamond of UCLA, discusses how cultures become extinct if they are not aware of and react to changing climates (e.g. receptivity of the public to the service they provide), hostile neighbors (e.g. YMCA, nursing homes and sports teams stealing their members for enjoyable positions with less training and demands), trade patterns (e.g. increasing expense patterns with no related income increases), environmental problems (e.g. departments or municipalities threatening takeover) and society's response (e.g. understanding these issues are occurring and dealing with them), if these issues are not recognizable and dealt with, the volunteer fire service in that area may fail.



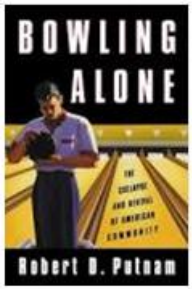
The five components to collapse or failure are:

- Climate change
- Hostile neighbors
- Trade patterns (alternative sources of goods)
- Environmental problems
- Society's response to environmental problems

Each society and the volunteer fire service will choose to succeed or choose to fail.

His 1997 Pulitzer Prize winning book Guns, Germs and Steel: The Fates of Human Societies began with a simple question – "Why did Pizarro conquer the Incas and not the other way around?" – and then managed to tell, over the course of only 400-odd pages, the history of why humanity has turned out the way it has.

The text Bowling Alone by Dr. Robert Putnam of Harvard, similarly advises that changes in work demands, home-life, family structure, age, suburbia, television, computers, women's roles, the two-income family, etc. Have all created a situation of less time available to volunteer and when volunteering occurs, the involvement with family or less demands will win the competition for people.



Putnam warns that our stock of social capital – the very fabric of our connections with each other, has plummeted, impoverishing our lives and communities. More Americans are bowling than ever before, but they are not bowling in leagues. Putnam shows how changes in work, family structure, age suburban life, television, computers, women's roles and other factors have contributed to this decline.

These texts mirror the problems and solutions for recruitment and retention of volunteers for fire/EMS.

RECRUITING ISSUES AND SOLUTIONS

On the surface, it would appear that there is a problem with volunteer firefighter recruitment or retention. The growth in career (full and part-time staff) illustrates a trend to paid staffing despite indicated growth in some areas of volunteers. Closer scrutiny would indicate that the actual numbers of volunteer firefighters is stable at best in some communities, but declining in most.

In Pennsylvania, statewide respondents indicated three key reasons that have helped maintain or increase volunteers:

1. Population growth
2. Recruiting programs in schools
3. The demand for EMS (helps prepare members for paid positions)

Similarly there were three key indicators related to why companies were losing volunteers:

1. No affordable housing/decreasing population/members dying off
2. An increase in calls resulting in less time available
3. An increase in training and fundraising resulting in less time available

These issues are consistent with the findings of the USFA/NVFC study on volunteerism conducted by St. Joseph's University.

With the development of a strategic planning process comes the opportunity to identify several key internal and external drivers for the organization, while formalizing concepts such as vision and mission. This was the case for this project as well.

Statewide, requests were made for the identification of values, strengths, weaknesses, opportunities, and threats that organizations provide to or experience with volunteers. These were captured and the following were found to be representative statewide.

Values

There are a number of intrinsic values embraced by Pennsylvania's Fire and Emergency Services. They recognize these values to be of significance and importance to their members, the organizations and the community. The survey identified the following organizational values:

- **Reliability** – through consistent quality performance in responding to emergencies
- **Dedication/Commitment** – as demonstrated through the efforts of response and involvement with the community, licensing, certification, performance, continued professionalism, pride and a positive attitude
- **Community Trust and Respect** – as illustrated by continued support financially, morally, and interest in the organizations

SWOT Analysis

A "SWOT Analysis" identifies the organization's strengths, weaknesses, opportunities, and threats.

Strengths of Pennsylvania's Fire and Emergency Services

Members, oversight groups and users of the services of the Pennsylvania Fire And Emergency Services have identified the organization's strengths. STRENGTHS demonstrate the quality of being

strong, and supporting a legal, moral, or intellectual force. These strengths add to the value of the organization. The use of "strengths" in creating strategic initiatives assist in overcoming weaknesses and threats, help facilitate opportunities, and assist in identifying appropriate efforts with strategic partners outside of the organization. In addition, any identified weakness, threat, or opportunity that does not complement strengths, warrants the question of time and resource investment to address that issue.

The survey identified the following strengths:

- Responsiveness and dedication to the needs of the community,
- Commitment to training for professionalism, and
- Members who contribute to a better community.

Weaknesses of Pennsylvania's Fire and Emergency Services

Members, oversight groups and users of the Pennsylvania Fire and Emergency Services also identified the organization's weaknesses. WEAKNESSES demonstrate a weak point or a fault. In identifying performance gaps, or needs, it helped identify concerns and issues that may or may not be easily identified by the organization personnel, themselves. These are routine issues, which may provide continual challenges to the organization, and must be faced as both short and long term issues.

The survey indicted the following weaknesses:

- Lack of Leadership
- Lack of adequate personnel to respond during daytime hours
  (Is this an organizational issue or a personal issue?)
- Less funding

Opportunities for Pennsylvania's Fire and Emergency Services

Members, oversight groups and users of the Pennsylvania Fire and Emergency Services have identified the organization's opportunities. OPPORTUNITIES are a combination of circumstances favorable for the purpose of the organization. These opportunities provide the organization with scenarios that complement either strengths or weaknesses and provide the availability of resources from within the organization to assist in improvement of the situations identified.

The survey indicated the following opportunities:

- Regionalization, Mergers & Sharing Services
- Population growth offers the opportunity for more members through effective recruiting/outreach
- Identifying alternative funding sources

Threats to the Pennsylvania Fire and Emergency Services

Members, oversight groups and users of the Pennsylvania Fire and Emergency Services have identified the organization's Threats. THREATS are an indication of danger, conflict and challenge. In identifying threats to the organization, both internal and external threats were identified. The threats may be operational or organizational, either of which create a need to address the issue.

The survey indicated the following threats:

- Increased age of members,
- Poor leadership,
- Increasing numbers of calls, and
- Regulatory mandates, such as new national standards beyond the need for rural or small communities.

Strategic Alliances

Strategic Alliances lie both within the local community as well as county and statewide and offer opportunities to the organizations to develop additional alliances to meet general or specific objectives. The organizations have not taken strides to become more involved with agencies such as the Optimist Club, Chamber of Commerce and Rotary Club. Many more service groups exist which could become allies in planning. In addition, other municipal advisory groups may provide opportunities for mutual strategic advancement.

Specific county responses to the questions or values, strengths, weaknesses, opportunities, and threats can be found in Figure 1.

Key Recruitment Perspectives

The survey further brought to light the following key points regarding recruitment.

It is a general belief that people volunteer to join Fire and Emergency Service Agencies to

- Help the community,
- Be part of a team or group, or
- Out of community pride.

Primary success factors in recruiting are considered to be:

- Word of mouth,
- Recruitment of schools, and
- Recruitment at community events.

By contrast, the perspective of why recruiting efforts fail lies in the fact that recruiting isn't widely conducted.

Key suggestions for initiatives to implement to support recruiting included:

- Development of a general public information campaign, and
- Develop a recruiting plan that encompasses diversity to mirror new communities.

Consistent with this was the recommendation that the recruiting programs NOT make promises that can't be met but be local, NOT statewide, in nature.

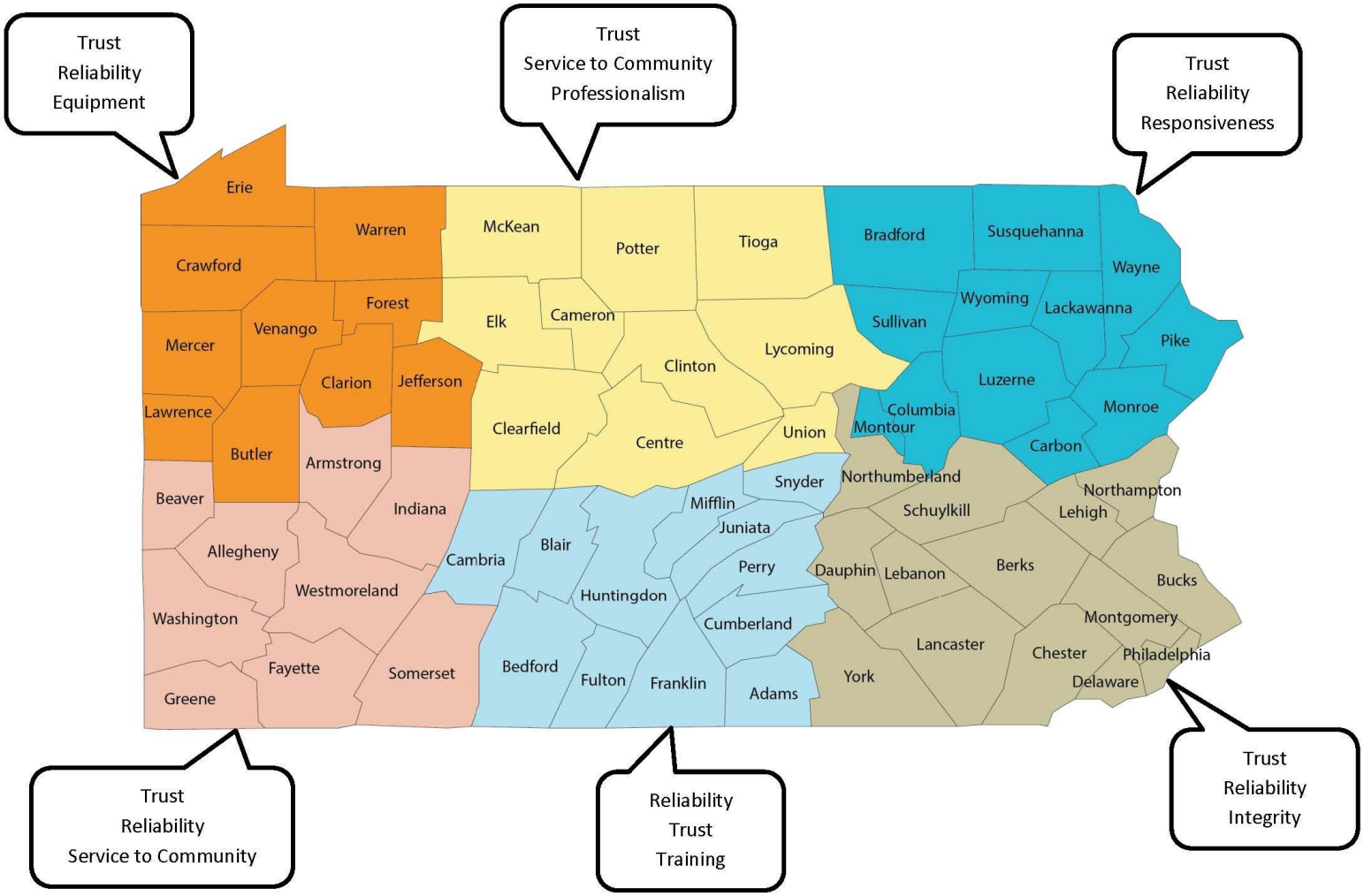
This leads to an overriding consideration.

Specific county responses to the questions of Recruitment Issues can be found in Figure 2.

LEADERSHIP is necessary to create, direct and implement recruitment programs. Without effective leadership, no program will be successful.

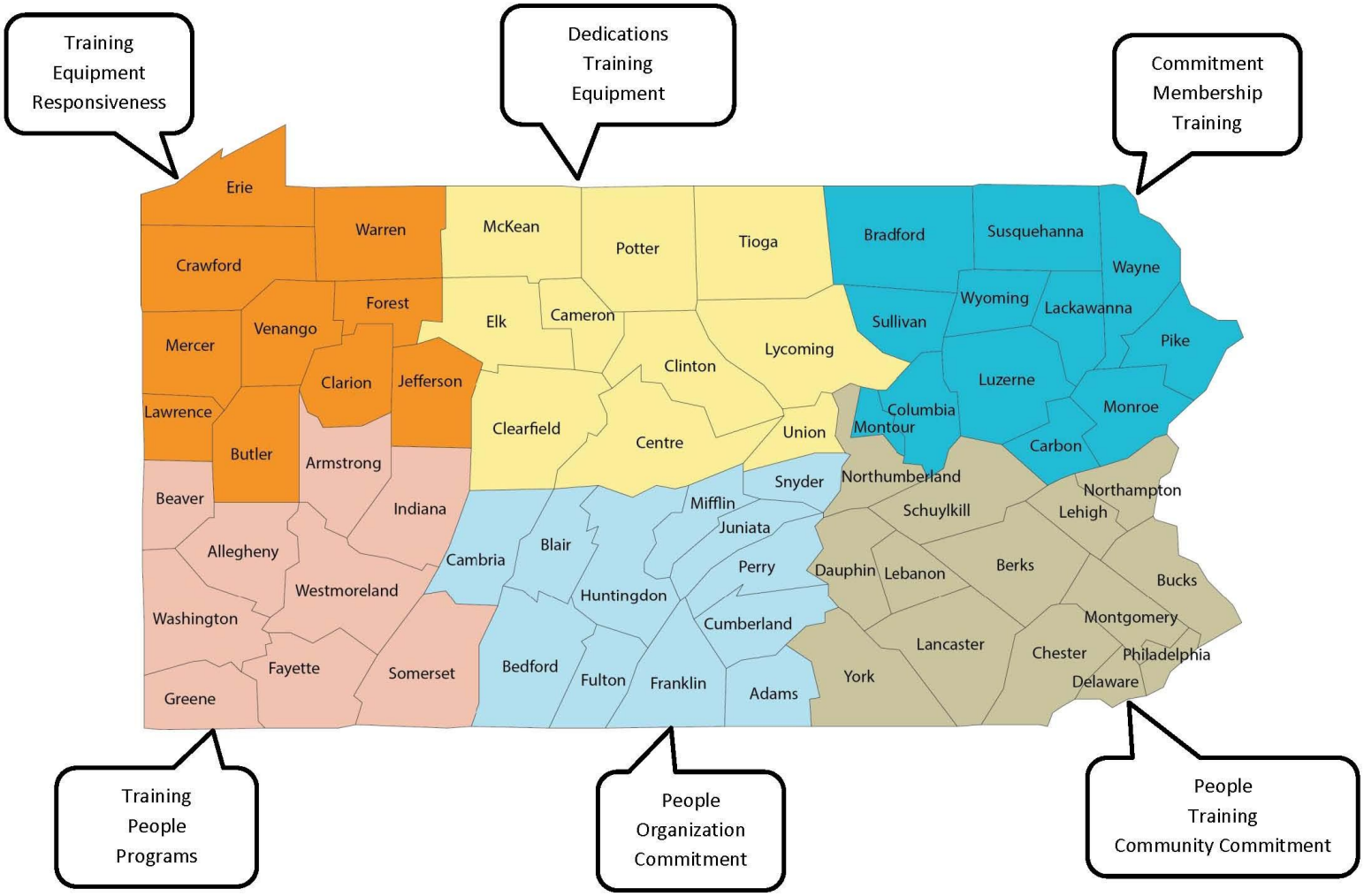
In addition, it becomes important to identify who you are trying to recruit (skills and knowledge), what groups must be contacted to gain possible members, what is the message we must communicate, and how do we achieve this. This is illustrated in Figure 3.

RECRUITMENT & RETENTION VALUES



STATEWIDE VALUES: TRUST, RELIABILITY, PERFORMANCE

RECRUITMENT & RETENTION STRENGTHS



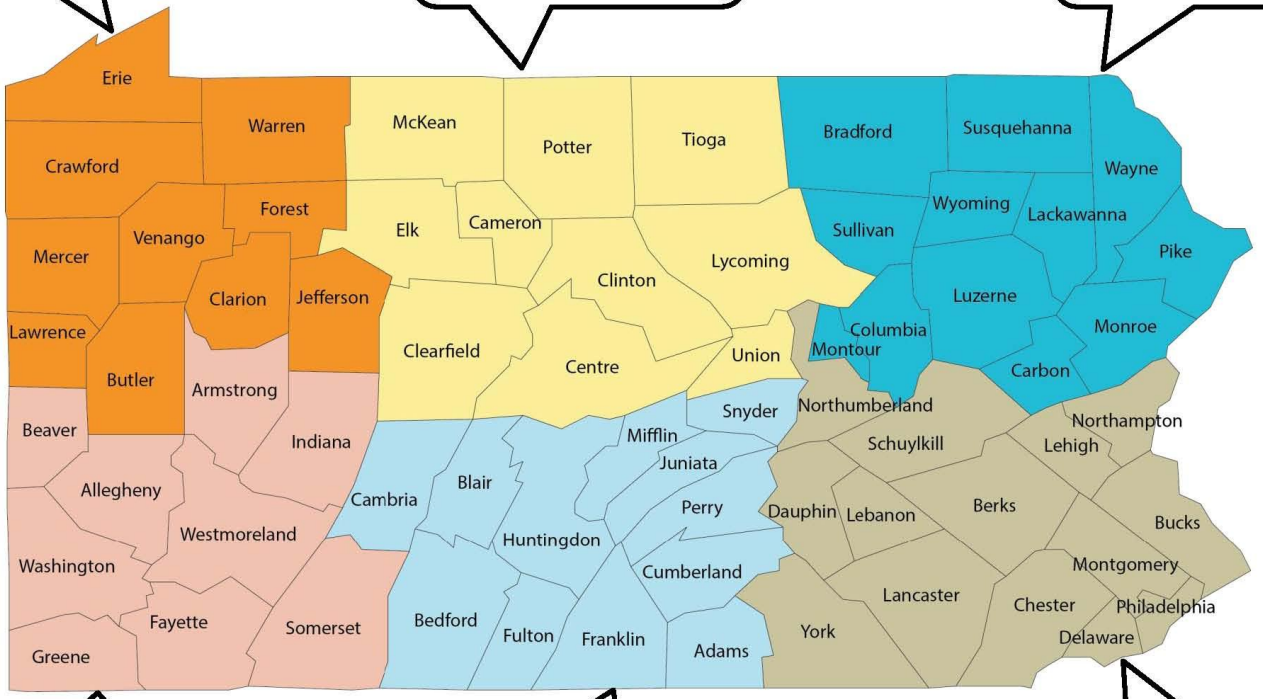
STATEWIDE STRENGTHS: PEOPLE, TRAINING, COMMITMENT

RECRUITMENT & RETENTION WEAKNESSES

Lack of people
Increasing age of members
Lack of community support

Lack of people
Administrative support
Average age increasing

Lack of members
Fundraising requirements
Overall time commitment



Increased paperwork
Fundraising requirements
Expense increase

Members are increasing
Fundraising requirements
Staffing levels

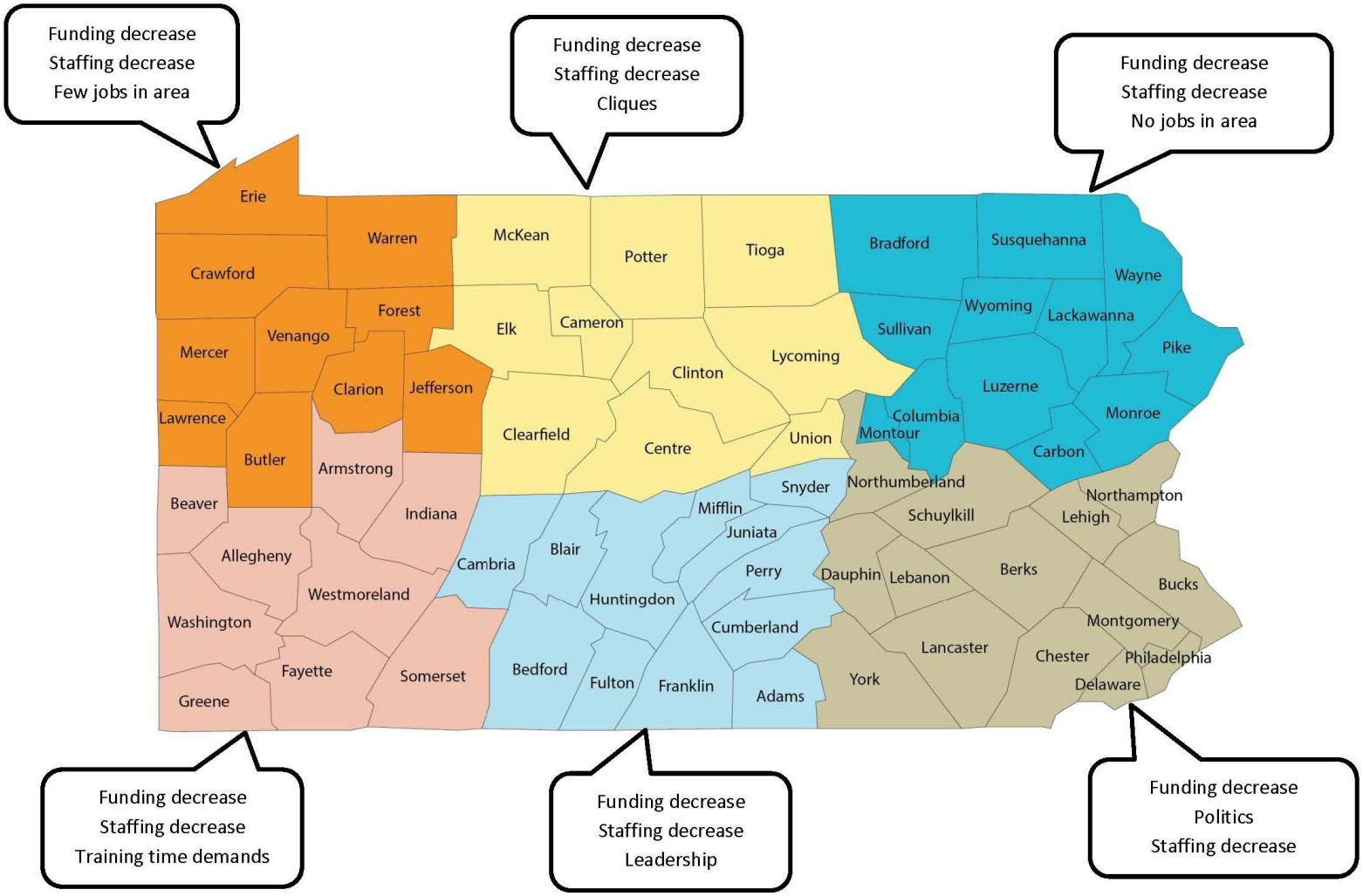
Lack of members
Leadership/Politics
Funding level

STATEWIDE WEAKNESSES: LACK OF PEOPLE, LESS FUNDING, LACK OF LEADERSHIP

RECRUITMENT & RETENTION OPPORTUNITIES

STATEWIDE OPPORTUNITIES: MERGERS, ALTERNATING FUNDING SOURCES, COMMUNITY OUTREACH

RECRUITMENT & RETENTION THREATS



STATEWIDE THREATS: FUNDING DECREASE, LESS MEMBERSHIP, TIME DEMAND ON MEMBERS

Figure 2 Specific County Findings of Key Recruitment Issues

Issue	Southeast	Northeast	South Central	North Central	Southwest	Northwest
Why people join	- Help community - Gain skills - Activity (call volume) - Experience / training - Live-in opportunity	- Help community - Asked to join	- Help community - Camaraderie - Pay	- Help community - Family activity	- Help community - Family activity	- Help community - Gain skills/job - Excitement - Personal interest - Family/friends
Successful recruiting techniques	- Word of Mouth - Target members - School involvement - Live-in - Experience	- Facebook - Word of Mouth - High School involvement - Job Fair	- Pay per Call - Mailers to people	- Pay per Call - College Student Involvement - Media use	- Word of Mouth - Community outreach - School involvement	- Pay per call - Ads/Posters - School involved (High School and College)
Ideas to Improve Recruiting	- Keep in public eye - Take responsibility - Pay/Incentives	- Incentives - Grant funds - Tax credit	- Scholarships - Internships - Regional grants	- Leadership - Discuss workflow with candidate	- More benefits - LOSAP/ Retirement	- Appreciate people - Tax credits
Do NOT use these techniques for retention	- Nothing mentioned	- Nothing mentioned	- Nothing mentioned	- One size does not fit all in a program	- Don't Beg	- Nothing mentioned

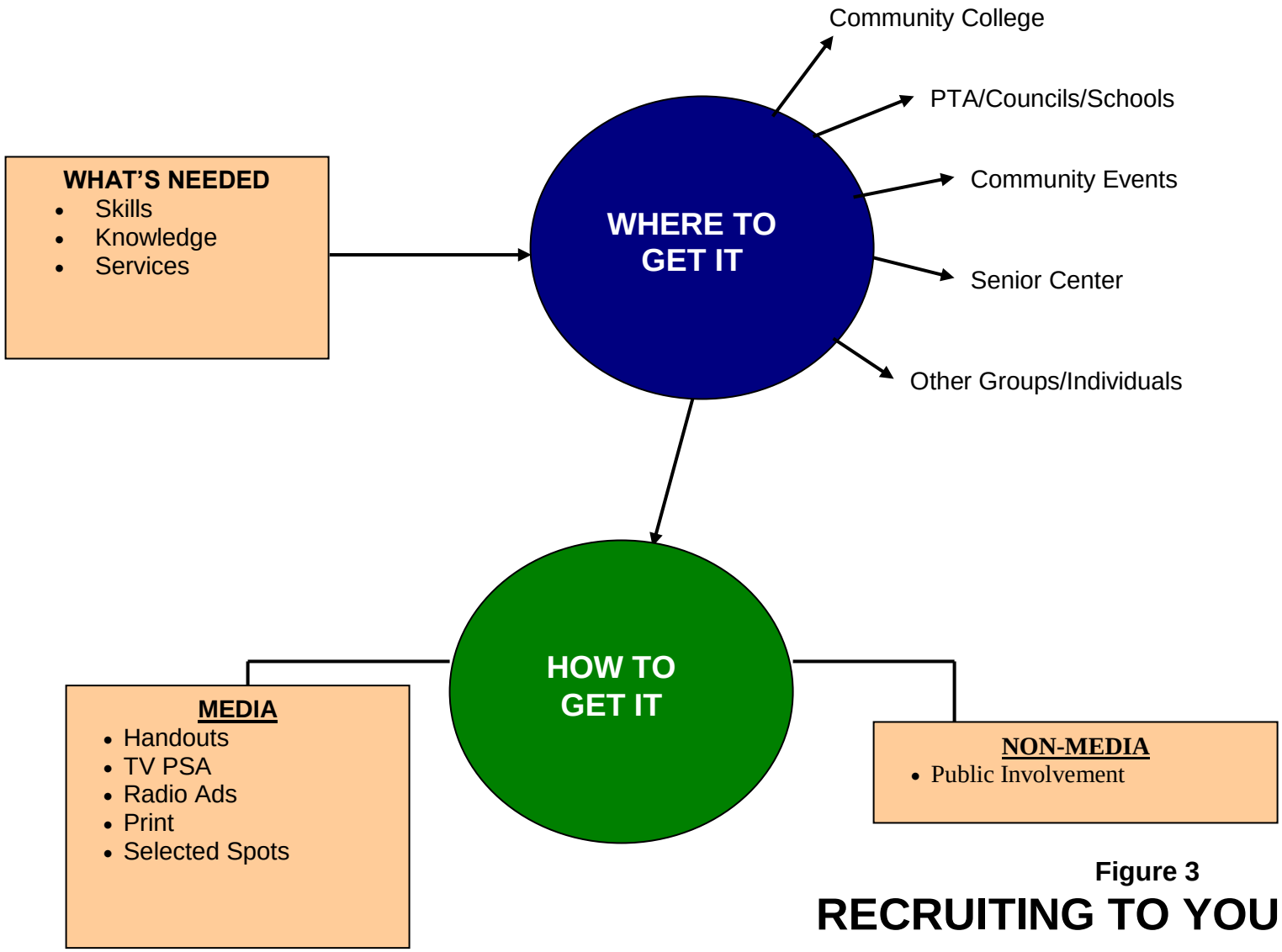


Figure 3

RECRUITING TO YOUR NEEDS

Proposed Pennsylvania Specific Programs

Why should I join the local fire company? What will it do for me? Why should I stay? These questions are normally asked. The lure of providing assistance to the community is no longer enough in order to ask someone to give a large chunk of their time to anything, much less an activity that can be dangerous, dirty, and pull you out of bed in the middle of the night.

Training Programs for Fire Companies

There are a variety of approaches a department can take to reinforce the new volunteer's interest. New members should be promptly involved in department activities so they can overcome their anxiety about becoming part of a close knit group. Give them responsibilities in line with the talent and expertise they bring to the organization. The existing members should take this time to learn more about the new member. They should remember that the new volunteer probably will reevaluate his or her commitment soon after joining. As a result, it is important to pay special attention to the new volunteer during his or her first few months, or even year. Most departments also require new members to attend a minimum number of meetings and training sessions to get them started quickly, ensure they are "kept in the loop," and to test their commitment early on.

Building Blocks: The fire company must have in place a natural progression of development for its members, beyond learning to be a firefighter. Building on the lessons learned in school, and from business experiences, the fire company should show that it gives more than it gets. A fire company can use materials developed by VFIS (www.vfis.com) and the National Volunteer Fire Council www.nvfc.org Their Comprehensive Guide to Retention and Recruitment is available at www.nvfc.org/news/2007-retention-guide

Leadership: Leadership was identified as a critical factor in the effective planning, leading, organizing, and controlling of an emergency service organization, whether for a specific project, in handling an emergency, or IN THE DEVELOPMENT AND IMPLEMENTATION OF AN EFFECTIVE RECRUITMENT AND RETENTION PLAN. However, it was also noted that despite attempts at developing such a course, an appropriate one does not yet exist. Such a course including both emergency and non-emergency leadership, which can be ultimately delivered by the Pennsylvania State Fire Academy, requires development.

Junior Firefighting: Getting fire company members on a junior basis is a commonly used program in communities thought the country. High school students are given an opportunity to learn a new skill, become part of a peer group and become active in their community as well. An organized Junior Firefighting program provides the mechanism to achieve this.

Fire Corps: Citizen Corps is a component of USA Freedom Corps for individuals to volunteer to help their communities prepare for and respond to emergencies. The Federal Emergency Management Agency (FEMA) has a program called Community Emergency Response Team (CERT) to provide training in basic response techniques. Information on this program is available at www.training.fema.gov/emiweb/cert Fire Corps is a similar program. Details are available at www.firecorps.org.

Print Use Products

The United States Fire Administration WWW.USFA.GOV is a source for free information that may be reprinted or copied; all dealing with fire company recruitment & retention.

A wide variety of media has been used to aid in recruiting. They include newspapers, flyers, posters, paper bags, billboards, bus signs, and restaurant placemats.

Local newspapers are a source that you should regularly be utilizing for fire safety information and providing incident information on cause & precautions that should have been taken. Most newspapers will assist community groups and not-for-profits in developing an ad or a story on what the benefits to an individual are when joining and staying with a fire company.

The use of *billboards* is also becoming more popular. The message of the billboard should be specific to the intent of its use: the value of volunteering, the use of volunteering as a stepping stone to a career, etc.

Posters fulfill a similar goal as billboards, limited cost with potential large numbers of individuals who see it.

Handouts and Solicitation Stuffers provide similar "mass contact" opportunities. In addition to handouts at events, these may be also be used as stuffers in property tax bill mailings.

Media Use Products

Public Service Ads (PSAs) have long served as an excellent way to reach the public with information about the fire company and the need for volunteers via local access cable television and radio. It is much easier to place a PSA on a cable channel than on larger network channels. Cable television also offers the flexibility of showing longer PSAs than most networks, which generally offer only 15- or 30-second PSA slots. Some departments have the cable provider videotape a PSA that tells about the department, the roles of volunteers, opportunities for volunteers, and requirements of membership. These PSAs exist in Pennsylvania as a result of prior projects. In addition, many departments already have in place "home-made" department videos and DVDs which can be used.

CD-ROMs or DVDs can be an excellent medium to use in recruiting. The FASP or local fire companies might ask a local retired TV cameraman or video production person, to help develop a PSA videotape of the department in action that it could show on television and at civic club meetings. If this method is used, it becomes important to put together an informative program on the fire company that any member would be able to give. Include audiovisuals. Nothing will sell your fire company better than some great action shots. People will automatically imagine themselves in the situations pictured.

It might fit departments to do a multimedia presentation--hearing, seeing, and doing. A department representative could give a lecture (hearing), supplement this with a video or PowerPoint presentation (seeing), and then have the prospective members perform an action such as don a turnout coat and/or SCBA (doing). This can be a very effective way to sell the department.

Website: In completing this project many of the Pennsylvania fire department websites were reviewed. If you don't already have a Website, get one TODAY. There are thousands of fire company websites out there that you can gain ideas from and emulate. This is the fastest way of obtaining communications from prospective members. Also, remember to place your website address on your organization's vehicles, in large letters.

Other Items

There are clearly other methods that may work.

Benefit Program Promotion. Offer more than membership, hard work, time consumption and perhaps a chance of being injured or killed. Doing all of that just to help the community no longer is enough for most people to become volunteer firefighters.

Passive financial benefits are one tool to help recruit and retain volunteer firefighters. Local tax credits, business incentives and tax credit for supporting volunteer fire/EMS companies, provide health-care benefit opportunities, and offer credit union with other departments or agencies are just a few examples. The FASP Scholarship Program is one such program worth continuing.

Finding a way to locally provide a tax credit to businesses that permit volunteers on their staff to respond to calls or attend training during working hours would provide additional support to your volunteer fire company.

Free annual physicals, training in more than firefighting could include home accounting, business management skills, resume writing, and job interview skills.

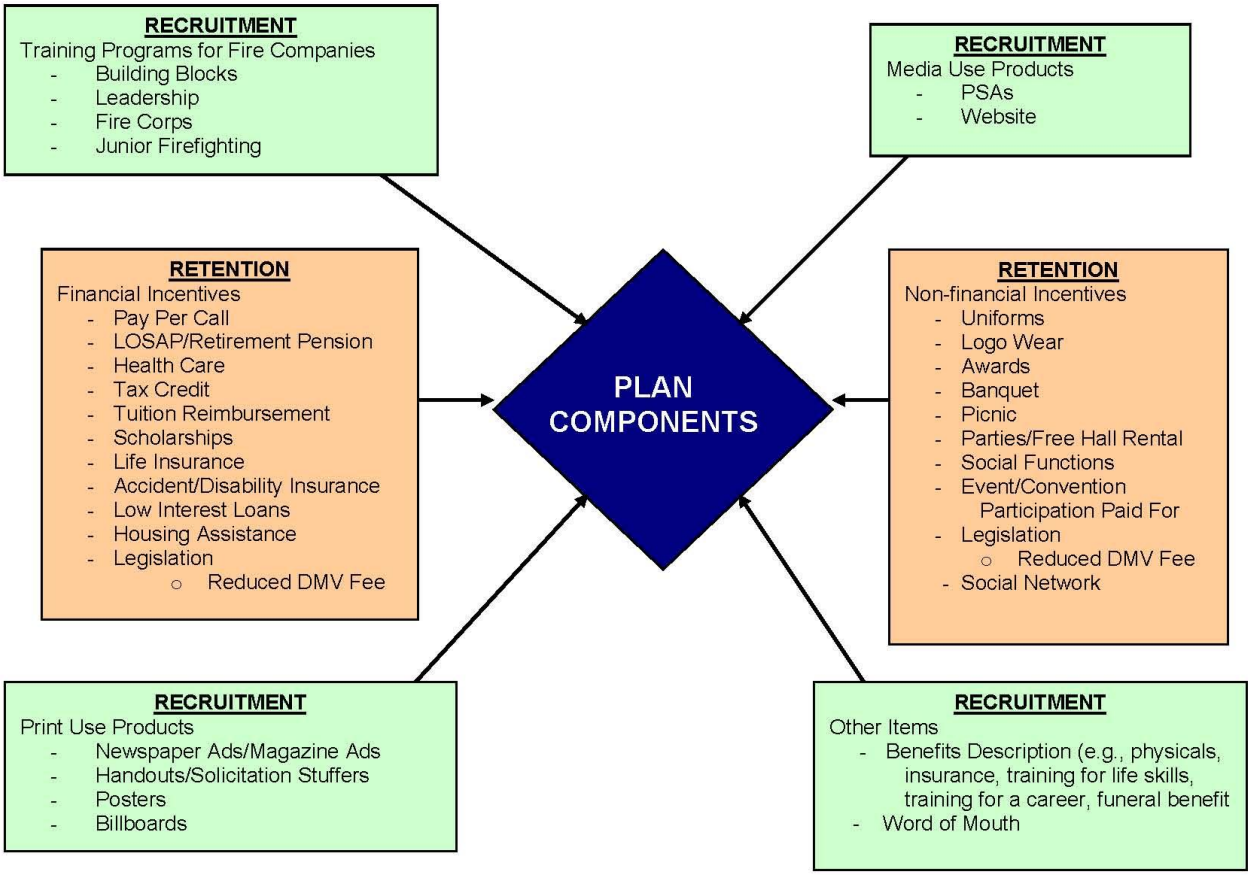
Word of Mouth: The most effective tool has been saved for last. Many departments have identified the "word of mouth" to be THE best method of recruiting. Whether it is capturing the interest of a school-mate, a long-time friend, a neighbor, or someone who saw you wearing logo wear and asked about the department; the promotion of the organization by a current member is considered the most cost effective and productive recruitment technique. However, it isn't easy and there must be ground rules about a "word of mouth" or "everyone get one" program.

Finally there were five considerations suggested for action that parallel the recommendations of the Report of the Senate Resolution 60 Commission and include:

- Tuition reduction at state institutions
- Tax incentives for volunteering
- Merger incentives
- Pension/Health care benefit access
- Vehicle license plate fee reduction

These legislative initiatives need to be pursued and implemented.

Any of these programs have potential use in Pennsylvania and are provided in the comprehensive plan fashion in Figure 4 below.



NOTE: A description/definition of each component will be provided.
For recruitment items, examples will be created for use.
For retention items, a description of program use will be provided.

Figure 4
Pennsylvania Recruitment and Retention Plan Components

RETENTION ISSUES AND SOLUTIONS

As noted in the Recruiting Issues and Solutions section of this report, there were three key reasons members leave the service in Pennsylvania; less available time, decreasing population and members dying, and no affordable housing. These are supplemented by the issue that some members may continue to serve if the emergency service organization's leadership better understood the availability, needs, and desires of the membership.

As this was further evaluated, both financial and non-financial incentives were identified to be of value, while leadership issues became evident.

Key Retention Perspectives

The survey, conducted as part of this project, identified a number of key points regarding retention.

It is a general belief that people leave the fire and emergency service community in Pennsylvania due to the fact that:

- They move away, or
- They have no time due to work or family commitments

Paid staff generally leave for more money or a better professional opportunity.

Primary success factors in retaining members are considered to be:

- Development of "benefit or incentive" plans to meet local needs.

By contrast, the perspective as to why retention efforts fail lies within the fact that:

- Conflicts occur and members leave (leaders don't resolve conflicts), or the
- Point system (allocating points for each activity) didn't work in an individual company.

Key suggestions for initiatives to implement to support retention included:

- Improving leadership skills, and
- Implement benefits such as
    - sliding scale tax credit
    - state achievement awards

Consistent with this was the recommendation that:

- The training requirements NOT be lowered, and
- That cash payments and award activities not be considered primary to retention.

Financial Incentives

Too often retention efforts only focus on the financial aspects of being a volunteer firefighter. While important, really is not the primary motivator.

Yet, more than anything, the financial incentives involved in your recruitment and retention program may be one of the elements necessary to help keep members. Most members really aren't looking for

extensive financial incentives. However, it has been found that most members are willing to accept financial support in some limited way, e.g., fuel reimbursement, expense reimbursement, or a clothing allowance. Financial incentives that take effect after specific time periods or become enhanced at specific time periods should be considered. These programs typically include a "credit per call" that is responded to, group health care (perhaps part of a plan with one of the large employers in your town), college tuition reimbursement is part of many career fire department, why not your department. If a municipality is involved, see if the municipality values education and supports that value with dollars for firefighters like they would with other employees.

Traditional benefits of Length of Service Award Program (LOSAP), retirement plans, life insurance, accident and disability insurance, all continue to provide value based on the perceived value of the member receiving it.

Some departments require new members to sign a contract or agreement to volunteer for a specified amount of time. This ensures that the department's investment is returned and that the member gives the job a chance. If the member leaves prematurely, there is a requirement to repay training costs. Tenure requirements generally are not considered a barrier to recruitment unless they require new members to sign on for more than a 1-year commitment.

Housing assistance has been part of retention programs for decades. Whether a student resident program or permanent live-in program, they work. However, they require a strong set of guidelines and an officer who is responsible for the program. Department leadership plays a major role in the success or failure of such a program.

You can also look for a financial institution to become a fire company sponsor of low interest loans for members of the fire company that have served for at least two years. The two year minimum will show the lender that the fire company isn't a short term commitment by its members.

Non-Financial Incentives

Volunteers function best when they get to help make decisions. This means more than just an opportunity to vote on an issue in a meeting. Include volunteer members in planning sessions and committee work and ask how they feel about issues or problems about which decisions must be made. Let them know their input is important. This requires good leadership.

Be generous with praise. Consider distributing a department newsletter that contains a section that thanks a member or members for a job well done. Send the local newspaper announcements of elections or information about special recognition of members. Volunteer appreciation days are very effective, but demonstration of appreciation should be constant.

When a volunteer is given a job, make sure the person has the authority to make decisions. Properly trained, and with clearly written policies and procedures, the volunteer will be able to do the job within the framework and policy of the department and have a sense of pride in the work.

Most emergency work is interesting. The challenge is to make small jobs interesting. Stuffing fund-drive envelopes, for example, can be made into a social event. Recruiting new members can be made more interesting by having a contest.

Uniforms for parades, social functions, funerals and civic events, allow the volunteer firefighters to proudly show that they "belong". Accruements such as achievement medals or chevrons may be part of the uniform, along with longevity stripes.

Award dinners, formal banquets where just more than department members are invited to attend, show that the fire company is made up of regular citizens.

Specific responses to the questions of Retention Issues can be found in Figure 5, on page 40.

Again **LEADERSHIP** plays a prominent role in successful retention of personnel.

Figure 5 Specific Regional Input on Key Retention Issues

Issue	Southeast	Northeast	South Central	North Central	Southwest	Northwest
Why people leave	- Poor leadership - No time - Training demands - Fundraising demand - Can't afford area	- No time - Move away - Work demand - Family demand - Lost desire	- Work demands - Fundraising, training demand - Move away - Burnout	- Time commitment - Move away - Internal conflict	- Demands, time with training , fundraising - Life changes	- Time demand - Move away/career change - Training demand
Successful retention techniques	- Leadership - Pay per call - LOSAP/ Pension - Appreciate people - Pride/ Professionalism	- Personal contact - Social events - Gifts - Awards	- Pay per Call - School involved - Family involved	- Pay per Call - Incentive - Pay for training/travel - Pride in equipment	- Awards - Member events - Incentives - Call increase	- Member events - Recognize members - Benefits/ incentives
Ideas to improve retention	- Incentives - Pay for service - Appreciate people	- Tax credit	- Tax credit - State-wide pension - College involvement	- Leadership - Discuss workflow with candidate	- More benefits - LOSAP/ Retirement	- Appreciate people - Tax credits
Do NOT use these techniques for retention	- Nothing mentioned	- Nothing mentioned	- Nothing mentioned	- One size does not fit all in a program	- Don't Beg	- Nothing mentioned

SUMMARY

In 2012, the Firemen's Association of the State of Pennsylvania (FASP) was awarded a SAFER Grant to develop a "Strategic Plan for Recruitment and Retention" for its Fire and Emergency Medical Service Community. This report completes that project and provides a methodology and a variety of tools to facilitate the implementation of that plan.

Following an extensive data gathering process, Figure 6, the information received was analyzed and a comprehensive Strategic Plan adopted. A mini-strategic plan was also provided to each agency submitting data for analysis to the project. A comprehensive chart of successful initiatives was developed, but it was evident that not all programs work in all areas – recruitment and retention is a local issue and leadership is a critical component. Education of department leadership is necessary, as is support to recruitment and retention programs.

As noted earlier, Pennsylvania's status regarding emergency service recruitment and retention was not dissimilar to the national situation, and that there were local and regional successes and failures which necessitated the development of a "cafeteria approach" to tools and programs for use in recruiting and retaining Fire/EMS personnel in Pennsylvania.

This report identified 12 recruitment and 20 retention programs for consideration (Exhibit 4, page 36) by FASP to develop for statewide application, but recognize local initiatives will not include all such programs, but only the ones deemed appropriate. In addition, the initiatives employed by the FASP Recruitment and Retention Committee were included in this initiative as deemed applicable.

Based on the Strategic Plan, there are a number of recommended initiatives. The total annual cost of these programs is $1,093,350. It should be noted that this equates to approximately the cost of ten (10) career firefighters (salary and benefits) in the state's most populated city. Therefore, the targeted goal of this investment is to recruit/retain at least 30 people per year or three times the investment. A 300% return on investment is clearly a value in any calculation process. A second return on investment approach may be a percentage increase based on each department, where one additional member is on the roles at the end of each year, based on the application of the techniques in their respective plan. As with any such statewide strategic approach, benchmarks can, and should, be both local and state wide.

The objectives of the project were achieved through the delivery of the project deliverables. This final submitted strategic plan to recruit and retain fire and emergency medical personnel within the State of Pennsylvania will only be as successful as the leadership that is involved and actual plan implementation is fulfilled.

PENNSYLVANIA STATE FIREMEN'S ASSOCIATION
RECRUITMENT AND RETENTION STRATEGIC PLAN

2013

Activity	Deliverable	Cost	Responsibility
Develop Strategic Plan	Hire vendor to complete and present strategic plan at annual conference.	$137,000	FASP & VFIS ETC
Submit for SAFER Grant	Submission completed by due date	$2,500	FASP & VFIS ETC
Implement tolls for ESO's use	Tools for use by ESO's	$0	FASP & VFIS ETC

2014

Activity	Deliverable	Cost	Responsibility
Release Strategic plans to Companies that provided data for study.	Send recruitment and retention strategic plans to those ESOs who submitted data for the research project. Submit a generic format to those ESOs who did not submit data.	$0	FASP
Ask each agency to submit a benchmark/goal for recruitment and retention for record-keeping.	Establish a simple database to monitor achievement to goals established.	$0	FASP
If SAFER Grant is awarded, follow the plan for material and program implementation	Complete the development of products and services as outlined in the strategic plan.	$1,093,350	FASP & VFIS ETC
Submit for SAFER Grant if not done in 2013	Submission completed by due date	TBD	FASP & VFIS ETC
Establish FASP Recruitment & Retention Committee to manage process	Committee established and functioning	$0	FASP

2015

Activity	Deliverable	Cost	Responsibility
Each agency to submit results of local Recruitment and Retention Activity for prior year.	Each participating agency to send recruitment and retention activity and results to FASP by 3/1/15 for analysis and action.	$0	FASP And Each Participating Agency
If SAFER Grant is awarded, follow the plan for material and program implementation	Complete the development of products and services as outlined in the strategic plan.	TBD	FASP & VFIS ETC
Submit for SAFER Grant	Submission completed by due date	$0	FASP & VFIS ETC

2016

Activity	Deliverable	Cost	Responsibility
Each agency to submit results of local Recruitment and Retention Activity for prior year.	Each participating agency to send recruitment and retention activity and results to FASP by 3/1/16 for analysis and action.	$0	FASP And Each Participating Agency
If SAFER Grant is awarded, follow the plan for material and program implementation	Complete the development of products and services as outlined in the strategic plan.	TBD	FASP & VFIS ETC
Submit for SAFER Grant	Submission completed by due date	$0	FASP & VFIS ETC

2017

Activity	Deliverable	Cost	Responsibility
Each agency to submit results of local activity and results for prior three years and suggestions for future action.	Each participating agency to send recruitment and retention activity and results to FASP by 3/1/17 for analysis and action.	$0	FASP And Each Participating Agency
If SAFER Grant is awarded, follow the plan action, based on the grant.	Complete the development of products and services as outlined in the grant..	TBD	FASP & VFIS ETC
Submit for SAFER Grant if appropriate	Submission completed by due date	$0	FASP & VFIS ETC

APPENDICES

Appendix 1	**Case Studies**
Appendix 2	**Scope of Work**
Appendix 3	**Strategic Planning Concept**
Appendix 4	**Data Inquiry Form**
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APPENDIX 1

CASE STUDIES

Their success story is illustrative of what the research suggests – activities to recruit are best suited to local needs, marketing is necessary all the time, benefits need to be broad and applicable to the members (similar to a cafeteria plan approach) and strong leadership is critical to effective implementation and success.

CASE STUDY

Bucks County Fire Chiefs and Firefighters Association

The Bucks County Fire Chiefs and Firefighter Association[5] received a $732,000; four-year FEMA-SAFER grant. The focus of the grant project was to make the public aware, that fire companies are "looking for members". An "exhibit booth" was created for use at various events and various "tools" were developed for use including:

- Yard signs
- Television commercials
- Sports Radio 94WIP
- Posters
- Banners

Interested persons were directed to contact a central control point (Bucks County Radio Room) which directs the information to the appropriate local fire department.

In the first six weeks of the program, 110 persons contacted the control point and were directed to the local fire department.

Source: Brian Dupree, Chief, Plumsteadville Volunteer Fire Company, Project Chair.
More information can be obtained at www.buckscandff.com.

[5] www.buckscandff.com

CASE STUDY

King of Prussia Volunteer Fire Company

King of Prussia Volunteer Fire Company[6] is a single fire company, multi-station, all volunteer agency in Montgomery County. In one calendar year, the following program components were implemented:

- High school volunteer involvement
- College live-in program expanded
- Safer Grant received to pay cash per call
- Summer fire camp for 8-14 year olds was conducted
- Proactive outreach via website to attract members

Resulted in one year recruiting 11 members who completed or were already Firefighter I certified and a number of new "Junior Members".

The key to success identified the initiative required of a proactive committee and leadership constantly working for improved results.

KING OF PRUSSIA
FOUNDED 1954
VOLUNTEER FIRE CO

[6] www.kpvfc.com

CASE STUDY

King of Prussia Volunteer Fire Company

Getting The Next Generation Involved . . .

By: Chief Bill Jenaway

Chief Bill Jenaway acquaints the Upper Merion Fire Camp participants with the functions of the engine company.

Deputy Fire Marshal Bill Daywalt, Fire Inspector Bill Henderson and Firefighter Sean Ralph train the group in ladder company functions.

Too many times we hear the comment, "the kids today just don't want to be involved in the fire service". Too many times, the real reason this occurs, is us - LEADERSHIP. True, people don't flock to fire and EMS stations to join in today's world, but that doesn't mean they don't have an interest. The reality is that we now have to go to them. We have to visualize it to them. We have to market to them. We have to make it accessible to them.

Over the three months prior to compiling this article, three initiatives were undertaken to expand the roster of my organization. There were no tricks. No secret weapons. No hidden agendas. We simply practiced a combination of techniques in marketing and accessibility – basic business tactics. Techniques used successfully by others.

Continued on Page 16

Members of the intense summer session who were Certified at the Firefighter I level

The campers were provided with T-shirts to use during the camp and as a keepsake. Logo wear was consistent with that provided to firefighters.

THE NEXT GENERATION *from Page 14*

First, in May, the local high school had its annual Volunteer Fair. Working with one of the Assistant Principals, an offer was extended to the fire company to provide a booth at the fair where all volunteer agencies in the community – for whatever cause – could exhibit and attempt to attract interested students. The fire company booth was comprised of nothing more than a small table with two handout items, a male junior firefighter (16 years of age), and a female firefighter who graduated from the high school two years earlier. Their presence resulted in the "signing-up" of nineteen students. These students expressed an interest of either taking on a task assignment (which can be used for junior or senior class projects), or becoming a qualified firefighter over time. Students were then invited to a tour at the station, and provided further information regarding opportunities with the fire company. They will be contacted again in the fall to pursue their involvement. One has already joined as a junior firefighter.

As with many other volunteer and combination fire companies, our organization has a number of college students. These students typically cannot participate in traditional weekly drills and classes, as they live on-campus away from home. Therefore, the summer time offers an opportunity to take certification classes to pursue firefighting. Montgomery County (Pennsylvania's) Public Safety Academy offers an excellent opportunity for such individuals through an intensive six-week, eight hour per day, training program, similar to a city fire or police academy. At the conclusion of the program, students take their Firefighter I Certification Exam. This year, we had four individuals complete this program.

To further attract younger members, provide for additional staffing, and enhance a broadening of exposure to other departments, the fire company expanded its live in program by constructing four "live in" rooms at the Allendale Road station. While a live-in program existed for a few years with up to four members living in the bunkroom, formal dormitory style rooms with all of the needed amenities were constructed. In the first 8 hours the program was advertised on various websites, over 60 individuals expressed interest for the four open spots which are filled as of the start of the fall semester.

Finally, for one week during the summer, our community offers a Fire Safety Camp. Children "learn to be a firefighter during this "hands on" week of fun and safety education". The camp will meet at each of the five stations in the township. On Friday camp ended at 1 pm immediately following a pizza party and graduation ceremony. Fire & Rescue Safety Camp included home fire safety, emergency preparedness, engine, ladder and rescue company operations and each student obtained CPR certification. There were 11 students in this year's program, all of whom expressed interest in someday being a firefighter.

Based upon the experience of this summer, we would concur, it is difficult to get today's youth interested in volunteering - for many reasons. However, if the opportunity to be a firefighter or help the fire department is marketed properly, and the effort is invested by officers and members to growing and enhancing our organization, it will be time well spent. It does work but it doesn't come easy.

ABOUT THE AUTHOR

***Dr. William F. Jenaway**, CFO, CFPS is a regular contributor to Pennsylvania Fireman, and is the author of the column "Safety 101". He serves as Chief of the King of Prussia Volunteer Fire Company, in Montgomery County, as well as several state and national committees. Bill is the Vice President of VFIS.*

CASE STUDY

Abington Township

Abington Township, Montgomery County, Fire Department[7] had received statewide and national recognition for their recruitment and retention program. The multi-company, township wide program is community oriented and youth focused.

ABINGTON TOWNSHIP FIRE DEPARTMENT'S RELATIONSHIP WITH ABINGTON SENIOR HIGH SCHOOL IS A PLUS FOR RECRUITMENT AND RETENTION EFFORTS

Recruitment and retention are key goals for any volunteer fire department – but not coming up with new ways to bring in new members and then keep them is not always easy. One way in which the Abington Township Fire Department (ATFD) has been able to do this is through a successful ongoing partnership with Abington Senior High School.

Through the ATFD's relationship with the high school, it has been able to develop and maintain a presence in the lives of the community's young people. The department has been afforded access to the student community through its involvement in a number of school-wide events. Having such access has been critical to recruitment efforts.

But the relationship between the ATFD and the high school did not develop overnight. Rather, it was something that evolved over a period of about five years. The constants have been having the right people come together at the right places and times.

How It Began

The ATFD began working with Abington Senior High School students in 2002 when a junior volunteer decided to start a Volunteer Firefighter's Club at the school as part of his senior project. High school teacher Gary Wiley, a volunteer firefighter for a neighboring community, was approached to be the advisor to this fledgling club.

The ATFD became involved when the club decided to begin providing fire prevention and safety lessons to elementary schools. To ensure that club members were providing accurate information to younger students, ATFD personnel accompanied the students on their outings. In addition, the ATFD provided input when the club became involved in two high profile projects – updating the school's emergency plan and creating emergency kits that could be used in the event of a disaster at the school.

[7] www.abingtonfd.org

"We have a good relationship with the fire marshal's office" said Mr. Wiley. "We can make a quick phone call to find out if we need help. They have been very willing to work with us and get us resources."

Coordinating Events

The ATFD's participation in school events came next. One of the first events the ATFD collaborated with the Volunteer Firefighters Club on was the coordination of a mock vehicle crash, which takes place annually the week prior to the senior prom to illustrate the potential consequences of careless driving. Two other events followed, including Student Involvement Day, which is a chance for students to learn about the many clubs and extra-curricular activities available at the high school; and the 24-hour Relay Challenge, which is a community event with an anti-drug and anti-alcohol message. At both events, the ATFD sets up "hands-on" activities for visitors to engage in, such as using a fire hose to knock a tennis ball off a traffic cone, and dressing up in firefighting gear to navigate through a dark, smoke-filled tent.

"One success led to another", said David Schramm, Fire Services Administrator for the ATFD. "Because there was an awareness about our department, it was just natural evolution to become more involved as we went forward."

"These activities allow students to see what their peers can do as junior firefighters. In addition, young firefighters get the chance to share what they know with their peers," said Mr. Wiley. "The kids become the teachers."

One other program that has grown out of the ATFD's relationship with the high school is Service Learning Day. This annual event is held in the spring and is organized by Abington Senior High School Service Learning Facilitator Mary Rodgers.

During this event, students can sign up to spend a day with a non-profit organization, community group, or other agency that benefits the community. Those who opt to learn more about the ATFD spend a day at the department's training facility where they get to put on firefighting gear, operate hoses in a "cold" smoke-filled environment, and learn about the process of becoming a volunteer.

"For the kids who are curious, it gives them an opportunity to explore without committing," said Ms. Rodgers. "They don't have to walk into the fire station alone and introduce themselves. It's completely un-intimidating."

The first year the ATFD invited students out there was a huge turn-out. For safety reasons the number of students was later limited to 30.

"Of the 30 who visit, usually one or two wind up deciding to become volunteers," said Jeffrey Glynn, ATFD, Community Service Specialist.

The ATFD also follows up with those who attend Service Learning Day to assess their interest in joining the local fire company. The fire department plans to gather feedback from students in future years by asking them to fill out the new Customer Satisfaction Survey brochures.

Why it Works

Several factors have contributed to the ATFD's success. Having the right people come together has been one of the most important.

As the Volunteer Firefighters Club advisor, Mr. Wiley said that his job is made much easier by the fact that there is someone designated with the ATFD to handle requests or questions – Mr. Glynn, who serves as a liaison between the school district and the ATFD's five fire companies.

"We've been involved for so many years that we know all the players and can, therefore, help direct the school district when it comes to resources – whether it's finding the right person to talk to about a project or arranging for one of the companies to come out and participate in an event," said Mr. Glynn.

Similarly, when the ATFD wants to explore ways in which it can reach out to students, the department can rely on Mr. Wiley and Ms. Rodgers for guidance and support.

"We have become more than speakers that kids see once a year to learn about fire safety or volunteering for the fire department," said Mr. Schramm. "The secret to this whole thing has been having staff members who are committed to having programs on site and who have the ability to interact with students on a daily basis."

Another plus is that Mr. Wiley is a volunteer firefighter as well as an instructor who students respect and admire.

"To have a teacher on board who is behind the group, who's fully invested is awesome," said Ms. Rodgers.

Along with Mr. Wiley, the ATFD members who have served as student mentors have done so in a spirit of partnership, treating the young people as equals and giving them a sense of ownership over the projects they were involved in.

"When students are looked at as partners, it changes everything," Ms. Rodgers said.

High-profile projects allowed the students to feel they were doing something important for the school and community. The Following projects resulted in changes in the students' environment and community and were also key to raising interest in the group and in the ATFD:

- Improving the school's emergency plan
- Creating emergency kits
- Developing refrigerator magnets listing emergency numbers

"They felt it was worth it to stay after school if they were walking out of a club meeting with a sense of accomplishment," said Mr. Wiley. "It's about more than fire safety. It's about looking at the community and its needs and what we can do to make it a safer place to live."

The high-profile projects also helped heighten the clubs visibility among students and demonstrated that the club was not just about fighting fires. Ms. Rodgers noted that after the

projects were completed, the Volunteer Firefighters Club became a "program of attraction" as other students saw what the club was able to accomplish. Those who might not have otherwise been interested in the club began to see it in a different light.

"The kids gained a certain respectability and were affirmed as part of the team here," said Ms. Rodgers. "They crossed the line from being students and became part of the (disaster preparedness or emergency action) team with adults and were treated professionally."

Another ingredient to the success of the partnership has been the group's ability to keep goals manageable. Ms. Rodgers pointed out that when the Volunteer Firefighters Club helped determine what would go in the emergency kits at the school, it was a project that was relatively simple to complete.

"The adults helped set the goals and then the students organized activities to help reach those goals," she said. "You have to keep students engaged. You can't just talk about what you want to do – you have to have action."

"Once the goals are reached, a sense of momentum is established, and that's why it's important to keep going," added Mr. Wiley. "You can't let too much time go by without a specific goal or objective, or students start to lose interest."

Successful Formula

The combination of dedicated adults, motivated students and public events that heightened awareness of the club and the ATFD have made the relationship between the fire department and the high school a mutually beneficial one that will hopefully last for years to come.

"Both Mr. Wiley and Ms. Rodgers are familiar with the operation of the school and have opportunities to interact with the students. They serve as resources to students who are looking for more information," said Mr. Schramm. "People with their experience, knowledge, and enthusiasm are critical to the foundation upon which a successful partnership can be built."

The Abington Township Fire Department (ATFD) is an all-volunteer force made up of five fire companies all operating within Abington Township. The five companies that form the ATFD are Abington, McKinley, Weldon, Edge Hill and Roslyn. The service area is made up of approximately 15 square miles of Abington Township and is comprised of residential, commercial, educational, medical, light industrial, and other suburban properties. The ATFD serves approximately 56,000 residents. The ATFD headquarters is located at 1176 Old York Road in Abington. For more information, call (267)536-1055 or visit www.AbingtonFD.org.

Daytime Training Program Helps Montgomery County, PA Volunteer Fire Department Recruit and Retain Members

A major hurdle to recruiting new members to volunteer fire departments is the time commitment that is expected of those who join. Between requirements for training, responses to incidents, and attending meetings, today's firefighters must commit a significant portion of their free time to serving their companies.

For volunteer firefighters who work second or third shifts, meeting these obligation can be tremendously difficult since many training events take place during the day or on weekends. The scheduling conflicts are sometimes enough to force members to leave or not even consider joining their local fire company.

Every volunteer fire company looking to retain and recruit members should give serious consideration to a daytime training program. In the mid-90s the Abington Township Fire Department (ATFD), in conjunction with three other area fire departments (Cheltenham, Rockledge and Jenkintown), began offering a daytime training program for members. What started out as a loosely organized way to meet members' needs has grown into a more formal program utilizing instructors from county agencies to teach basic firefighting skills such as search and rescue, ropes and knots, ladders, and ventilation. The program concludes with a live-fire structural burn class.

The number of participants has grown as well, showing that there is a real need for the program. In 2010, 150 members participated in the daytime training programs, which are held once a month at varying locations.

Opening the programs up to more than just one company was a way to cut down on costs and ensure there would be enough firefighters present to conduct a class. In addition, it enabled companies to have personnel available to respond to daytime calls while some of the members were involved in training.

"The thing that really makes it work is that on our own, we have limited resources," said Bill McCann, who is captain of the Glenside Company in Cheltenham Township Fire Department. "You can do more with more people. A lot of us had training requirements and programs that weren't available to people who worked nights. This fills the need."

Aside from making it easier for second and third-shift workers to complete training, the daytime program has resulted in numerous other benefits for the involved departments.

One of those benefits is firefighters from different departments get to know one another, which makes it easier when they respond to an incident that involves responders from several different municipalities.

"It helps a lot on the fire ground," said Mr. McCann. "You know the people and become aware of their abilities and limitations."

At training sessions, members share their experiences and are able to learn from one another. Jennifer Felton of Glenside Fire Company said she began taking the classes because she worked third-shift at a local hospital. The classes taught her that firefighters did a lot more than fight fires, which spurred her desire to learn.

"It's an excellent way to get more training, meet more people, and realize how much the different departments do," she said.

Another benefit to the shared daytime programs is that firefighters are exposed to outside instructors, rather than just being taught by existing company members.

"Different instructors make it more interesting," said Captain McCann.

With many benefits, it might make sense for your company or department to team up with neighboring agencies to create a daytime program. If you decide to move forward, please keep the following tips in mind.

Establish a Committed Team of Leaders

Bill Foxall, a Rockledge Fire Company member who helped form the existing daytime program, said it's important to have a committed group of people leading the charge.

"You have to have a designated committee," he said.

These people should be in charge of monitoring training requirements and researching available programs and instructors and then organizing a schedule to determine which topics are covered, where classes should take place, and when sessions should be held. In addition, committee members would be responsible for bringing information back to their home departments to share the information with members, generate interest and publicize training sessions.

Captain McCann agreed that leadership needs to be there to organize the program and keep it going.

"You have to have leadership that will organize and coordinate between departments," he said. "You need to have relationship."

Encourage Interest by Engaging Members

Members are more likely to attend training sessions on subjects they want to learn about, so be sure to solicit feedback from members on the types of classes to hold.

"We always ask, 'What do our members want?" said Mr. Foxall. "What do the members think will be the most beneficial training?"

Offering the same classes over and over will grow old quickly, added Mr. McCann. The ATFD and participating fire departments began holding an organizational meeting in December of each year to discuss members' training needs and which topics would be most relevant for the coming year's schedule. For the 2011 year, topics such as the Rapid Intervention Team, forcible entry,

pump operations, carbon monoxide detector responses, an annual refresher training on hazmat operations, and first aid/CPR are included on the schedule.

"You have to keep (the topics) fresh," said Captain McCann.

Finding engaging instructors is also important. Through the ATFD's relationship with Bucks County Community College's Department of Public Safety Training and Certification, the four fire departments have been able to schedule knowledgeable teachers for the daytime training sessions.

Community Service Specialist Jeffrey Glynn, who currently works for the ATFD but was once the fire training coordinator at Bucks County, got to know a lot of certified instructors and took on the role of finding the right people to teach classes for the daytime program.

The instructors are often current or retired career firefighters from city departments or federal agencies who can offer a different perspective and share their real life, on-the-job experiences.

"We teach by the book, but there are certain circumstances when an instructor who has been through a particular scenario can shed new light on it," said Mr. Glynn.

In addition to working with Bucks County Community College, the four departments are also working with the Montgomery County Fire Academy to bring some new instructors into the mix and keep things interesting for the members. Tom Garrity, Director of Montgomery County (PA) Fire Academy, is working the group to help fire companies with drill maintenance. He saw daytime training programs as important to recruitment and retention efforts.

"It allows firefighters to maintain their skills and learn new skills," he said. "Plus it brings them together at the station where they can develop as a team and get to know each other better."

In addition to making sure that training topics reflect member needs, it is important to engage members by asking them for input and suggestions after training sessions are over. Find out if the date and time of the classes you're planning on works best for the majority. Be flexible.

"For some volunteers, the daytime training is the only chance they have to fulfill training requirements," said Mr. Glynn. "We have had people tell us they are glad they were able to make these sessions because they can't attend at night."

This flexibility can mean the difference between potentially losing quality volunteers and keeping them on board as viable, involved members who will contribute to your organization. The ATFD has found that its commitment to daytime training has not been wasted – members are able to maintain their rigorous training requirements while also balancing the demands of work and family, and they appreciate being able to do so. This benefits the overall success of the organization, because when members know they are valued and respected, they are more willing to give their time and energy to the fire department and the citizens of their respective municipalities.

CASE STUDY

Monroeville #4 Volunteer Fire Company

Monroeville 4 Volunteer Fire Company[8] was able to recruit members based on call volume and the diversity of the calls. They are in a fortunate position of not having to rely on traditional fundraising; most of their revenue is derived from EMD billing. They have a Residency Program that acts as an enticement for younger (pre-established) fire and EMS personnel. However, the average length of service to the organization of a resident Member is approximately 4 years and then they are usually lost to a career department. While they are able to put qualified, motivated and trained personnel on the apparatus, it keeps the 'home responders' away when they know the call will be handled by the "Live-In" crew. They believe universal LOSAP will entice more participation and overall involvement of more members.

[8] More information available at http://www.mvfc4.org/

CASE STUDY

Alpha Fire Company

Alpha Fire Company in State College, Centre County, Pennsylvania[9], reports success from their youth oriented initiatives. You will note their website (designed to attract today's youth – college students), uses Facebook, You Tube, and more to link with tomorrow's leaders in the fire service.

[9] Additional information is available at: http://www.alphafire.com/

CASE STUDY

Exeter Township Fire Department

Exeter Township Fire Department, Berks County[10], has implemented a comprehensive approach to recruiting members. Their specific interest is outreach to develop strategic alliances with the business community where they also have a page on their website devoted to recognizing their "business partners".

[10] More information can be obtained at http://www.exetertwpfire25.com/news/index/layoutfile/home

CASE STUDY

Wissahickon Fire Company

Wissahickon Fire Company in Montgomery County[11] received a Safer Grant and implemented a cafeteria plan approach to recruiting and retaining members. Their objective, over time, was to develop a comprehensive program that would ultimately increase the number of responding members, through the development of a more interested team that would also grow in numbers.

Note the variety of items in their "Cafeteria" that apply to members of any age, interest, background, or sex:

- Satisfaction of helping others, making a difference in your community
- Learning new skills and forming new bonds and friendships with team members
- Personal Protective Equipment
- Free training, National and State certification
- Free uniforms
- Initial physical and hepatitis vaccines
- Length of Service Awards Program (LOSAP)
- Accidental Death & Disability Insurance
- Life insurance
- Police and Fire Federal Credit Union
- Local area business discounts
- Worker's Compensation
- Employment protection
- Use of facilities
- Social Events
- Special license plate
- Federal and State Line of Duty Death (LODD) Benefits
- Federal and State death benefits, funeral expenses, children's PA college expenses

The company reports a 10% increase in the number of responders to events today versus prior to the program inception.

[11] More information can be found at http://www.station7.org/home.php

CASE STUDY

Edgewood Volunteer Fire Department

Edgewood Volunteer Fire Department[12] recently has made a number of significant changes to their MRR strategy:

1. Modernized and updated their living quarters and developed/operationalized a live-in program which has been successful.
2. Created strong relationships with their mutual aid companies to increase their number of calls to keep their new/young firefighters busy.
3. Engaged in rescue billing to help augment and subsidize their MRR activities and to decrease the amount of activity spent fund raising.
4. The acquisition of a $112,000 grant from FEMA/SAFER specifically earmarked for MRR which has allowed them to implement programs to promote recruitment and retention.
5. Increased their operational capacity by seeking/achieving PA DOH rescue certification.

The Edgewood Volunteer Fire Department (EVFD) volunteers range from college students, to young professionals, to long-term borough residents, and military veterans. All members work in a team environment and share the values of integrity, courage, and commitment. Membership begins with completing an application. In addition, EVFD will conduct a background check on all applicants.

EVFD offers three types of volunteer membership, firefighter, first Responder, or associate member. A firefighter responds to all calls including fire, rescue, and EMS incidents. Firefighters may opt-out of responding to medical calls; however, it is strongly encouraged to participate in medical training and response. A first responder member's duties are limited to medical emergencies, or Quick Response Service (QRS) calls. This is ideal for people who may not be interested in the fire service, but are willing to participate in medical first response and education. Associate Members are borough citizens who are not interested in becoming a firefighter or first responder but contribute their services and talents to support the fire department. For example, EVFD needed assistance in writing grants, updating their website, photographing events, fundraising, planning events, providing legal and accounting services, and managing administrative tasks.

All new members are required to complete a medical physical (paid for by EVFD) prior to beginning training followed by a one-year probationary period. During the first month and orientation period, new members will receive and complete a New-Member In-Service Packet with a training officer. This packet outlines how the EVFD operates. After the orientation period is complete, new members can respond to calls with senior members to observe best practices and become familiar with EVFD operations.

[12] More information is available at http://www.station137.com/site/volunteer/

CASE STUDY

Montgomery County Chamber of Commerce[13]

The Montgomery County Chamber Foundation is designed for practical community giving in meaningful ways. Chartered as an affiliate of the Montgomery County Chamber Of Commerce in southeastern Pennsylvania, the foundation is certified for as a 501(c)-3 charitable institution. Donations are deductible as charitable contributions.

Volunteer First Responder Scholarship Program
Communities in Montgomery County rely overwhelmingly on volunteer first responders – fire fighters, fire police and emergency medical technicians. Increasingly there has been a shortage of volunteers emerging since late in the 20th century. This shortage can be particularly acute during the workday as many of the volunteers work outside their home communities.

In Pennsylvania volunteers can begin their emergency first responder service as young as the age of 15. Undergoing rigorous training they can begin routine duties at the age of 17. Our program is designed to award scholarships to Montgomery County College for students who volunteer for service, complete training and maintain grade averages. Their recruitment potential is focused on area high schools as well as the college.

Education
In addition to their volunteer first responder program the foundation also prioritizes Pennsylvania's highly successful Pennsylvania Free Enterprise Week. Held each summer PFEW takes high school students through a week of fun in a 'business boot camp' environment with the objective of teaching the values of America's free enterprise system.

Mission Statement
The mission of the Montgomery County Chamber of Commerce is to promote the concept of voluntary service as emergency first responders to young people through a scholarship program hosted at Montgomery County Community College, foster economic development programs, historic preservation and education. The educational component is committed to Pennsylvania's award winning Pennsylvania Free Enterprise Week.

The Foundation is governed by a Board of Directors with special volunteer consultants acting in the fields of emergency first response, education and historic preservation.

[13] http://www.montgomerycountychamber.org/

APPENDIX 2

SCOPE OF WORK

SCOPE OF WORK

The Scope of Proposal and Statement of Work Plan and Product is as follows and the submittal must contain all of the information as requested in response to this request for proposal. The scope of proposal and statement of work plan and product will reflect a combination-based fire and rescue service. A graphic representation of the process is also included.

PROJECT APPROACH

In order to accomplish the "Scope of Work," the project activities will be composed of four (4) phases, defined as follows:

Phase I: **Initiate Project**
Phase II: **Research and Development of Strategic Plan**
Phase III: **Prepare Draft Report**
Phase IV: **Present Final Report**

Approach to Project Objectives

The proposed methods, procedures and anticipated deliverable items of this project have been organized into objectives. Each objective is described below.

Phase I: Initiate Project

Development of Project Plan

Activity: A comprehensive action plan shall be developed identifying:

1. Primary tasks to be performed
2. Person(s) responsible for each task
3. Timetable for each task to be complete
4. Method of evaluating results
5. Resource to be utilized
6. Possible obstacles of problem areas associated with the accomplishment of each task. This plan shall be developed in cooperation with the appointed members of the Fire and Rescue Services Board. This plan will be completed within 15 days of the awarding of the project to the consultant. This plan will list actions of proposed interviewees.

Stakeholders Input

Activity: Conduct interviews with and gather information from key personnel—Including:

1. FASP Executive Board
2. Pennsylvania State Fire Commissioner
3. FASP Membership, PA Fire & Emergency Services Institute

4. Fire and EMS agencies in Pennsylvania, associations, and auxiliary agencies
5. General public and business community
6. Others as they may contribute to this project with approval of staff

From these interviews the consultant will obtain additional perspective on operational, economics, and policy issues facing the fire and rescue services. In addition, the project team will learn more about availability of data necessary to meet projected goals.

Phase II: Research and Development of Strategic Plan

Activity: The consultant shall develop a strategic approach to address the issue of Recruitment and Retention within the state of Pennsylvania, conduct a general review of the current status of Emergency Services, developing a summary of the following areas, including but not limited to:

- **Mission, Vision, Values, Strengths, Weaknesses, Opportunities, Threats**
- **Needs, Strategic Alliances, Key Initiatives**
  - **Advertising**
  - **Billboards**
  - **Brochures**
  - **Newsletters**
  - **Television and Radio Ads**
  - **Posters**
  - **Etc.**
  - **Administration and Performance Measures**

It is necessary to determine where the state's level of volunteers is at the time the study commences and what benchmarks will be used to determine goals and success of the initiatives implemented in an attempt to increase volunteers.

Phase III: Prepare Draft Report

Activity: Upon completion of Phase II, the FASP will receive a report of findings and recommendation.

The draft report undergoes a process of accuracy review by FASP and others as identified by FASP and the consultant in preparation for the production of the final report. The editorial and critical comments obtained shall be considered as essential information in the final report.

Phase IV: Prepare Final Report

Activity: Prepare and present final Evaluation and Recommendations.

Adhering to the parameters as established by FASP the consultant will then prepare the final report. The report will detail the data and information acquired during the engagement and the consultant's analysis and recommendations. A tentative timeline

to implement the recommendations shall be included. All objective areas explored during the process will be addressed in the final report.

This project will commence on August 1, 2012 and a draft report shall be delivered by July 7, 2013.

SPECIFIC REQUIREMENTS IN DELIVERABLES:

The Final Submitted Strategic Plan to recruit and retain fire service personnel within the state of Pennsylvania will include initiatives to accomplish the following:

- To preserve the volunteer component of the fire service
- To provide recommendations for retaining and recruiting volunteer members
- To halt the decline of volunteers within the state and improve the retention rates (department specific and regionally)
- To educate the community and the firefighters that they are at risk and that recruiting and retaining firefighters would benefit the fire service
- To increase the number of certified, trained and competent emergency responders within the state and define the benefit to the fire department and the community
- To support each community in developing a needs assessment for the organization, providing training resources to conduct the needs assessment in the individual departments
- To ensure that the plan will recruit members of racial and ethnic minority groups and women
- To reference local, regional and state-wide approaches to the problem
- To discuss any current benefits that are available
- To reference any legislation to provide incentives to continue membership
- To provide material to the individual departments to customize the program to meet their needs

APPENDIX 3

STRATEGIC PLANNING CONCEPTS

STRATEGIC PLANNING CONCEPT

VOLUNTEER FIRE SERVICE STRATEGIC FOCUS

By: Chief Bill Jenaway

"What are the fire department's objectives for the next five years?. Where will the fire department be in seven years? What are the fire department capital purchasing plans for the next 10 years? What is the fire department's "Standard of Response Cover"? Have you heard these questions yet from political officials? If not, be prepared, they aren't far off; and you need to be prepared to answer them.

Through recent years there have been a number of approaches to improving the performance of both profit and non-profit organizations. While terminology varies from "Transformation" to "Performance Improvement", development of a "Strategic Focus" is whatever process is used to drive an organization to look toward the future and make the organization successful. Creating and implementing a "Strategic Focus" helps an organization understand the resources, capabilities and needs for their type of organization. To be successful in the creation of a "Strategic Focus", an appropriate planning model must be used. The ***VFIS Volunteer Fire Service Strategic Focus Model*** was created to assist the Volunteer Fire Service in managing and changing organizational performance.

The ***VFIS Volunteer Fire Service Strategic Focus Model*** is driven by three components:

1. Organization Resource Assessment
2. Defined Service Expectation
3. Priority Planning to enable resources to meet expectations

The Planning Process

The *VFIS Volunteer Fire Service Strategic Focus Model* uses a derivative of the basic decision making process, employing five basic activities to evaluate these three components. (see Figure 1)

These five activities include:

Activity 1. *Identification and Analysis of Key Issues*

- Mission and Vision
- Standard of Response Cover
- Identification of Roles and Responsibilities
- Goals and Objectives
- Strengths
- Weaknesses
- Opportunities
- Threats

- Strategic Alliances

Activity 2. *Obtain Direction from Key Sources of Input*

- From organizational members
- From the community leaders
- From the citizenry
- From the business community
- From mutual aid agencies

Activity 3. *Development of a Plan for Implementation over a Defined Time Period*

- Immediate Action Steps to achieve goals and objectives
- Long Term Plan for Implementation

Activity 4. *Implementation of a Plan with responsibilities and time frames involving*

- Finance
- Personnel
- Apparatus
- Equipment
- Facilities
- Processes and Procedures

Activity 5. *Design and utilize a monitoring method to assure plan success*

Through the use of the ***VFIS Volunteer Fire Service Strategic Focus Model,*** an organization is directly involved in identifying individualized issues and needs to determine the necessary steps to create a plan which turns vision into reality.

Result

The result of any strategic focus activity is *change*. Therefore, any such process must be undertaken by an organization that is ready for change. If the organization is not ready for the change, then conflict can and will exist. As a result, change management practices must be identified and cataloged for reference as the planning process moves forward.

Benefits

Similar to a doctor analyzing a patient, step one of the process identifies the symptoms to be evaluated. As the symptoms become more pronounced, multiple symptoms surface, and testing and evaluation prove a specific problem exists, helping identify the necessary prescription (goals and objectives) that can be established to resolve the problem and enable organizational health. However, the underlying causes of the problems must be resolved to manage long term health of the organization or problems will reoccur.

The output of the ***VFIS Volunteer Fire Service Strategic Focus Model*** is a set of goals, objectives and action steps dealing with the organizational aspects of:

- Finance
- Personnel
- Facilities
- Apparatus
- Equipment
- Procedural/Process

These are consolidated into planning documents, including identified costs, time frames to complete, and responsibilities for completion. The process then identifies different sets of objectives for organizational action.

References

The process used to facilitate development of this service is a compilation of several strategic planning organizations and documents, customized to meet the needs of volunteer fire service (non-profit) agencies.

Among the references are:

Center for Simplified Strategic Planning
The Support Center – "What are the steps of a strategic planning process"
Organized Change Consultancy – "Strategic Planning and Organizational Change"
William F. Jenaway, Ph.D. - Transforming the Volunteer Fire Service
William F. Jenaway, Ph.D. and Daniel B C. Gardiner – Fire Protection in the 21st Century
The Support Center – "What are the key concepts and definitions in strategic planning"
Myrna Associates Inc. – "What Strategic Planning Can Do For You"

Dr. William F. Jenaway, CFO, CFPS, is the Executive Vice President of VFIS, President of the Congressional Fire Services Institute; Chairman of NFPA 1201, Fire Department Organization; and a Commissioner for the Commission on Fire Accreditation International.

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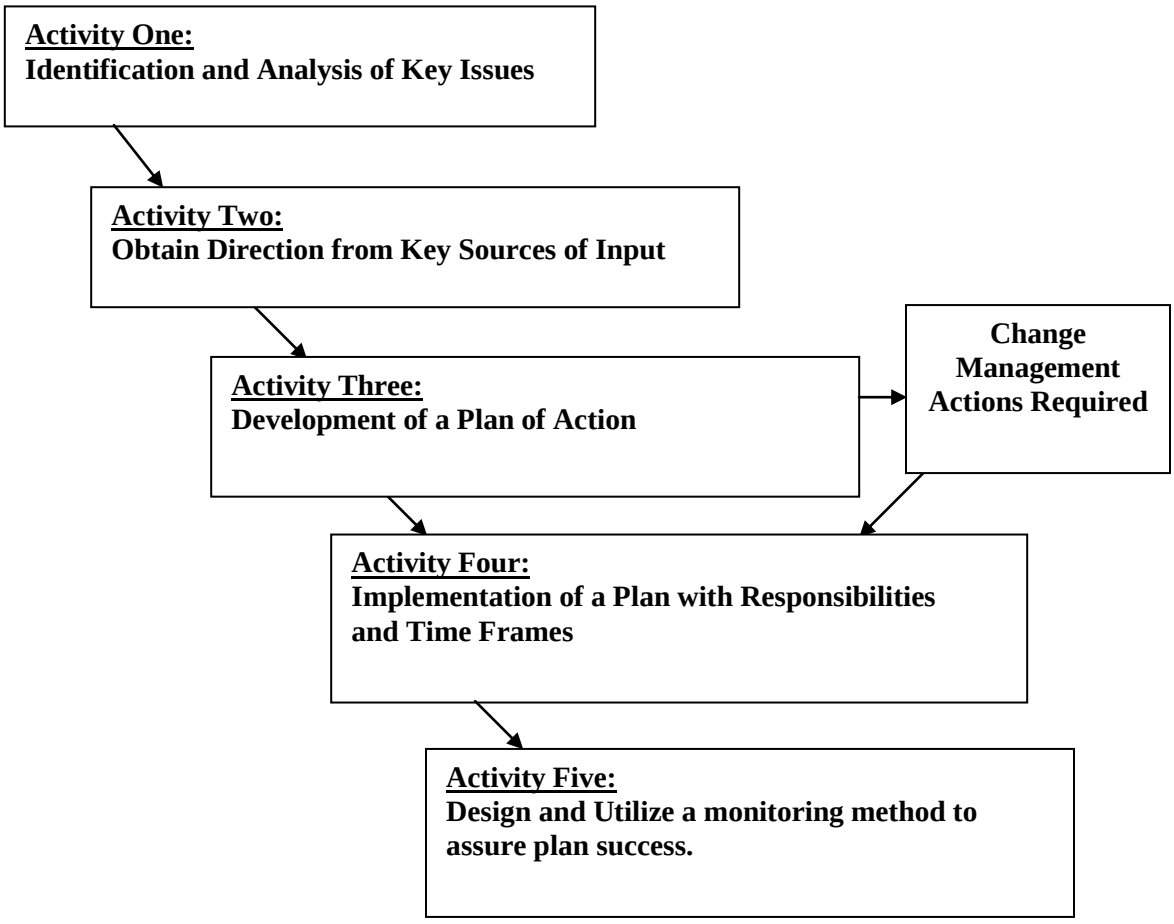
Figure 1. The Planning Process



APPENDIX 4

DATA INQUIRY FORM

PENNSYLVANIA RECRUITMENT AND RETENTION PROJECT
DATA INQUIRY FORM

Organization _____

County _____

Individual Completing Form _____

Position _____

Phone _____ **Email** _____

	2012	2002	1992
Number of Volunteers	_____	_____	_____
Number of Paid Part Time Staff	_____	_____	_____
Number of Paid Full Time Staff	_____	_____	_____

Why do you think your organization has increased volunteers, decreased volunteers, stayed stable or had to hire staff? _____

_____

_____

What are the top 3 typical values your organization holds (e.g. responsiveness to needs, reliability, trust)

_____ _____ _____

What do you believe are your organizations?

STRENGTHS _____
WEAKNESSES _____
OPPORTUNITIES _____
THREATS _____

<u>REGARDING THE RECRUITMENT OF PERSONNEL EITHER VOLUNTEER OR PAID……(indicate the top 2 items in each category):</u>

Why do you think people join your organization?

_____ _____

Do you do anything different for paid staff?_____No paid staff? _____ No

_____

_____

What successes have you had regarding recruitment? (E.g. ads, posters, solicitation at colleges)

_____

What failures have you had regarding recruitment?

_____

Do you have any suggestions of initiatives that should be done regarding recruitment?

_____

Do you have any suggestions of initiatives that should NOT be done regarding recruitment?

_____

<u>REGARDING THE RETENTION OF PERSONNEL EITHER VOLUNTEER OR PAID……(indicate the top 2 items in each category):</u>

Why do you think people leave your organization?

_____ _____

Is there any difference for paid staff? ? _____No paid staff? _____ No

_____

_____

What successes have you had regarding retention? (e.g. LOSAP, cash per call,)

_____

What failures have you had regarding retention of members?

_____

Do you have any suggestions of initiatives that should be done regarding retention?

_____

Do you have any suggestions of initiatives that should NOT be done regarding retention?

_____

Do you have a specific story to tell or item to raise regarding recruitment or retention? If so, please include it.

_____

APPENDIX 5

COST CALCULATION FOR RECRUITMENT AND RETENTION INITIATIVE (SAFER PHASE II)

COST CALCULATION FOR RECRUITMENT AND RETENTION INITIATIVES

PHASE II RECRUITMENT					
ITEM - TRAINING	**CREATION**	**DELIVERY**	**PRINTING**	**OTHER**	**TOTAL**
Building Blocks Class*	2,400	21,600	1,750**		$ 25,750
Leadership Training*	2,400	21,600	1,750**		$ 25,750
Fire Corps*	2,400	21,600	1,750**		$ 25,750
Junior Firefighting*	2,400	21,600	1,750**		$ 25,750
On-line Conversion	4,500	5,000		30,000	$ 39,500
Conference		4,000		R&R speaker	$ 4,000
PSAs	34,100			Each Dept	$ 34,100

* Each is a 1.5-hour class that can be conducted at fire stations or conferences.
** Text for each department, plus 1,000 class handouts @ 20 pages for each class.

ITEM - TRAINING	CREATION	DELIVERY	PRINTING	OTHER	TOTAL
Recruitment & Retention Website	5,000	---	---	---	$ 5,000

ITEM - TRAINING	CREATION	DELIVERY	PRINTING	OTHER	TOTAL
Newspaper/Magazine Ads	3,000	---	---	---	$ 3,000
Handout/Solicitation Stuffers	1,000	---	Development	---	$ 1,000
Posters	3,000	---	2,000	---	$ 5,000
Recruitment & Retention Videos/DVDs	20,500	---	3,500	---	$ 24,000
Self-Assessment Checklist	3,000	---	1,750	---	$ 4,750
Handouts for State R&R Committee Use					$ 5,000
Scholarship (3yr)	1,000		3,000		$ 4,000
Word of Mouth (Everyone Get One)	1,000			---	$ 1,000

ITEM - TRAINING	CREATION	DELIVERY	PRINTING	OTHER	TOTAL
Benefit Programs	***				0
Coordinator (3yr)		100,000			$ 100,000

*** To be defined and funded by each agency

PAGE SUB-TOTAL	**$ 333,350**

PHASE II RETENTION					
ITEM - TRAINING	**CREATION**	**DELIVERY**	**PRINTING**	**OTHER**	**TOTAL**
Uniforms	***				
Logo Wear	***				
Awards	***				
Banquets	***				
Picnics	***				
Parties	***				
Social Functions	***				
Miscellaneous Events	***				
Social Network	***				
Reduced DMV Fee	***				

ITEM - TRAINING	**CREATION**	**DELIVERY**	**PRINTING**	**OTHER**	**TOTAL**
Pay per Call	***				
LOSAP	***				
Health Care	***				
Tax Credit	***				
Tuition Reimbursement	***				
Scholarship (3yr)	1***	90,000			$ 120,000
Life Insurance	***				
Accidental Death/Disability Insurance	***				
Low Interest Loans	***				
Housing Assistance	***				
Reduced DMV Fee	***				

*** It has been determined that retention program success is locally driven. To assist those departments that submitted questionnaires for analysis, each should be allocated $5,000 to implement specifically desired programs that may be successful, with the requirement that each department submit an accounting of the use of the allocated funds and an analysis of its value and success.

Distributed Incentive Fund Each Year ***	150,000				$ 600,000

Consulting Analysis Costs Per Year	10,000				$ 40,000

PAGE SUB-TOTAL	**$ 760,000**

TOTAL 1-YEAR PLAN COST	**$ 1,093,350**

APPENDIX 6

“EVERYONE GET ONE” PROGRAM

FASP "Everyone Get One" Program

Overview:
In the development of a statewide recruitment and retention initiative, it was learned that one of the most common methods of recruiting new members was by "word of mouth". This technique has long been used successfully, in a variety of organizational initiatives to grow the membership ranks.

Objective:
Each fire/EMS agency can use this program to have each member or a percentage of its membership reach out to friends, neighbors, family, co-workers, and the general public to join the local fire/EMS agency.

Key Steps to Implementing a Program:

1. **Appoint a Project or Committee Chairman**.
   Such a program can increase your membership. It takes leadership and a plan, with one individual constantly promoting such a program. A non-firefighter (business person, spouse, parent, community leader) can easily be used in this role.
2. **Set a realistic Goal**.
   This way you can monitor success, but avoid being too aggressive in your expectations. It you are conducting such a program for the first time, under-estimate your potential success so that everyone can share in the sense of accomplishment when it is achieved.
3. **Keep the campaign period short.**
   In this way you can concentrate member efforts and avoid burnout. You may also want to strategically analyze the time of year that will maximize participation and related success. Don't conflict with major initiatives or typically busy periods of the organization.
4. **Use incentives**.
   Introduce some value and competition to the process by rewarding individuals for their recruiting efforts and to incent those joining the organization. Determine the most appropriate incentives by asking the individuals that will be involved in what would motivate them to be aggressive in the activity.
5. **Keep the program as simple as possible.**
   This will encourage participation and minimize workload of the staff. Do not use any special applications or forms. Simply have the referring member sign their name at the top of the application being submitted.
6. **Constantly communicate the program's goals and success**.
   Create an engaging and meaningful theme and keep it in the forefront of the members.

These steps can be used to develop, update, and revitalize your "Everyone Get One" membership recruitment drive.

APPENDIX 7

RECRUITMENT FLYER

Volunteers Needed!!!

Insert Your Dept. Logo Here

Take the challenge "You can make a difference"

What is expected from you?*

- You must be at least 21 years old
- A minimum of a high school diploma or GED
- No felony convictions
- US Citizen
- Physically Fit
- Possess a valid driver's license
- Sign a 2 year commitment agreement

**Recruitment officer/committee, insert your list of requirements in this section (e.g. Agree to background check, Agree to driver's history check, tax breaks, etc.)*

What you get in return?*

- Paid Training
- All required equipment provided
- Length of Service Awards Program
- Social Functions
- Genuine Satisfaction for Your Efforts

** Recruitment officer/committee, insert your list of benefits in this section (e.g. tax breaks, scholarships, live-in program, etc.)*

For more information contact: (*Insert YOUR Organization Info here)*

Organization Name: _____

Street Address:_____

City, State, Zip: _____

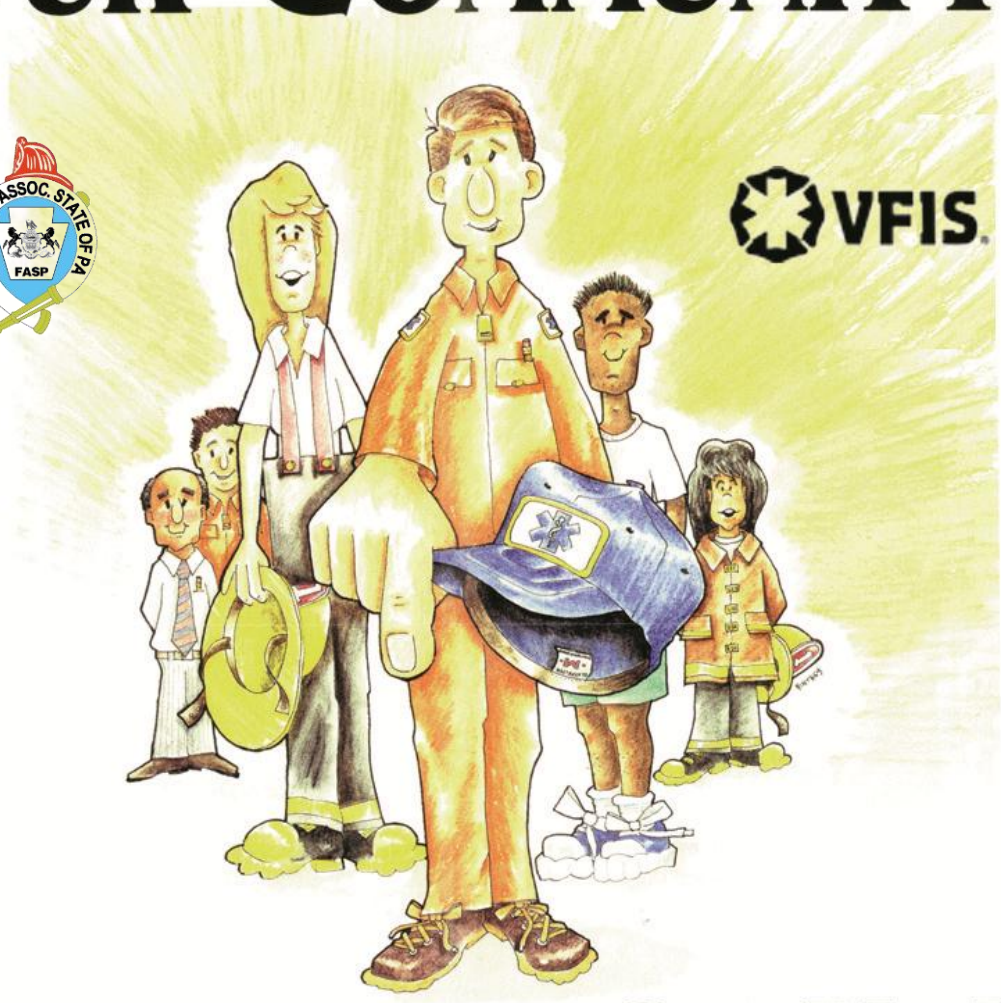
Phone #: and Contact Person(s):_____

Website: _____

APPENDIX 8

RECRUITMENT POSTER

OUR COMMUNITY



NEEDS ALL OF US!

V•O•L•U•N•T•E•E•R

APPENDIX 9

RECRUITMENT & RETENTION
LOCAL LEVEL
QUESTIONAIRES/RESULTS

ESO Questionnaire

Why did you join the organization?

Response to emergencies
Helping neighbors
Family tradition
Be part of a team
Social opportunities with members
Develop experience dealing with fire/rescue/medical situations
Career development
Feel needed
Personal skill and knowledge development
Responsibility/challenge
Need for affiliation
Hobby
Associate with success
Feel safe
Follow a leader
Experience building
Need for feedback
Relaxation/relieve stress
Expectations not convenient
** If I don't, who will?

**WRITTEN-IN ITEMS

ESO Questionnaire

What might you be interested in as an incentive?

State/Local tax credits
Length of service award from fire company/municipality (similar to retirement annuity)
Tuition/credit reduction
Regular purchase of new apparatus
Friends/families also members (fraternizing)
Access to group health insurance programs
Praise
Frequent social activities
Cash per call responded to
Group rates for auto and home insurance
Access to group dental insurance programs
Savings on automobiles and related services
Special discounts on fire-rescue related products
Savings on computers, software and accessories
Mortgage Services
Ability to purchase additional life insurance through group program
Length of service award that is investment based only
Savings on entertainment, including movie and amusement parks
Length of service award that is life insurance based
Personal contribution to a length of service award
Complete home related value added services and discount programs
Eyeglass insurance program
Special credit card program
Cash back on real estate services
Pre-paid legal services
**Purchase life insurance
**Free EMS
**Camaraderie
**Shirts, jackets and hats (free)

**WRITTEN-IN ITEMS

ESO Questionnaire

Why did you leave the organization?

RECRUITMENT AND RETENTION STUDY - WHY I LEFT

Lack of Leadership
No time to volunteer
Other interests
Conflicts in organization
Organizational leadership created adverse atmosphere
Too much training
Attitude of existing personnel to newcomers
Criticism received from officers/older members
Don't understand the organization/expectations
Expectations not convenient
Friends/families no longer members (fraternalism)
Individual bias
Lack of camaraderie
Poor organizational image
Feel taken advantage of
Afraid of lawsuits
Costs
**Family responsibilities
**Can't afford housing in the district
**Move from volunteer to paid
**Working 2 jobs
**Move from area
**Not getting your way
**No direction on training
**Mandatory training with no compensation
**Criticism from union members
**Lack of responses

APPENDIX 10

PROJECT STAFF

PROJECT STAFF

William F. Jenaway, Ph.D., CFO, CFPS, Associate, Project Manager.

Dr. William F. Jenaway, CFO, CFPS will serve as Project Manager for this engagement. Dr. Jenaway is the CEO of VFIS-ETC responsible for training, education and consulting services provided to clients of VFIS-ETC. His organization provides training to over 20,000 fire/EMS personnel annually and provides technical guidance and consultation to over 200 agencies annually. He has served as Chief and Fire Marshal of the East Bethlehem Township, Pennsylvania Volunteer Fire Department; and as Chief and President of the King of Prussia, Pennsylvania; Volunteer Fire Company, as well as being Chairman of the municipality's Fire and Rescue Services Board. Under Chief Jenaway's leadership, the department became the first all-volunteer Accredited Fire Service Agency in the US. Fire Chief Magazine named him the "Volunteer Fire Chief of the Year" in 2001. Bill's background includes 30-plus years of volunteer fire and EMS experience. In 2004 he was named to Chair the Pennsylvania Senate Resolution 60 Commission to evaluate and provide recommendations to the Pennsylvania legislature and fire service on strategic approaches to the state's fire and EMS delivery system. Over the years, Bill has authored over 200 articles, seven texts and provided over 100 speeches on fire and life safety issues. He holds Certified Fire Protection Specialist and Certified Fire Officer designations as well. In 1999 he was named to the Presidential/Congressional Commission known as the "Advisory Panel to Assess preparedness for Terroristic Acts Involving Weapons of Mass Destruction" (a/k/a Gilmore Commission). Dr. Jenaway also serves as President of the Congressional Fire Services Institute and is Past President of the Pennsylvania Fire Services Institute. He serves on the National Fire Protection Association Committees of Emergency Services Risk Management; Providing Emergency Services to the Public; Fire Department Apparatus, and Fire Service Training. Dr. Jenaway is in his second, three-year term as a Commissioner on the Commission on Fire Department Accreditation.

Michael Young, Associate Project Member.

Mike is the Director of Fire Programs for VFIS (a subsidiary of the Glatfelter Insurance Group, York, PA.) Mike's responsibilities include: national coordination and delivery of educational and training programs, curriculum development, information analysis and is a member of the Safety Team for the Glatfelter Insurance Group. Mike has been associated with the career emergency services for 28 years. He recently retired in June 1998, as assistant chief with the Department of Fire and Rescue Services of York, Pennsylvania. Responsibilities included platoon commander, training officer and the implementation and coordination of the special rescue team.

He holds an Associate's Degree in Fire Science Technology. As a certified senior instructor with the Pennsylvania State Fire Academy, he continues to conduct seminars on NFPA 1500, Emergency Vehicle Driver Training and Firefighter Safety classes throughout the United States and Canada. Mike has presented training programs at Fire Rescue International, Fire Department Instructors Conference, University of Missouri Winter Fire School and the New York State Chiefs Conference.

Mike was part of a working group to help develop the Firefighter Safety and Survival compact disk offered by the National Volunteer Fire Council. He is also a member of the NFPA 1001, 1002 and 1003 Technical Committee, the Pennsylvania Firefighter Death Review Committee, International Society of Fire Service Instructors and Keystone Chapter Fire Service Instructors.

David A. Bradley, NREMT-P – EMS Education Specialist

Dave has over twenty-two years of experience in Emergency Services. He is a former Chief of EMS for Lancaster EMS Association in the City and County of Lancaster, PA. which provides coverage for a population of 250,000. Dave is a Nationally Registered Paramedic, and is currently pursuing a Bachelor's Degree in Safety Engineering.

Mr. Bradley has presented on various topics in the areas of emergency service, health, and safety, and continues to be active in local and state emergency service organizations. Dave remains active as a paramedic.

Robert Drennen, M.S. CFPS, Consultant Project Member.

Robert Drennen served as the Director of the St. Joseph's University Public Safety and Environmental Protection Master's Degree Program. Within this program Mr. Drennen directs the students' development and the course program. Research papers of the students serve to broaden the perspective of Mr. Drennen and his team in the development of new techniques and procedures for fire service. Under the direction of Mr. Drennen, St. Joseph's worked with Dr. Jenaway in the development of an efficient and effective model for businesses to utilize in the preparation, prevention, response and recovery to emergencies as well as projects for the National Volunteer Fire Council involving volunteer recruitment, retention and cost savings. Mr. Drennen is responsible for student research projects, many of which involve specialized evaluations of their local emergency service organization. This provides him with a unique insight and understanding of current trends in volunteer and combination fire service operations in the Mid-Atlantic States. Mr. Drennen holds a Master's Degree, is a Certified Fire Protection Specialist and is a retired Chief Officer of the Philadelphia Fire Department, currently serving as Director of Emergency Services in Upper Mooreland Township, Willow Grove, PA.

Daniel B.C. Gardiner, M.S., CFPS, Consultant, Project Member.

Daniel B.C. Gardiner retired as the Chief of the Department of Fire-Rescue Services, in Fairfield, Connecticut, serving there for 31 years. Fairfield is a combination (career and volunteer) fire/EMS department. Prior to his appointment as Chief, he was the department's Budget Control Officer, in charge of a budget of over eight million dollars. Chief Gardiner holds a Bachelor's Degree in Fire Science and holds two Masters Degrees, one in Public Administration and one in Fire Science Technology, from the University of New Haven, Connecticut. He serves on the NFPA 1021 Committee (Fire Officer or Standard). Chief Gardiner has been extensively involved in fire department consulting projects as well as managing and conducting assessment center activities for various positions throughout the Northeast. He has also provided testimony before numerous fire commissions, boards of inquiry and study panels, in addition to serving on a number of review boards as well. An author of a number of fire service texts and articles, Chief Gardiner edited the book, *Managing Fire Department Operations*, and co-authored the bestselling text, *Fire Protection in the 21st Century*. Now serving his fifth term as a Director of the Certified Fire Protection Specialist Board, Chief Gardiner speaks nationally on fire protection, and fire service finance. He is a past president of the International Society of Fire Service Instructors and a past president of the Fire Department Safety Officers Association.

Steven Rabine, Associate

Steve is a VFIS Education, Training and Consulting Specialist. Previously he worked in the Claims Department for Glatfelter Claims Management. Steve began his emergency services career in 1991 as a junior firefighter with the New Oxford Fire Company in Adams County Pennsylvania and rose to the position of Chief. Chief Rabine obtained Firefighter, Fire Instructor and Fire Officer Pro Board National Fire Service Professional Certifications. Chief Rabine also holds a certification with the State of Pennsylvania as an Emergency Medical Technician (EMT). In 2001 he became a 911 Telecommunicator with the County of Adams in South Central Pennsylvania. He currently works part time as a 911 Telecommunicator. In 2003 he became the Fire Chief of the New Oxford Fire Company. In 2009 Chief Rabine became the Fire Chief of United Hook and Ladder Company #33. This department was formed as the result of a merger of the New Oxford and Abbottstown Fire Companies.

APPENDIX 11

REFERENCES

REFERENCES

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Various interviews and meetings as well as survey results, as noted within the body of the report.